



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

THE PLATINUM GROUP PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025

THE PLATINUM GROUP PLC
PIER 111
21st Floor,
Ratchadamri Road,
BANGKOK

2568
2025

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Part 1 Business Operations and Performance

1. Organizational structure and operation of the group of companies

1.1 Policy and business overview

Introduction

The year 2025 marks a highly significant year for The Platinum Group Public Company Limited, as it celebrates its 20th anniversary of pioneering and developing the Pratunam area into Thailand's first comprehensive wholesale center for apparel and fashion products. Over the past two decades, the Company has continuously expanded its business, accumulating experience in operations while actively listening to feedback from customers, partners, employees, and society. This has served as a crucial foundation for strengthening the organization and shaping strategies for sustainable growth in the future.

As it enters its third decade, the Company aims to elevate the Pratunam area into a "Destination" for shopping and hotel accommodation for both Thais and international tourists. This involves focusing on developing the area to meet modern lifestyles while simultaneously creating shared value for all stakeholder groups.

In 2025, despite the global economy continuing to face volatility from various factors, including rapidly changing consumer behavior driven by technological advancements and the impacts of climate change, the Company recognizes these challenges and uses them as a driving force to enhance its organizational capabilities, ensuring agility and effective adaptation to change.

In the past year, the Company has continuously implemented its Portfolio Enhancement plan to improve the quality of assets in its hotel business group, including additional investments in high-potential projects. The Company has gradually renovated the rooms at Novotel Bangkok Platinum Pratunam and commenced the expansion of Holiday Inn Resort Samui with two additional buildings to accommodate tourist demand. For the year 2025, the Company reported total operating results of 2,707.0 million Baht and a net profit of 429.8 million Baht, representing an increase of 5.8 percent and 5.1 percent, respectively, from the previous year.

In addition to achieving stable financial performance, the Company continues to prioritize sustainable business operations by instilling in all employees an awareness of social responsibility and the judicious use of resources through ongoing environmental and social activities. The Company is committed to development in accordance with the three pillars of sustainability, or ESG (Environmental, Social, and Governance), which is reflected in the results of the Corporate Governance Report of Thai Listed Companies (CGR) assessment. The Company received an "Excellent" rating from the Thai Institute of Directors (IOD), supported by the Stock Exchange of Thailand, for the sixth consecutive year.

The Company will continue to operate its business in line with its established goals and plans, under the principles of good corporate governance, social and environmental responsibility, and consideration for all stakeholders, both internal and external. The Company is confident that, with the cooperation of all parties, it will be able to drive the organization to achieve its defined strategic objectives and create sustainable returns for all stakeholder groups in the long term.

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

Vision

To be a leader in the development of commercial mixed-use real estate projects, with an emphasis on comprehensive development including shopping centers, hotels, and office buildings, alongside supporting entrepreneurs, social development, and environmental initiatives, to generate appropriate returns for shareholders and create customer satisfaction, as well as promoting the quality of work-life for employees, and collaborating with business partners for stable and sustainable growth.

Objectives

- Promote the development of the Pratunam strategic commercial area to be a significant economic hub of the country.
- Continuously strengthen the management of integrated wholesale and retail centers.
- Enhance the potential of small entrepreneurs, seek business partners, and be responsible to society, communities, the environment, and shareholders for sustainable growth.
- Support the development of all types of real estate to meet the demand for business space from both domestic and international sources.
- Enhance the potential of the company's personnel and prepare for future business expansion by promoting creativity and new innovations, as well as fostering personnel's mindset and work alignment with the company's strategies.
- Strengthen all businesses within the company group through rapid and timely adaptation to situations, in order to respond to and accommodate the ever-changing ways of life.
- Implement the Business Continuity Plan (BCP) for the safety and maximum benefit of all stakeholders.

Goals

- Continuously and sustainably develop hotel and real estate businesses under management aimed at generating good returns, coupled with developing skilled and capable personnel, to achieve long-term business success.
- Aim to strengthen the business group to be at the forefront, to maintain existing market share, and to continuously expand the new customer base.
- Continuously develop The Platinum Fashion Mall to be the best wholesale fashion hub in ASEAN (The Best Wholesale Fashion Hub of ASEAN).
- Develop The Market Bangkok Ratchaprasong shopping center to be one of the most favored shopping centers by consumers by 2028.
- Develop shopping centers and hotels under The Platinum Square project to become a "Destination" in the Pratunam area by 2030.
- Participate in the Thailand Energy Awards competition by 2027 to drive the company towards achieving sustainable energy conservation goals.

Business strategies

The Company is committed to continuously operating its Mixed-use Development real estate business to create sustainable value and returns for all stakeholders by implementing key strategies in various areas as follows:

1. Project Development Strategies

The Company emphasizes studying consumer behavior and needs within each target group to apply this knowledge in designing and developing unique shopping centers, hotels, and office buildings for rent that align with current lifestyle trends. Furthermore, the Company is committed to elevating standards at every stage of real estate development, from planning and design to construction, to deliver high-quality results and genuinely create positive experiences for users.

2. Strategy for leased areas and hotels

The Company focuses on professional management of leased areas and hotels, emphasizing the quality of services and the experience of tenants and guests. It also prioritizes understanding the specific needs of target customer groups to design services and facilities that align with expectations, while continuously maintaining and improving project areas to ensure long-term service quality.

3. Marketing and Sales Promotion Strategies

The Company implements proactive marketing strategies, both offline and online, to enhance its corporate image and build long-term relationships with tenants, users, and business partners. This involves focusing on organizing activities that create shared experiences with customers and utilizing Experience Marketing strategies to increase awareness and positive impressions, leading to becoming a Top of Mind brand and sustainably expanding the customer base.

4. Cost Management Strategies

The Company prioritizes efficient cost management at every stage of operations to enhance competitiveness and generate appropriate returns for shareholders. It continuously controls expenses and improves resource utilization, while focusing on meticulous planning and performance monitoring to strengthen business stability and long-term sustainability.

5. Sustainable Development and ESG Strategies

The Company recognizes the importance of conducting business responsibly towards the environment, society, and good governance (Environmental, Social, and Governance: ESG). It has established strategies to integrate sustainability concepts into operational processes at all organizational levels.

- **Environmental:** Aims to reduce operational impact by promoting efficient energy use, proper waste management, and valuable resource utilization to contribute to greenhouse gas emission reduction and support long-term low-carbon goals.
- **Social:** Aims to create value for surrounding communities and society through employment, personnel skill development, safety promotion, and continuous stakeholder engagement.
- **Governance:** Operates under principles of good governance, transparency, and accountability, with robust internal control and risk management systems to build confidence and trust from shareholders, investors, and business partners. The Company believes that driving business within the ESG framework will help create a balance between economic returns, environmental care, and social development, which are crucial foundations for stable and sustainable growth in the future.

1.1.2 Material changes and developments

History

The Platinum Group Public Company Limited (“the Company”) was converted into a public limited company on June 23, 2014, through the merger of all 9 companies within the same group. Its objective is to develop and manage commercial wholesale-retail rental spaces, hotel businesses, and office building rental businesses, focusing on growth from existing projects and future development projects.

The Company offered its newly issued ordinary shares to the public for the first time on March 24, 2015, totaling 700 million shares at 7.40 Baht per share, amounting to 5,180 million Baht. After deducting related expenses, the remaining amount was 5,084 million Baht. The objective of using these funds was to expand the business of the Company and its subsidiaries. The Company fully utilized these capital increase funds for business expansion in 2022 to expand its business according to the investment plan for The Market Bangkok Phase 2 extension project, which has been completed. This includes Moxy Bangkok Ratchaprasong Hotel, a 3-star hotel that opened on February 18, 2024, and the PIER 111 office building for rent project, which opened on March 1, 2024.

THE PLATINUM GROUP'S EXPANDING PORTFOLIO

From a pioneering fashion mall to a diverse portfolio of mixed-use project



Details regarding material changes and developments

years	Material changes and developments
2025	<ul style="list-style-type: none">In June 2025, The Market Bangkok shopping center launched a new renovation plan under the name "Lai Jie," located on the G and M floors, covering an area of over 8,000 square meters, with an investment budget exceeding 180 million Baht. The project is inspired by "Yaowarat," a famous tourist attraction and street food hub in Thailand, conveyed through a design that blends Chinese cultural essence with contemporary elements. "Lai Jie" will gather famous restaurants of various nationalities, from authentic Chinese cuisine, exquisite Thai dishes, and international food, to renowned street food menus, to offer a new experience of taste and atmosphere in the heart of Bangkok.

years	Material changes and developments
	<p>The name "Lai Jie" comes from Teochew Chinese, meaning "Let's eat together," which conveys meeting, conversing, and sharing happiness at every meal, under the concept of "Join Us at the Table." The project aims to cater to 60% Thai and foreign residents in Thailand and 40% international tourists, and is expected to officially open in the second quarter of 2026. Furthermore, The Market Bangkok shopping center continuously plans to develop other zones to enhance the shopping and vibrant lifestyle experience, offering happiness, enjoyment, and novelty in every dimension to both shoppers and tourists from around the world.</p> <ul style="list-style-type: none"> • The Company has concretely proceeded with the development of "The Platinum Square" project. In April, construction commenced on the project site, and in June, the Company signed a long-term land lease agreement with the Crown Property Bureau (currently renamed the Treasury Department) to develop it into a shopping center and hotel. The project has a total investment value of approximately 7,800 million Baht, covering an area of approximately 7 rai at the Pratunam intersection. It is designed under the core concept of "Spectrum of Fashion," reflecting the diversity of fashion ready to fully meet people's lifestyles and needs in one place. The Company expects the construction of the shopping center portion to be completed and operational by 2028, and the hotel portion to open in 2029. • Around mid-2025, Novotel Bangkok Platinum Pratunam Hotel undertook renovations of its guest rooms and common areas to enhance the customer experience, making it more modern and comfortable. The renovation is being carried out in phases, closing 1-3 floors of rooms at a time, totaling 288 rooms, along with simultaneous improvements to some common areas. Throughout the renovation period, the hotel remains fully operational to continuously accommodate tourists and business guests. The Company expects the renovated rooms to be completed and ready for service within the first half of 2026. • On August 13, 2025, the Board of Directors Meeting of The Platinum Group Public Company Limited No. 3/2025 resolved to approve The Platinum Samui Company Limited, a subsidiary, to enter into a long-term land lease agreement with S.P.C. Wealth Development Company Limited, which shares common directors and major shareholders, thus constituting a connected transaction. The said land is located in Bo Phut Subdistrict, Koh Samui District, Surat Thani Province, adjacent to the current Holiday Inn Resort Samui, for development as a hotel expansion project with a total project value of approximately 336 million Baht. The project will consist of two accommodation buildings, each 3 stories high, totaling 45 rooms, designed to meet the continuously increasing demand from family groups (Family Suites) and connecting rooms. This expansion project will enhance the revenue generation potential from the hotel business, both in terms of increased occupancy rates, optimized room pricing, and revenue from food and beverage sales, which will expand in line with occupancy rates. The Company expects the hotel expansion project to be completed and operational by 2027.

years	Material changes and developments
	<ul style="list-style-type: none"> • In November 2025, The Platinum Group Public Company Limited relocated its new office to PIER 111 Building, an office building developed by The Platinum Market Company Limited, a subsidiary of the Company, located on Ratchadamri Road, Lumpini Subdistrict, Pathumwan District, Bangkok. The purpose of this relocation is to accommodate business expansion and enhance organizational operational efficiency. PIER 111 Building is designed as a Modern Office Building that emphasizes efficient space utilization, energy conservation, and the creation of a work environment conducive to creativity and employee collaboration. Furthermore, relocating the office to PIER 111 Building also enhances the Company's modern image, reflecting its commitment to sustainable organizational growth, coupled with efficient resource management, to support long-term operations. • On December 31, 2025, Moxy Bangkok Ratchaprasong Hotel officially opened "Sato San Rooftop Bar" on the 32nd floor, under the concept of blending the unique rice cultures from two significant regions: Thai Isaan culture and Japanese culture. This reflects the hotel's strategy to develop an Experience-driven Destination and create Brand Differentiation by offering distinctive food and beverage experiences, coupled with panoramic views of Bangkok from above. This helps reinforce the brand's image as a creative, modern lifestyle hotel that caters to both Thai and international target customers, while also creating added value and new sustainable revenue streams for the hotel business.

years	Material changes and developments
2024	<ul style="list-style-type: none"> • In late 2023, The Platinum Market Co., Ltd., a subsidiary, completed the construction of Phase 2 of its expansion project and commenced operations in early 2024, comprising: <ol style="list-style-type: none"> 1. Moxy Bangkok Ratchaprasong Hotel is located in Building M1, with an investment value of approximately 1,600 million baht. It opened on February 18, 2024, under the management of Marriott International, offering international standard services. Situated in a vibrant lifestyle district in the heart of Bangkok, it features a total of 504 rooms. As a 3-star hotel, it caters to both Thai and international travelers for all purposes, whether for tourism, leisure, or business, providing a relaxed and lively atmosphere. 2. The PIER 111 office building for rent is another project located on Building M2. It opened on March 1, 2024, as an office building for rent with a leasable area of approximately 38,000 square meters and an investment value of approximately 2,000 million baht. It is situated in a prime city center location with diverse transportation connections and comprehensive facilities that support the modern working lifestyle. • At the Annual General Meeting of Shareholders 2024, held on Friday, April 19, 2024, the meeting resolved to approve the transfer of long-term land lease rights from the Privy Purse Bureau (The old name is the Crown Property Bureau) in the Chaloemlap project area. The Company plans to increase the proportion of development projects for shopping centers and hotels. This will involve developing a leasable area for a shopping center, approximately 65,247 square meters, divided into 4 floors of retail and restaurant space, under a leasehold and rental model. Sales for the shopping center project are expected to commence in 2026, with operations beginning in 2028. For the hotel component, there will be approximately 39,240 square meters with a total of approximately 578 rooms, managed by Accor under the name Mama Shelter Bangkok Platinum. It is expected to open in 2029. • Regarding The Platinum Fashion Mall, Zone 3, 5th floor, which had been closed since late 2021 due to the impact of the COVID-19 situation, and with shops on floors 1 to 4 gradually reopening since 2023, the company reopened the 5th floor on October 16, 2024. This involved transforming the entire area into food-related shops to meet current consumer demands, under the name Sawasdee Foodie Hub, which gathers over 60 shops across a total area of approximately 2,000 sq.m. • Novotel Bangkok Platinum Pratunam Hotel renovated all its meeting and seminar rooms between August and October 2024 and reopened with a new format in early November 2024. This upgrade included equipment and various facilities to support online meetings and cater to current consumer needs. Additionally, the hotel plans to gradually renovate its guest rooms in 2025. • On December 17, 2024, the company signed a hotel management agreement for Mama Shelter Bangkok Platinum, which will be part of The Platinum Square project, with Ennismore, a global lifestyle brand group and a joint venture company of Accor, with Accor as the major shareholder. Mama Shelter Bangkok Platinum, a 4-star hotel, marks the first Mama Shelter hotel in Southeast Asia, situated in a location with high potential to attract tourists and featuring a distinctive and unique style.

years	Material changes and developments
2023	<ul style="list-style-type: none"> On February 28, 2023, the Company's Board of Directors Meeting No. 1/2023 resolved to approve the Company's investment in the increased ordinary share capital of The Platinum Market Co., Ltd., a subsidiary, totaling 1,317 million Baht, which increases the registered capital from the original 683 million Baht to 2,000 million Baht, with the objective of using it as working capital and increasing liquidity for the subsidiary. The Platinum Group Public Company Limited holds 100.00% of the shares, which is the original proportion. Regarding The Platinum Fashion Mall Zone 3, which was closed since late 2021 due to the impact of the COVID-19, the Company had gradually reopened shops on floors 1 to 4 starting from March 31, 2023, focusing on health and beauty product categories to accommodate both Thai and international customers and enhance the variety of products and services. Floor 5 is open for service in 2024.

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

Is there an issuance of equity securities or debt securities? : Yes

Spending of the money obtained from each offering of equity or debt securities

List of spending of the money obtained from each offering of equity or debt securities			
Item 1			
Types of securities used for fundraising			Amount of funds raised
Equity Instruments			5,084.00 Million Baht
Spending objectives	Duration (approximate)	Amount of money as planned	Amount of spent money
To expand the business of the company and its subsidiaries	24 Mar 2015 - 30 Jun 2022	5,084.00	5,084.00
Implementation according to objectives Achieve objectives Progress of fund utilization / reasons and measures taken in case the funds are not spent according to the objectives The Company raised capital from the initial public offering of ordinary shares to the general public in March 2015, comprising 700 million shares at 7.40 Baht per share, totaling 5,180 million Baht. After deducting related expenses, the net amount remaining was 5,084 million Baht. This capital increase was fully utilized to expand the business of the Company and its subsidiaries by June 2022. This information was communicated to shareholders via a newsletter through the Stock Exchange of Thailand on July 25, 2022.			
Related links https://www.set.or.th/en/market/news-and-alert/newsdetails?id=2022086557&symbol=PLAT			

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

Are there any issued securities with obligations or : No
conditions?

1.1.5 Company information

Company name : THE PLATINUM GROUP PUBLIC COMPANY LIMITED

Symbol : PLAT

Address : No. 111, Pier 111 (M2) Building, 21st Floor,
Ratchadamri Road, Lumpini Subdistrict, Pathum Wan
District

Province : Bangkok

Postcode : 10330

Business : Develops and leases commercial properties,
comprising:

1. Rental and Service business
2. Hotel Business
3. Office Building for rent
4. Food and Beverages Business

Registration number : 0107557000241

Telephone : 0-2121-9999

Website : <http://theplatinumgroup.co.th>

Email : compsec@theplatinumgroup.co.th

Total shares sold

Common stock : 2,800,000,000

Preferred stock : 0

Diagram of organization's logo



1.2 Nature of business

The Platinum Group Public Company Limited and its subsidiaries are engaged in property development and hotel operations, including the expansion of income-generating real estate projects for lease, comprising wholesale and retail complexes, hotels, office buildings, and related businesses. The Company places strong emphasis on the development of mixed-use projects to align with evolving modern lifestyles and to meet customer needs through comprehensive, integrated services. In this regard, the Company focuses on project development in high-potential locations, including central business districts, areas with access to existing and future mass transit systems, as well as major tourist destinations across Thailand.

At present, the Company is the largest wholesale and retail fashion complex operator in Thailand and is widely recognized as the The Best Wholesale Fashion Hub of ASEAN. In parallel, the Company operates businesses in hotel development and management, as well as office leasing. The Company is committed to achieving sustainable growth through effective asset management, portfolio diversification, and the strengthening of long-term revenue stability. From a strategic perspective, the Company prioritizes the enhancement of its competitive advantage through the development and improvement of software systems to support efficient operations. These systems are designed to centrally integrate data management and core business processes, reduce redundancy, enhance operational agility, and support strategic decision-making by management in response to rapidly changing market conditions.

Concurrently, the Company continues to implement its Portfolio Enhancement plan, focusing on value creation from existing assets alongside investments in projects with strong potential to deliver sustainable returns and to support long-term growth trends in the tourism industry. During the past year, the Company progressively renovated guest rooms at Novotel Bangkok Platinum Pratunam to maintain competitive standards in a prime location, and commenced the expansion of Holiday Inn Resort Samui with two additional buildings to accommodate steadily increasing tourist demand.

In addition, Moxy Bangkok Ratchaprasong has launched a rooftop bar on the 32nd floor as part of its product and service differentiation strategy. This initiative aims to increase revenue per unit, enhance brand image, and respond to the evolving preferences of modern consumers who place greater emphasis on experiential offerings.

With regard to future projects, the Company is currently constructing The Platinum Square, a strategic development that will play a key role in further strengthening and integrating the Company's retail and hotel businesses into a more comprehensive ecosystem. The project is designed to efficiently connect wholesale customers, retail consumers, and tourists, in line with the established development plan. The Company expects the project to be fully operational by 2029, serving as a key driver of growth, enhancing business resilience, and creating long-term value for shareholders and all stakeholders.

1.2.1 Revenue structure

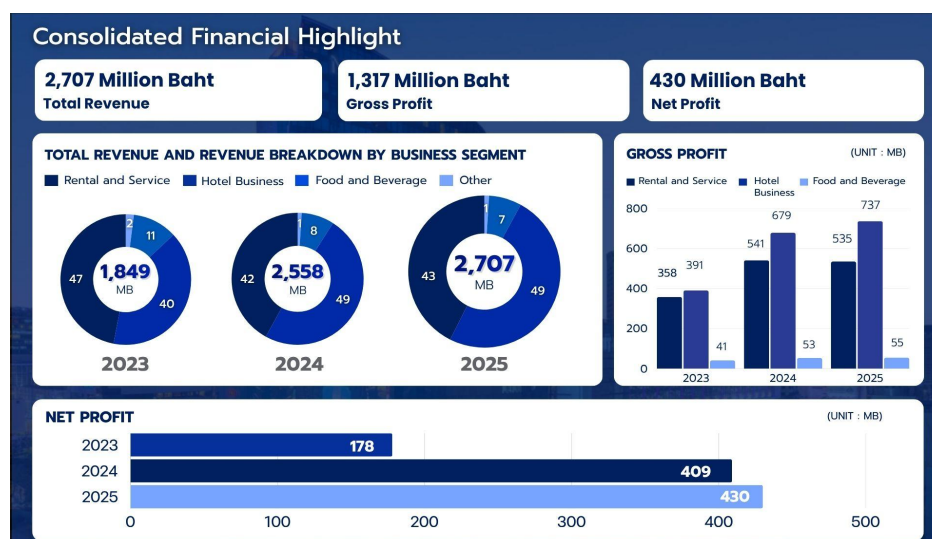
The Company's revenue structure consists of:

- 1) Rental and service income, which consists of rental income, revenue sharing from shops (GP), additional income from using the central area for organizing activities, utility income, common area income, insurance premium income, property tax income, and parking fee income.
- 2) Hotel business income, which consists of room rates, food and beverage sales from the hotel, and income from other services related to the hotel business.
- 3) Food and beverage income is income from operating the food court business, excluding income from selling food and beverages from the hotel business. This income is in the form of revenue sharing from various shops. The Company will record all income from the sale of food and beverages in the food court in the financial statements and record the amount returned to the shop operators as the cost of sales of the food court business.
- 4) Other income, which consists of income from advertising signs, forfeiture of rental deposits and fines for late return of the area from tenants, and income from selling scrap metal left over from construction.

Revenue structure by product line or business group

	2023	2024	2025
Total revenue from operations (thousand baht)	1,849,241.92	2,558,039.72	2,707,025.41
Rental fee income (thousand baht)	533,459.91	716,407.42	849,680.17
Service fee income (thousand baht)	342,592.42	347,059.23	306,865.34
Revenue from Hotel Business (thousand baht)	741,857.93	1,251,159.67	1,339,904.89
Revenue from food and beverage (thousand baht)	198,547.35	212,603.02	182,571.36
Others (thousand baht)	32,784.31	30,810.38	28,003.65
Total revenue from operations (%)	100.00%	100.00%	100.00%
Rental fee income (%)	28.85%	28.01%	31.39%
Service fee income (%)	18.53%	13.57%	11.34%
Revenue from Hotel Business (%)	40.12%	48.91%	49.50%
Revenue from food and beverage (%)	10.74%	8.31%	6.74%
Others (%)	1.77%	1.20%	1.03%

Diagram of revenue structure by product line or business group



By geographical area or market

	2023	2024	2025
Total revenue (thousand baht)	1,849,241.92	2,558,039.72	2,707,025.41
Domestic (thousand baht)	1,849,241.92	2,558,039.72	2,707,025.41
International (thousand baht)	0.00	0.00	0.00
Total revenue (%)	100.00%	100.00%	100.00%
Domestic (%)	100.00%	100.00%	100.00%
International (%)	0.00%	0.00%	0.00%

Other income as specified in the financial statements

	2023	2024	2025
Total other income (thousand baht)	32,784.31	30,810.38	28,003.66
Other income from operations (thousand baht)	32,784.31	30,810.38	28,003.66
Advertising signs, forfeiture of rental deposits and fines for late return of the area (thousand baht)	32,784.31	30,810.38	28,003.66
Other income not from operations (thousand baht)	0.00	0.00	0.00

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

	2023	2024	2025
Share of profit (thousand baht)	117.38	-576.23	-325.76

1.2.2 Information on products and services

Current Business Groups of the Company

In 2025, the Company operated projects under the management of the Group, which can be classified into four business categories, as follows:

1) Rental and Service Business in the Form of Shopping Centers (2 projects):

- The Platinum Fashion Mall, a wholesale fashion shopping center
- The Market Bangkok Ratchaprasong

2) Hotel Business (3 hotels):

- Novotel Bangkok Platinum Pratunam
- Holiday Inn Resort Samui Bophut
- Moxy Bangkok Ratchaprasong

3) Rental and Service Business in the Form of an Office Building (1 project):

- PIER 111 Office Building

4) Food and Beverage Business (2 projects):

- Platinum Food Floor "More a Meal", located on the 6th Floor, Zones 1 and 2, The Platinum Fashion Mall
- Sawasdee Foodie Hub, located on the 5th Floor, Zone 3, The Platinum Fashion Mall

1.2.2.1 Product/service information and business innovation development

1. Rental and Services Business

As at 31 December 2025, the Company had two projects in operation, as follows:

1) The Platinum Fashion Mall (Wholesale Fashion Center)

Date of Commencement: 26 November 2005 | Location: Pratunam

The Platinum Fashion Mall is recognized as "The Best Wholesale Fashion Hub of ASEAN". Located in the heart of the Pratunam district, it operates as a large-scale shopping complex offering both wholesale and retail fashion products. The mall comprises more than 2,500 retail outlets, providing a comprehensive range of fashion merchandise, including women's and men's apparel, bags, footwear, accessories, and cosmetics. Supported by standardized facilities and utilities, the shopping center has consistently earned the confidence and popularity of tenants and customers, both domestic and international.

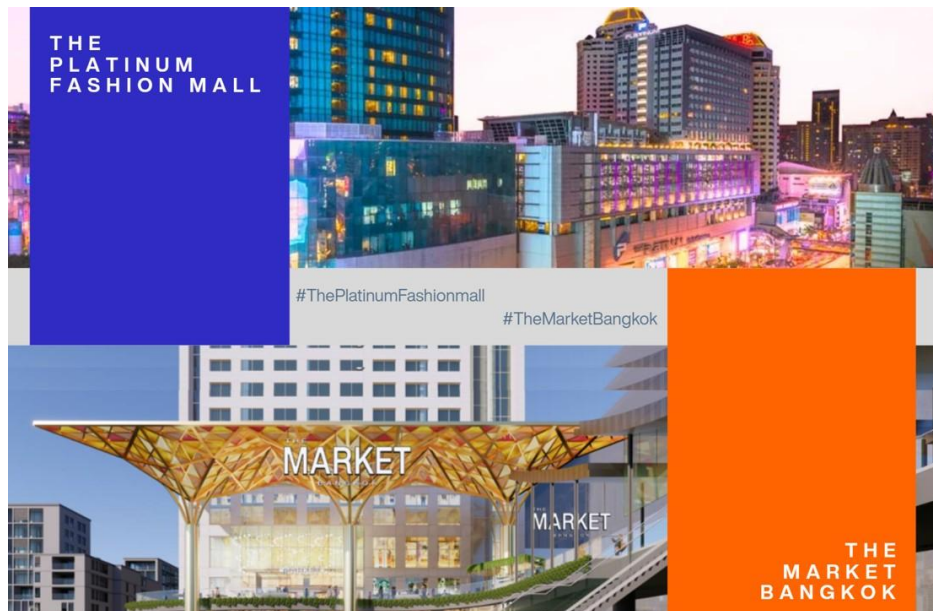
2) The Market Bangkok Ratchaprasong (Retail Shopping Center)

Date of Commencement: 14 February 2019 | Location: Ratchaprasong

The Market Bangkok Ratchaprasong is a retail shopping center situated in a prime location in central Bangkok on Ratchaprasong Road, one of the country's key economic and tourism districts. The shopping center is conveniently accessible via various modes of public transportation, particularly through direct connections from BTS Chidlom and Siam stations via the R-Walk skywalk, which provides direct access to the building. The shopping center is distinguished by its unique architectural design, incorporating concepts that accommodate diverse lifestyle needs of visitors, together with comprehensive facilities such as parking capacity for approximately 1,400 vehicles and efficiently designed utilities and infrastructure, aimed at providing a convenient and safe experience for customers, tenants, and visitors.

In 2025, the shopping center was temporarily closed in certain areas to facilitate renovations and the reconfiguration of space usage on the G Floor and M Floor, in response to changing consumer behavior and to enhance long-term revenue potential. The redeveloped area will be introduced under the name "Lai Jie", a zone emphasizing distinctive food and lifestyle experiences designed to attract both Thai customers and international tourists. The new concept is expected to commence operations in the first half of 2026.

Diagram of1. Rental and Services Business



2. Hotel Business

Currently, the Company operates 3 hotels which are:

1) Novotel Bangkok Platinum Pratunam Hotel

Opening date: 19 June 2012 | Location: Pratunam

Novotel Bangkok Platinum Pratunam is a four-star hotel located in a prime area in the heart of Bangkok, within the Pratunam district. The hotel is situated in the same building as The Platinum Fashion Mall and is conveniently connected to major shopping areas and key tourist attractions in Bangkok via the R-Walk skywalk. In addition, the hotel offers easy access to the BTS Skytrain through Chidlom and Siam stations.

The hotel comprises a total of 288 guest rooms, thoughtfully designed to be modern and comfortable, catering to both leisure travelers and business guests. It offers comprehensive facilities to accommodate the digital lifestyle of today's guests. In terms of food and beverage services, the hotel features a variety of restaurants and bars. Furthermore, the hotel provides facilities to support meetings and business events, with meeting rooms suitable for conferences, seminars, and various types of events. Leisure amenities are also available, including an infinity swimming pool on the 9th floor and a Kid's Zone for families traveling with children. The hotel has also adopted digital technology to enhance the customer experience through Accor's online booking and service application, which facilitates room reservations, check-in, and the booking of additional services, in line with current consumer behavior.

2) Holiday Inn Resort Samui Bophut

Opening date: 1 October 2022 | Location: Koh Samui, Bophut

Holiday Inn Resort Samui Bophut is a four-star resort that commenced operations on 1 October 2022. The resort comprises a total of 203 guest rooms and is located directly on Bophut Beach, in close proximity to the walking street, a distinctive tourist attraction of Koh Samui, Surat Thani Province. The hotel is managed by Inter Continental Hotels Group (IHG), a globally renowned international hotel management group. The resort primarily caters to families and group travelers and features the largest children's play and learning zone on Koh Samui.

On 13 August 2025, the Board of Directors' meeting resolved to approve the hotel expansion project, which consists of two three-storey guestroom buildings, providing a total of 45 additional rooms. The new rooms are designed to accommodate the growing demand from family travelers, including Family Suites and Connecting Rooms, for which demand has continued to increase. The expansion project is expected to enhance the hotel's revenue-generating capacity through higher occupancy rates, more appropriate room pricing, and increased food and beverage revenue in line with the rise in occupancy. The Company expects the hotel expansion project to be completed and to commence operations within 2027.

3) Moxy Bangkok Ratchaprasong

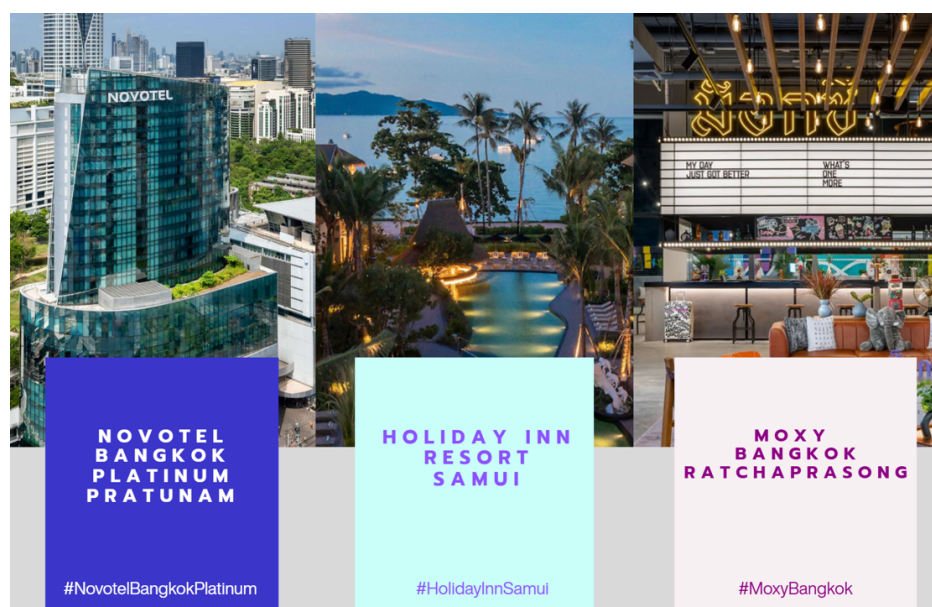
Opening date: 18 February 2024 | Location: Ratchaprasong

Moxy Bangkok Ratchaprasong is a three-star hotel under the "Moxy" brand of Marriott International. The hotel is located within The Market Bangkok project, M1 Building, in the Ratchaprasong lifestyle district in the heart of Bangkok, surrounded by numerous leading shopping malls and major tourist attractions. The hotel features a distinctive architectural design that reflects Thai identity, combined with an industrial-style interior, creating a vibrant, lively, and contemporary atmosphere. The hotel offers a total of 504 guest rooms, along with various facilities and services, including restaurants, bars, social and relaxation spaces, meeting rooms, and a fitness center, to meet the needs of travelers seeking convenient transportation and a comfortable, relaxing stay, supported by excellent service and comprehensive amenities.

Moxy Bangkok Ratchaprasong has been certified with the "Trusted Thailand" emblem by the Tourism Authority of Thailand (TAT) under the Ministry of Tourism and Sports. This certification program recognizes tourism operators that meet established criteria in safety management, secure transactions, communication readiness, and accessible transportation systems, with the objective of enhancing traveler confidence and further elevating safety standards within Thailand's tourism industry.

In addition, on 31 December 2025, Moxy Bangkok Ratchaprasong commenced operations of "Sato San Rooftop Bar" on the rooftop level (32nd floor). This initiative forms part of the hotel's strategy to expand and enhance its food and beverage offerings by creating differentiation through a concept that seamlessly combines the distinctive flavors of Northeastern Thai (Isan) cuisine with Japanese cuisine, together with a rooftop ambience offering panoramic views of Bangkok. This development is intended to further support growth in the hotel's food and beverage revenue.

Diagram of2. Hotel Business



3. Office rental Business

At present, the Company operates 1 office building for rent which is:

1) Office for rent PIER 111

Opening date: 1 March 2024 | Location: Ratchaprasong

PIER 111 Office Tower is a premium office-for-lease development occupying Levels 11–32 of The Market Bangkok Ratchaprasong Project (Building M2), strategically located in the heart of Bangkok. The building offers approximately 38,000 square meters of leasable area and is designed to accommodate tenants across a wide range of business sectors. A key highlight of PIER 111 is its prime location with exceptional accessibility. The building is seamlessly connected to major transportation networks, including principal arterial roads within the central business district, proximity to expressways, and convenient access to public transportation particularly river transportation and the BTS Skytrain enhancing mobility and commuting efficiency for tenants and employees.

The building has been thoughtfully designed with a strong emphasis on workplace environmental quality, prioritizing openness, comfort, and well-being. With a ceiling height of 3.25 meters, which exceeds the standard for office buildings in the Ratchaprasong area, PIER 111 creates a spacious and airy working atmosphere that reduces congestion and supports productivity. The building incorporates triple-layer energy-efficient and sound-insulating glass, aligning with ESG principles increasingly prioritized by leading global organizations. In addition, green spaces and advanced air purification systems have been integrated throughout the building to promote a healthy working environment, reflecting modern organizations' growing focus on employee well-being.

Furthermore, PIER 111 offers flexible office layouts that can be tailored in size and configuration to accommodate large corporations, SMEs, and startups. More than a conventional workplace, PIER 111 is designed to enhance quality of life for modern professionals under the concept “Work Well – Live Better,” reflecting the Company’s commitment to delivering long-term value to tenants and supporting sustainable business growth.

At present, The Platinum Group Public Company Limited has relocated its head office to PIER 111, reinforcing the building’s role in supporting the expansion of the Group’s portfolio and enhancing overall organizational efficiency.

Diagram of3. Office rental Business



4. Food and Beverage service Business

At present, the Company operates 1 food center which is:

1) Platinum Food Center: Platinum Food Floor More a Meal and Sawasdee Foodie Hub

Opening date: November 26, 2010 and October 16, 2024 (respectively)

Location: 6th Floor, Zones 1-2 and 5th Floor, Zone 3, The Platinum Fashion Mall

Platinum Food Floor – More a Meal and Sawasdee Foodie Hub are integrated food and beverage hubs located within The Platinum Fashion Mall. They have been developed as comprehensive food destinations designed to meet the diverse needs of both Thai and international customers. The concepts feature a wide selection of international cuisines and popular menu offerings, with reasonable pricing that aligns with the consumption behaviors of tourists in the Pratunam area. These areas have been designed with a focus on openness, spaciousness, and comfort to enhance the customer experience. With a combined seating capacity of more than 1,500 seats, they significantly increase the mall's ability to accommodate high volumes of visitors during peak periods, which is a key factor in supporting the growth of foot traffic within the shopping center. In addition, Platinum Food Floor – More a Meal and Sawasdee Foodie Hub play an important role in connecting and promoting commercial activities within the mall by extending customer dwell time, stimulating spending in surrounding areas, and strengthening revenue generation from the food and beverage segment. These functions serve as one of the key mechanisms for enhancing long-term value creation and the overall competitiveness of the shopping center.

Diagram of 4. Food and Beverage service Business



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

Research and development (R&D) policy : No

R&D expenses in the past 3 years

	2023	2024	2025
Research and development (R&D) expenses over the past 3 years (Million Baht)	0.00	0.00	0.00

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

1. Rental and Services Business

The development of the Company's leasable areas focuses on sustainable growth alongside the long-term success of its customers. The Company considers the needs of tenant operators as well as shopping center users, including Thai customers and international tourists. To achieve its objectives, the Company has established clear development strategies, including conducting in-depth analyses of tenant groups and target segments - both existing and prospective tenants and their business requirements. These insights are applied to management and marketing strategies to effectively meet tenant needs and strengthen competitive advantage.

As the operator and manager of its commercial leasing and shopping center businesses, the Company has established methods and procedures for tenant selection to ensure alignment with the project positioning as defined by the Company and consistency with evolving consumer behavior trends. Tenants selected to operate retail and/or service businesses within the shopping center must offer products and/or services with clear differentiation and strong market demand, in line with the target customer profile of each project. In addition, the merchandising mix must be comprehensive and diverse, with distinctive product offerings that do not overlap, in order to effectively meet the needs and lifestyles of customers, while being supported by complete and appropriate facilities.

During the past year, the Company formulated and implemented its marketing strategies in a systematic manner, with continuous performance monitoring. Emphasis was placed on tracking information, analyzing economic conditions, and assessing relevant environmental factors in order to refine marketing approaches in response to rapid changes in the current business environment. These efforts were undertaken to support the achievement of business objectives and the Company's sustainable growth in accordance with its strategic plan, under the concept "Continue Increase Brand Leader Image", with details as follows:

1) Experience Marketing

Platinum focuses on delivering a distinctive shopping experience that reflects its strengths as a comprehensive, modern, and trend-driven fashion destination, while emphasizing value for customers. The Company communicates consistently through social media channels and digital platforms, creating engaging content linked to festivals and special occasions across both online and offline formats. These initiatives are designed to enhance customer engagement, increase interest, and deliver memorable experiences.

2) Thai & International Influencers and KOLs

Platinum also places strong emphasis on communicating its shopping experience through influencers and key opinion leaders (KOLs) from both domestic and international markets. Over the past year, the Company produced online content in collaboration with more than 30 leading KOLs, along with over 30 mid-tier and micro KOLs, as well as more than 10 international KOLs from key markets such as Indonesia, the Philippines, Malaysia, Singapore, and Taiwan. These initiatives have continuously conveyed Platinum's unique shopping experience while enhancing brand awareness and maintaining strong engagement across a broad target audience.

3) International Marketing

As Platinum's core customer base includes international tourists from various countries - such as Indonesia, the Philippines, Malaysia, Singapore, Taiwan, and the Middle East - the Company places emphasis on communicating its distinctive and value-driven shopping experience through video media and viral content. Advertising campaigns are

conducted continuously via online platforms including Facebook, Instagram, TikTok, and YouTube, targeting audiences in key overseas markets. In parallel, the Company utilizes Google's digital marketing tools, such as SEO, SEM, and GDN, to reach tourists traveling to Thailand throughout the year and to encourage visitation to Platinum.

4) Empowering SMEs

Platinum continues to support and enhance the capabilities of small and medium-sized enterprises (SMEs) to enable them to remain competitive in the rapidly changing digital-era business environment. Over the past year, the Company implemented initiatives under the concept "Social Content to Social Commerce", by selecting fashion retailers with distinctive products, strong development potential, and creative capabilities. The Company collaborated with experts from leading online platforms and well-known content creators to transfer knowledge and develop entrepreneurial capabilities, while providing hands-on experience through LIVE Commerce activities on online platforms. These initiatives expanded sales channels through an omnichannel approach, effectively integrating online platforms with offline stores. Such activities also reinforce Platinum's modern brand image and underscore the Company's role as a partner committed to supporting the sustainable growth of its business partners, receiving positive feedback from participating entrepreneurs.

The industry competition during the preceding year

In 2025, the shopping mall rental industry remained highly competitive amid the gradual recovery of the retail and tourism sectors following the COVID-19 pandemic. Although consumer and tenant demand showed signs of improvement, the continuous launch of new retail spaces in Bangkok intensified competition among shopping center operators. As a result, operators were required to adopt more rigorous marketing strategies, rental rate management, and space allocation approaches. At the same time, evolving consumer behavior-particularly the increasing preference for online channels-compelled shopping center operators to adopt omnichannel strategies, support tenants in integrating with online platforms, and organize in-mall activities to consistently drive foot traffic.

Overall, the competitive landscape in 2025 remained intense, driven by increased retail supply, changing consumer behavior, and competition from digital channels. The key developments can be summarized as follows:

1) Competition in Lifestyle & Experiential Retail

In 2025, shopping centers continued to prioritize the development of differentiated and comprehensive experiences, expanding their role from traditional retail spaces to lifestyle destinations. This was achieved through the organization of events and activities, as well as, increasing the proportion of food and beverage outlets and relaxation areas to meet consumer demand for experiences beyond mere shopping.

2) Adoption of Technology and Digital Platforms

The integration of digital technology in management and customer services remained a key competitive advantage. This included cashless payment systems, smart parking systems, digital marketing initiatives, and the seamless integration of online and offline experiences through omnichannel platforms, enhancing convenience and effectively responding to modern consumer behavior.

3) Location-Based Competition and Strategic Space Development

Location continued to be a primary factor influencing decisions by both consumers and tenants. Shopping centers situated in central business districts and major tourist areas, particularly in central Bangkok, faced strong competition from large-scale malls and newly launched mixed-use developments. Operators were therefore required to optimize space utilization and adjust tenant mix strategies in alignment with each location's potential.

4) Focus on Targeted Customer Segments and Tourists

In 2025, many shopping centers placed greater emphasis on clearly defined target segments, such as international tourists, wholesale buyers, SMEs, or customers with specific lifestyle preferences, in order to differentiate themselves and reduce direct competition. Designing product offerings, retail concepts, and marketing activities aligned with tourist behavior remained a crucial strategy to increase footfall and spending within shopping centers.

5) Operational Flexibility Amid Economic Volatility

Although the overall economy showed signs of recovery, uncertainties remained due to external factors such as energy costs, interest rates, and global economic volatility. Shopping center operators therefore needed to maintain flexibility in lease management, rental pricing structures, and tenant support measures to preserve competitiveness.

6) Competition from Online Platforms and E-Commerce

Competition from e-commerce platforms continued to pose significant challenges, particularly in fashion and consumer goods categories. Shopping centers were therefore required to shift their role from "Sales spaces" to "Experience-driven destinations", while implementing digital strategies alongside offline operations to strengthen tenants' competitiveness against online channels.

For shopping districts that serve as key tourist destinations, such as Pratunam and Ratchaprasong, the recovery of international tourism in 2025 significantly supported the overall industry, particularly in wholesale and fashion-oriented retail centers, which remained major destinations for overseas buyers and fashion entrepreneurs sourcing products.

With respect to **The Platinum Fashion Mall**, located in the Pratunam area-one of the country's key wholesale fashion hubs-and with the future Orange Line mass transit route expected to pass through the area, the center continues to benefit from its strategic location and strong tenant base. The mall remains focused on its positioning as a wholesale and retail fashion hub while developing omnichannel strategies to enhance tenants' sales potential. Nevertheless, competition in the area remains intense due to nearby shopping centers, street retail, and online platforms. Accordingly, the mall must prioritize maintaining tenant diversity, enhancing the customer experience, and organizing marketing activities to consistently support tenants.

In comparison with other shopping centers in the same area, The Platinum Fashion Mall stands out as a dedicated wholesale and retail fashion hub, differing from conventional malls that emphasize lifestyle positioning and international brand offerings. Its competitive advantage lies in the diversity of affordable fashion retailers and the large number of small-scale entrepreneurs catering to tourists and independent business operators. In contrast, other shopping centers tend to focus on experiential offerings through leading brands, premium dining, and comprehensive activity spaces. However, competition in attracting tenants remains high, as nearby shopping centers and street retail in the Pratunam area continue to strengthen their presence. Consequently, The Platinum Fashion Mall must sustain its competitive edge through continuous enhancement of customer experience, proactive marketing initiatives, and support for tenants in expanding their omnichannel sales capabilities.

In 2025, The Platinum Fashion Mall continued to receive widespread recognition as a popular shopping destination, achieving an average TripAdvisor rating of 4.1 out of 5 (equivalent to 82%) and receiving the Travelers' Choice Award 2025 for the third consecutive year, reflecting sustained tourist satisfaction and positive feedback.

Meanwhile, **The Market Bangkok Ratchaprasong**, the Company's second shopping center, is currently undergoing partial renovation in preparation for reopening under a new concept within 2025. This initiative aims to enhance competitiveness and diversify the Company's shopping center portfolio in response to evolving industry dynamics. The project is expected to relaunch under the name "Lai Jie" in the first half of 2026.



In summary, the competitive environment of Thailand's shopping center rental industry in 2025 remains highly competitive. The Company must therefore focus on differentiation through enhanced customer experience, effective tenant management, and the development of marketing initiatives that address the needs of both entrepreneurs and consumers, in order to maintain competitiveness and support long-term sustainable growth.

Diagram of the industry competition during the preceding year



2. Hotel Business

In the hotel business, the Company focuses on growing and expanding its operations across multiple dimensions. This includes expanding its hotel network in high-potential areas, such as popular tourist destinations and bustling business districts, to attract customers. The Company also emphasizes the importance of choosing international hotel brand managers that align with the target market's unique characteristics, ensuring the hotel meets the specific needs of each customer group and remains competitive in various markets. Additionally, creating a unique guest experience is a key priority. The Company aims to offer modern and diverse services and facilities, such as designing spaces that cater to the target audience, delivering high-quality services, and integrating technology to enhance convenience. The development of Platinum Group hotels also prioritizes sustainability, both environmentally and socially. This includes using eco-friendly construction materials, promoting energy efficiency, and reducing the consumption of natural resources, ensuring that hotel expansion benefits both the environment and the community.

The Company currently has 3 hotels:

- 1) Novotel Bangkok Platinum Pratunam
- 2) Holiday Inn Resort Samui and
- 3) Moxy Bangkok Ratchaprasong

All 3 hotels are located in potential tourist destinations under the management of Accor, IHG and Marriott, respectively. All are world-renowned hotel management experts and focus on competition in terms of service quality. Employees are well-trained in-service skills and have a positive attitude to compete with nearby hotels in order to maintain their existing customer base and increase new customer groups. Each hotel has set an important strategy to monitor and analyze trends in guest behavior, which are changing rapidly all the time. This is to improve the service consistently. In addition, we have established partners who are room distributors in all markets, both online and offline (Online Travel Agent and Wholesaler), to reach all customer groups. We have also adjusted prices to be more flexible (Dynamic pricing) to meet customer needs and the tourist seasons in each area, including controlling costs and operating expenses so that the Company's performance has a reasonable profit and creates sustainable growth.

The industry competition during the preceding year

In 2025, Thailand's tourism sector remained one of the key drivers of the national economy, supported by the continued recovery of international tourist arrivals following the full resolution of the COVID-19 pandemic. International travel has returned to normal conditions, alongside government measures aimed at stimulating tourism, including visa exemptions for certain countries, proactive international marketing campaigns, and the development of transportation infrastructure.

According to data from the Ministry of Tourism and Sports, Thailand welcomed approximately 32.97 million international tourists in 2025, representing a significant increase from the post-pandemic recovery period. However, this figure remained below the pre-pandemic level recorded in 2019, when total international arrivals reached 39.91 million. This indicates that the recovery is still in a transitional phase toward a new normal for the tourism industry.

The recovery in international tourist arrivals has had a positive impact on the hotel industry, particularly hotels located in prime areas such as city centers, shopping districts, and major tourist destinations. Occupancy rates have shown a continued upward trend. At the same time, hotels have faced intensified competition due to the reopening of numerous properties and the entry of new market participants. The industry has also encountered external challenges, including global economic volatility, elevated travel costs, and increasing competition from regional tourism destinations.

Given these factors, the competitive landscape of the hotel business in 2025 can be characterized as “recovery amid intensifying competition.” Operators that are able to effectively manage costs, maintain service quality, and adapt their strategies with flexibility are likely to achieve a stronger competitive advantage. In response, the Company has implemented strategic initiatives to enhance its competitiveness and drive sustainable growth, as summarized below.

1) Competition in Location and Accessibility

Location remains a key competitive factor in the hotel industry, particularly for properties situated in central business districts, commercial areas, and major tourist destinations. Novotel Bangkok Platinum Pratunam and Moxy Bangkok Ratchaprasong benefit strategically from their location in the Ratchaprasong area, an internationally recognized tourism and shopping hub with direct connectivity to mass transit systems and major shopping centers. Meanwhile, Holiday Inn Resort Samui Bophut enjoys the advantage of being located in a world-class leisure destination, catering to the family and leisure travel segments, which continue to demonstrate steady growth.

2) Competition in Market Positioning

The competitive landscape in 2025 reflects increasingly clear market segmentation. Four-star hotels are required to define their target customer segments precisely, including business travelers, families, and modern lifestyle-oriented guests. The Company's three hotels have adopted differentiated and appropriate market positioning strategies, thereby reducing direct competition within the Company's portfolio and enhancing their ability to effectively respond to the specific needs of each guest segment.

3) Competition in Service Quality and Customer Experience

In 2025, competition in the hotel industry extended beyond pricing to encompass comprehensive service quality and customer experience. Based on online customer review scores during the year, the Company's hotels received high levels of guest satisfaction, particularly in terms of location, cleanliness, and staff service. These factors are critical in building customer loyalty and encouraging repeat stays.

4) Competition in Facilities and Product Offering Development

Hotel operators in 2025 placed strong emphasis on enhancing facilities and ancillary services in order to increase revenue per available room (RevPAR) and extend guests' length of stay. Examples include room renovations and upgrades to food and beverage outlets. These initiatives not only generate additional revenue streams but also enhance the hotel's image as a lifestyle destination and attract non-resident guests.

5) Pricing Strategy Management and Competitive Set Analysis

Price competition remained a significant factor in 2025, particularly in the mid- to upper-scale hotel segment. The Company has appropriately defined its competitive set by considering location, market positioning, and room rate levels. This analysis supports effective pricing and marketing strategies, enabling the Company's hotels to maintain competitiveness and achieve satisfactory operating performance.

6) Reputation and Digital Platform Recognition

In an era where hotel selection is heavily influenced by online reviews, strong ratings and rankings on platforms such as Agoda and Tripadvisor represent strategic competitive advantages. The Company's three hotels ranked among the top-tier properties within their respective competitive sets in the same locations, reflecting their ability to consistently maintain service standards and brand image.

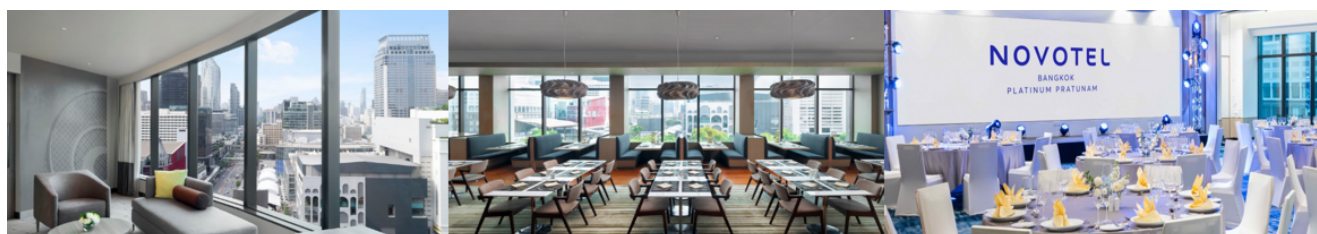
As of the end of 2025, the three hotels operated under the Company's group, in partnership with international management brands including Accor, IHG, and Marriott, received the following evaluations from guests on leading global travel websites:

Novotel Bangkok Platinum Pratunam

Agoda overall score: 8.6 out of 10 (86%)

Tripadvisor overall score: 4.6 out of 5 (92%), ranking 128 out of 1,342 hotels in Bangkok

These ratings fall within the good to very good range, demonstrating strong performance in terms of location, service, and customer satisfaction, consistent with qualitative feedback highlighting guests' appreciation of the hotel's location and service.



Holiday Inn Resort Samui (Bophut)

Agoda overall score: 9.2 out of 10 (92%)

Tripadvisor overall score: 4.6 out of 5 (92%), ranking 31 out of 209 hotels in Bophut, Samui

Guest feedback largely reflects high service standards, comprehensive facilities, and meticulous cleanliness, reinforcing the hotel's positive image as a family-oriented resort in Koh Samui.



Moxy Bangkok Ratchaprasong

Agoda overall score: 9.1 out of 10 (91%)

Tripadvisor overall score: 4.9 out of 5 (98%), ranking 7 out of 1,342 hotels in Bangkok

Although recently opened, the hotel has achieved exceptionally high review scores, particularly in location, design, and service. These strengths enhance its brand image and competitive positioning, attracting both resident guests and external customers utilizing its food and beverage outlets.



In summary, competition within the hotel industry in 2025 remains intense yet conducive to growth. The ability to integrate strengths in location, service quality, clear market positioning, and differentiated guest experiences will provide a sustainable competitive advantage in the long term. The Company's three hotels demonstrate strong potential and readiness to compete effectively within the context of a continuously evolving industry landscape.

3. Office rental Business

The PIER 111 office rental project, which opened on March 1, 2024, is built around the concept of "Countless Opportunities – Limitless Connectivity". This Grade B+ building offers competitive pricing on its common areas and meeting rooms, making it an attractive option compared to Grade A offices. Despite its more affordable rates, PIER 111 provides a comprehensive range of public utilities, with a strong focus on hygiene and the use of modern technology to enhance the building's functionality. The space is designed as a "Third Place," blending work, lifestyle, and socializing, and catering to the needs of the New Normal era. Situated in the heart of Bangkok's business district, PIER 111 is well-connected to public transportation, including an electric train with a direct bridge (R-Walk) to the building, passenger boats, and access to major routes. With 1,400 parking spaces available for tenants, its prime location and convenient amenities make it an ideal choice for organizations seeking a modern office that meets the demands of today's work environment.

The target customers of PIER 111 office space for rent include both domestic and international companies, both small and large, as well as tenants who need space for their employees to work 24 hours a day, 7 days a week. Tenants can choose from a variety of usable space types to suit their business model.

The Company manages its office rental space through partnerships with several leading agencies, which serve as the primary channels for office tenants. A dedicated department works closely with these agencies to track client needs, provide information, and offer competitive rental rates. Additionally, the Company takes a proactive approach by directly reaching out to businesses with expiring office rental contracts to present PIER 111 as an alternative option. The Company also utilizes online marketing through Facebook and Instagram to promote the property and provide another avenue for potential tenants to connect.

The industry competition during the preceding year

In 2025, Thailand's office rental market continued to operate under a highly competitive environment, driven by structural changes in working patterns following the COVID-19 pandemic, together with the continued influx of new office supply-particularly within central business districts (CBDs) and other prime locations. The increase in new supply has strengthened tenants' bargaining power, requiring landlords to adopt proactive strategies to maintain occupancy rates and preserve long-term competitiveness. Key competitive dynamics are summarized as follows:

1) Competition in Building Quality and Workplace Environment

Office tenants have become increasingly selective, placing greater emphasis on building quality, functional design, and overall workplace environment. Demand has shifted toward buildings offering open and efficient layouts, high-standard utility systems, and amenities that enhance employee well-being such as green spaces, air purification systems, and collaborative common areas. Office buildings that effectively address well-being and sustainability considerations demonstrate a clear competitive advantage, particularly among organizations seeking to improve employee engagement and corporate image.

2) Changing Tenant Behavior and Working Models

Hybrid and flexible working arrangements have become widely adopted across many organizations, resulting in more flexible demand for office space in terms of size, lease tenure, and configuration. Tenants increasingly prefer buildings that allow for scalable and adaptable layouts aligned with business growth and cost management objectives. This trend is particularly evident among mid-sized enterprises, start-ups, and companies seeking operational flexibility and efficient cost control.

3) Competition in Location and Transportation Connectivity

Despite evolving work patterns, location remains a fundamental factor in office leasing decisions. Buildings situated in prime urban districts with convenient access to mass transit systems - such as BTS Skytrain stations and expressways - continue to attract strong tenant interest. Accessibility remains a key consideration for organizations prioritizing employee convenience and corporate branding.

4) Competition in Pricing and Lease Terms

In response to intensified competition, many landlords have adopted pricing and leasing incentives to attract and retain tenants. These include rent-free periods, fit-out support, and more flexible lease structures. However, pricing strategies must be carefully balanced with the preservation of building standards and service quality to ensure long-term asset value sustainability.

Amid the highly competitive office rental environment in 2025, characterized by new supply and evolving workplace trends, PIER 111 demonstrates competitive strengths aligned with prevailing market dynamics.

1) Strategic Location and Accessibility Advantage

PIER 111 is located in the Ratchaprasong district, one of Bangkok's prime business and lifestyle hubs. The building benefits from convenient connectivity to major transportation networks, including the BTS Skytrain, key road networks, and expressways. This strategic location enhances the building's competitiveness relative to secondary office locations and supports organizations that prioritize accessibility, employee convenience, and corporate image.

2) Alignment with Flexible Working Trends

In response to the shift toward hybrid and flexible working models, PIER 111 has been designed to offer versatile and adaptable office configurations. The building accommodates a diverse range of tenants, including large corporations, mid-sized enterprises, and start-ups, thereby broadening its potential tenant base and reducing concentration risk. Flexible space planning enhances the building's ability to respond to changing tenant requirements and evolving business needs.

3) Enhanced Workplace Quality and Well-being Focus

A key differentiator of PIER 111 lies in its emphasis on workplace quality and well-being. The building features a ceiling height of 3.25 meters exceeding the standard for office buildings in the same area, creating a more open and comfortable working environment. Combined with green spaces and integrated air purification systems, these features support the growing "Well-being Workplace" trend and align with the expectations of modern organizations seeking to enhance employee productivity and satisfaction.

4) Competitive Advantage through Integrated Ecosystem

PIER 111 is located within The Market Bangkok Ratchaprasong development, providing tenants with seamless access to retail facilities, dining options, lifestyle spaces, and supporting services. This integrated ecosystem enhances the overall value proposition of the office space, positioning PIER 111 beyond a conventional workplace and reinforcing the concept of "Work Well – Live Better".

5) Marketing Strategy under Competitive Conditions

In light of prevailing market conditions, the Company has adopted a focused marketing strategy for PIER 111, emphasizing its key differentiators: prime location, flexible design, and workplace quality through digital communication channels and experience-driven marketing initiatives. The Company also prioritizes long-term tenant relationships and continuous enhancement of building facilities to sustain occupancy levels and strengthen long-term competitiveness.

The Company remains committed to proactive asset management and experience-oriented marketing, alongside the cultivation of long-term tenant relationships. These strategic initiatives are designed to reinforce occupancy stability and sustain the competitive positioning of PIER 111 within an evolving office market landscape.

Diagram of the industry competition during the preceding year



4. Food and Beverage service Business

The food courts at The Platinum Fashion Mall, located on Level 6, Zones 1 and 2 under the name Platinum Food Floor MORE a MEAL, and on Level 5, Zone 3 under the name Sawasdee Foodie Hub, serve not merely as dining areas but as strategic destinations that play a significant role in the overall business of the shopping center. These food courts have been developed to support a customer base in which approximately 70% consists of international tourists, including visitors from Indonesia, Malaysia, India, and Middle Eastern countries. These groups typically travel and dine in groups and place high importance on convenience, menu variety, and value for both time and money. In response to these factors, both food courts offer a wide selection of international cuisines and popular menu items capable of accommodating diverse cultural preferences and tastes. They are also designed to accommodate a high volume of customers and to efficiently serve large groups.

From a strategic and marketing perspective, the food courts play a crucial role in increasing dwell time within the shopping center and encouraging customer circulation between retail areas and food and beverage zones, thereby creating continuity in overall customer engagement. In 2025, the Company implemented a strategic shift in the business model of Sawasdee Foodie Hub to establish a clearer target positioning. The focus has been placed on offering Halal-certified cuisine, including Thai Halal and Indonesian Halal menus, to better serve key customer segments with strong purchasing power and consistent visitation patterns. However, despite an upward trend in overall visitor numbers, revenue from the food and beverage business in 2025 continued to face challenges due to more cautious consumer spending behavior, as well as the impact of renovation works within certain areas of Sawasdee Foodie Hub. Under

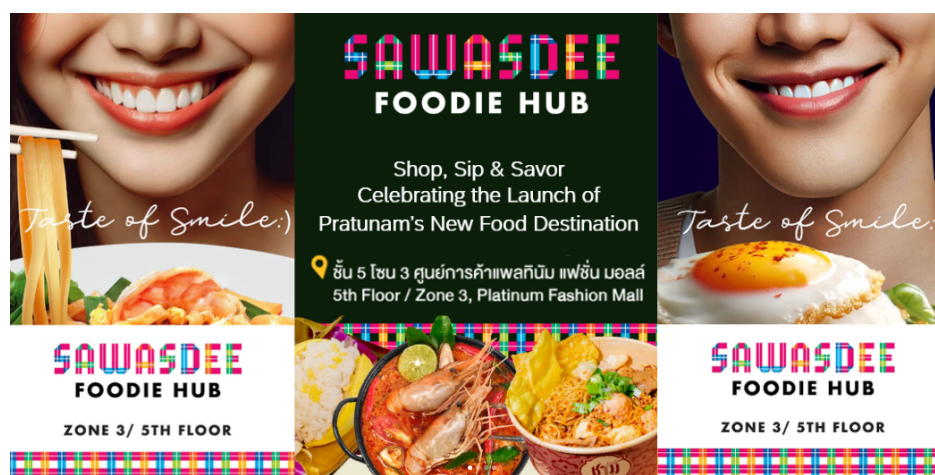
these circumstances, the Company has emphasized effective cost management. The cost of food and beverage sales has decreased in proportion to revenue, enabling the Company to maintain an appropriate profit margin amid fluctuations in raw material prices and operating costs. The Company positions Platinum Food Floor - MORE a MEAL and Sawasdee Foodie Hub as key "Food Destinations" for both Thai and international tourists seeking diverse, high-quality cuisine at reasonable prices. This positioning is supported by comprehensive customer experience management throughout the service journey, along with prudent cost control measures to sustain competitiveness in the 2025 market environment.

The industry competition during the preceding year

In 2025, the food court business in the Pratunam area has faced intense competition from nearby shopping centers and retail destinations, all of which have developed their food courts as key customer attractions alongside shopping. Most competitors emphasize well-known restaurant brands, a wide variety of menu offerings, and pricing strategies aligned with tourists and office workers. As a result, competition in the area focuses on quality, service experience, and value for money compared with other operators in the same vicinity. The food court at The Platinum Fashion Mall benefits from a distinctive customer base, particularly fashion wholesale entrepreneurs and tourists traveling for high-volume purchasing and trade, resulting in a consistent flow of patrons.

In addition, its accessible pricing structure and diverse selection of food outlets effectively cater to a broad range of customer needs, with an emphasis on speed and value. This differentiates it from certain competitors' food courts, which primarily focus on a premium image. At the same time, the development of the Platinum Food Floor – MORE a MEAL concept and Sawasdee Foodie Hub further enhances its strategic differentiation by creating a relaxing and tourist-friendly environment aligned with the practical usage patterns of customers in the Pratunam area. Consequently, the Company's food and beverage business continues to maintain its competitiveness amid the intense competition within the same locality.

Diagram of the industry competition during the preceding year



1.2.2.3 Procurement of products or services

-

The company's production capacity

	Production capacity	Total utilization (Percent)
N/A (-)	0.00	0.00

Acquisition of raw materials or provision of service

-

Proportion of domestic and overseas procurement

Countries	Name of raw material	Value (Baht)
Thailand	N/A	0.00

1.2.2.4 Assets used in business undertaking

Core permanent assets

The Platinum Group Public Company Limited is primarily engaged in the core business of real estate development and leasing. The Company's principal fixed assets¹ utilized for business operations include the following:

¹Note: The values presented in the table below represent the book values. Further details are disclosed in Attachment 4 "Assets for business undertaking and details of asset appraisal".

The appraisal price of core permanent assets

List of assets	Book value / Appraised value	Ownership	Obligations	Additional details
The Platinum Fashion Mall	941,885,045.00	Own by PLAT and The Platinum Juristic Person	None	Property valuation as of December 1, 2021
The Market Bangkok	2,637,510,072.00	Lease contract for land	Land rental fee	Property valuation as of December 15, 2025
Office for rent - PIER 111	1,914,409,221.00	Lease contract for land	Land rental fee	Property valuation as of December 15, 2025
Novotel Bangkok Platinum Pratunam	433,787,500.00	Own by PLAT	None	Property valuation as of December 1, 2021
Holiday Inn Resort Samui Bophut	1,062,441,044.00	Own by PLAT	None	The property has not yet been valued.
Moxy Bangkok Ratchaprasong	1,476,646,151.00	Lease contract for land	Land rental fee	Property valuation as of December 15, 2025

Core intangible assets

The Company's intangible assets consist of construction costs from the rights to construct a skywalk connecting to the BTS Chidlom Station (the "R Walk Project"), for which the Company has entered into a joint venture with the Gaysorn Group and established Bangkok Skyline Co., Ltd. (the "Joint Venture") to manage the construction project and provide ongoing maintenance services for the skywalk connecting the BTS station to the shopping mall and various plaza buildings, and computer software with a useful life of approximately 3 - 15 years.

The appraisal price of core intangible assets

List of assets	Types	Book value / Appraised value	Additional details
Cost of rights under the R-Walk Project	Concession	79,922,951.00	Book value
Computer software	Software	12,574,387.00	Book value

Investment policy in the subsidiaries and associated companies

Investment policy in the subsidiaries and associated : Yes

companies

The Company has an investment policy in businesses or projects that are consistent with the Company's goals, visions, and growth strategies under the law and principles of good corporate governance to enhance competitiveness and lead to good and stable performance in the long term, as approved by the Board of Directors in determining the Company's vision, strategies, policies, business plans, and budgets, to be used as a framework or goal for the management to operate to achieve the results as determined by the Board of Directors. In considering an investment, the Company will analyze the feasibility of an appropriate investment proportion, estimate the returns, risks that may affect the project, impacts on society and the environment, as well as the Company's financial status. The investment decision must be approved by the Board of Directors or shareholders, in accordance with the approval authority (as the case may be).

When the business or project is approved, the Company has a policy to supervise the operations of subsidiaries and associated companies in the management as follows:

1. The Company will appoint a representative to serve as a director in each subsidiary and affiliated company, in proportion to the Company's shareholding in each entity. The appointment of the representative as a director in each subsidiary and affiliated company must be reviewed and approved by the Board of Directors.
2. The management is responsible for reporting the operating results of the subsidiaries and associated companies to the Board of Directors for consideration and acknowledgement periodically, including when there is an action or a change that is significant to the Company's financial position and operating results.
3. The Company will set a plan and take necessary actions to ensure that the subsidiaries and associated companies disclose information about the operating results and financial position, including other information that must be disclosed to the relevant regulatory agencies and government agencies, external investors, and the public in a correct, complete, and reliable manner.
4. In the event that the subsidiaries or associated companies need to enter into related transactions or transactions that may cause conflicts of interest, the Company will monitor the subsidiaries or associated companies to enter into transactions with transparency and fairness. The Company will strictly comply with the criteria for related transactions and acquisition or disposal of assets, which are determined by the relevant regulatory agencies.
5. The Company will take necessary actions and monitor the subsidiaries and associated companies. There is a system for disclosing information and an internal control system that is adequate and appropriate for business operations.
6. The Company's internal audit department is responsible for auditing and reporting the efficiency of the subsidiary's internal control to the Audit Committee periodically according to the specified plan.

1.2.2.5 Under-construction projects

Under-construction projects : No

Details of under-construction projects

Total projects : N/A

Values of total ongoing projects : N/A

Realized value : N/A

Unrealized value of remaining projects : N/A

Additional details : -

1.3 Shareholding structure

The Platinum Group Public Company Limited was registered and established on December 3, 2013, through the amalgamation of 9 companies involved in the operation of The Platinum Fashion Mall Wholesale Fashion Center project (a wholesale and retail fashion center for commercial lease) and Novotel Bangkok Platinum Pratunam Hotel. All 9 companies shared the same major shareholders and controlling parties. Subsequently, the Company was registered as a public limited company, becoming The Platinum Group Public Company Limited On June 23, 2014. As of December 31 2025, The Group has 2 subsidiaries and 1 joint venture, as follows:

Subsidiaries

The Platinum Market Co., Ltd.

On February 28, 2023, The Platinum Group Public Company Limited increased its registered capital in The Platinum Market Co., Ltd. by an additional 1,317 million Baht to be used as working capital and to enhance the company's liquidity. Currently, The Platinum Market Co., Ltd. has a registered and paid-up capital of 2,000 million Baht, with the Company holding 100% of the shares. It operates businesses in real estate development for lease, office space for rent, and hotel businesses under The Market Bangkok project, which is a mixed-use development combining various types of functionalities.

The project development divided into 3 phases as follows:

- Phase 1 is a retail shopping center project under the name The Market Bangkok has been in operation since February 2019. Currently, the area is undergoing renovation and is expected to gradually open in a new format within the first half of 2026.
- Phase 2 is a hotel project Moxy Bangkok Ratchaprasong commenced operations on 18 February 2024 and office building for rent PIER 111 commenced operations on 1 March 2024.
- Phase 3 The Company is currently evaluating the feasibility of investment.

The Platinum Samui Co., Ltd.

It has a registered and paid-up capital of 520 million Baht and is a subsidiary in which the Company holds 100% of the shares. It operates a hotel business on an area of 10 rai, 1 ngan, 21.5 square wah, located in Bo Phut Subdistrict, Koh Samui District, Surat Thani Province. Holiday Inn Resort Samui Bophut commenced operations on 1 October 2022.

In 2025, the Board of Directors' Meeting No. 3/2025 of The Platinum Group Public Company Limited, held on 13 August 2025, resolved to approve The Platinum Samui Company Limited to enter into a long-term land lease agreement for a period of 12 years, commencing on 1 October 2025 and ending on 30 September 2037. The leased land, with an approximate area of 3-2-11 rai, is located adjacent to Holiday Inn Resort Samui Bophut. The purpose of the land lease is to develop an extension project of the hotel. The development plan comprises two hotel buildings, each consisting of three storeys, with a total of 45 guest rooms. The Company expects the extension to commence operations within 2027.

Joint Venture

Bangkok Skyline Co., Ltd.

It has a registered and paid-up capital of 100,000 Baht and is a joint venture in which the Company and the Gaysorn Group hold equal shares of 49.90% each. The objective of its establishment is to manage construction projects, including the management of the skywalk connecting BTS Chidlom Station, shopping centers, and important plaza buildings in the Ratchaprasong and Pratunam areas, namely Amarin Plaza Building, Gaysorn Plaza - Gaysorn Village Building, Big C Supercenter, The Market Bangkok Project, Novotel Bangkok Platinum Pratunam Hotel, and The Platinum Fashion Mall, under the name Ratchaprasong Walk (R-Walk).

1.3.1 Shareholding structure of the group of companies

Policy on operational organization within the group of companies

The Company has a policy of appointing individuals to serve as directors in its subsidiaries/associates. These individuals participate in defining the operational guidelines for each subsidiary/associate to ensure that the various operations of the group companies are as efficient as possible. This is done to maintain an appropriate balance between the "Degree of Control" of the parent company and the "Degree of Independence" in management of the subsidiaries/associates, suitable for the business, and to achieve the maximum benefit for the entire business group. It also aims to foster transparency in the operations of subsidiaries/associates, ensuring that there are no transactions that could lead to the transfer of benefits or be unfair to any stakeholders. The focus is on the performance and development of the capabilities of subsidiaries/associates, based on existing business relationships, to create mutual benefits for the sustainable growth of the entire group of companies.

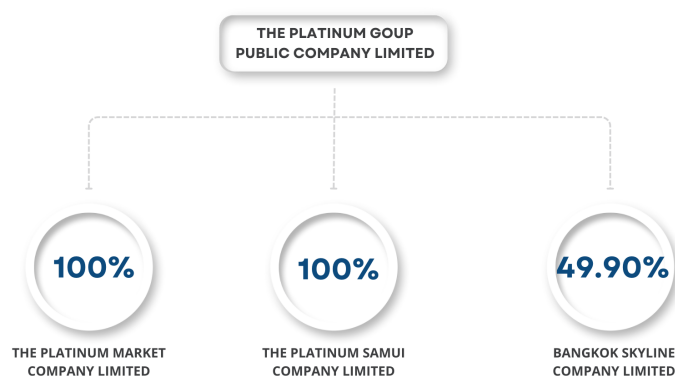
Shareholding diagram of the group of companies

The shareholding structure of the Company, its subsidiaries, and joint ventures (collectively referred to as the "Group") as of December 31, 2025, is as follows:

Does your company have any shareholdings in other : Yes

companies?

Shareholding diagram



Subsidiaries

Company name	Juristic person who holds shares of the company	Shareholding proportion (%)	Voting right proportion (%)
THE PLATINUM MARKET COMPANY LIMITED	THE PLATINUM GROUP PUBLIC COMPANY LIMITED	100.00%	100.00%
THE PLATINUM SAMUI COMPANY LIMITED	THE PLATINUM GROUP PUBLIC COMPANY LIMITED	100.00%	100.00%

Joint venture companies

Company name	Juristic person who holds shares of the company	Shareholding proportion (%)
BANGKOK SKYLINE COMPANY LIMITED	THE PLATINUM GROUP PUBLIC COMPANY LIMITED	49.90%

Company that holds 10% or more of the total shares sold

Name and the location of the head office	Type of business	Type of shares	The number of shares	The number of shares sold
The Platinum Market Company Limited 111 Peer 111 (M2) Building, 21st Floor, Ratchadamri Road, Lumpini Subdistrict, Pathum Wan District Bangkok 10330 Telephone : 0 2121 9999 Facsimile number : -	Rental property development and hotels	Common shares	20,000,000	20,000,000
		Common shares	20,000,000	20,000,000
The Platinum Samui Company Limited 111 Peer 111 (M2) Building, 21st Floor, Ratchadamri Road, Lumpini Subdistrict, Pathum Wan District Bangkok 10330 Telephone : 0 2121 9999 Facsimile number : -	Hotel project development	Common shares	5,200,000	5,200,000
		Common shares	5,200,000	5,200,000
Bangkok Skyline Company Limited 999 Gaysorn Building, 4th Floor, Phloen Chit Road, Lumpini Subdistrict, Pathum Wan District Bangkok 10330 Telephone : 0 2256 9111 Facsimile number : -	Management of the skywalk named Ratchaprasong Walk (R-Walk)	Common shares	1,000	1,000
		Common shares	1,000	1,000

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

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

1.3.3 Relationship with major shareholders' business

Does the company have a relationship with a business : No
group of a major shareholder?

1.3.4 Shareholders

List of major shareholders ⁽¹⁾

The list of the top 10 major shareholders, including shareholders holding 0.5 percent or more of the paid-up capital as of December 15, 2025, is detailed as follows:

Group/List of major shareholders	Number of shares (shares)	% of shares
1. The Chotjurangkool Family	1,393,349,157	49.76
1.1. Mr. Surachai Chotjurangkool	874,616,957	31.24
1.2. Mrs. Punjaporn Chotjurangkool	491,426,800	17.55
1.3. Mrs. Suthita Bhirombhakdi	16,345,100	0.58
1.4. Mr. Naiyanobh Bhirombhakdi	449,500	0.02
1.5. Mr. Chaklit Chotechurangkool	6,045,900	0.22
1.6. Mr. Chawanant Chotechurangkool	4,364,900	0.16
1.7. Mr. Thammanoon Chotechurangkool	100,000	0.00
2. The Wijithanarak Family	253,052,800	9.04
2.1. Ms. Mata Wijithanarak	131,127,800	4.68
2.2. Mr. Wuthichai Wijithanarak	103,439,600	3.69
2.3. Mrs. Wiyada Piyapaneekul	18,485,400	0.66
3. The Limpiviatkul Family	239,137,300	8.54
3.1. Mrs. Punphilai Limpiviatkul	108,459,300	3.87

Group/List of major shareholders	Number of shares (shares)	% of shares
3.2. Mr. Paron Limpiviatkul	64,723,000	2.31
3.3. Mr. Palavudh Limpiviatkul	63,900,000	2.28
3.4. Mrs. Rinalda Limpiviatkul	2,055,000	0.07
4. Thai NVDR Company Limited	81,198,498	2.90
5. Mr. Chatchawal Pongsuthimanus	69,300,000	2.48
6. Mr. Sahanan Chentakul	62,260,000	2.22
7. Mr. Piya Kittitheerapornchai	49,898,500	1.78
8. Mrs. Ornuma Eklappaibun	32,225,300	1.15
9. Social Security Office	28,000,000	1.00
10. Mr. Nurak Mahatana-arnont	26,000,000	0.93
11. Mr. Somchai Chotjurangkool	25,241,400	0.90
12. Mr. Wittaya Chotjurangkool	24,400,000	0.87
13. Mr. Wunlop Kamolvisit	22,088,000	0.79
14. Mr. Phothong Pangputhiphong	20,800,000	0.74
15. Mr. Thongchai Chotjurangkool	16,811,300	0.60
16. Mr. Prasit Vongsakulkasem	16,157,200	0.58

Remark : ⁽¹⁾ The group of major shareholders who, by their conduct, significantly influence the determination of policies, management, and control of the Company's operations, holds 3 directorships out of a total of 8 directors.

Minority shareholders (Free float) as of March 6, 2025, numbered 3,048, representing 41.06%.

Major shareholders' agreement

Does the company have major shareholders' agreements? : No

1.4 Amounts of registered capital and paid-up capital

1.4.1 Registered capital and paid-up capital

Registered capital and paid-up capital

Registered capital (Million Baht) : 2,800.00

Paid-up capital (Million Baht) : 2,800.00

Common shares (number of shares) : 2,800,000,000

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

Has the company listed in other stock exchange?

Has the company listed in other stock exchange? : No

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

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

those of ordinary share

1.4.3 Shareholding by Thai NVDR Company Limited (NVDR)

As of the record date on March 6, 2025, Thai NVDR Co., Ltd. held 102,985,395 shares, equivalent to 3.68 percent of the Company's total shares.

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

Number of shares (Share) : 102,985,395

Calculated as a percentage (%) : 3.68

The impacts on the voting rights of the shareholders

As of March 6, 2025, the Company compiled a list of shareholders eligible to attend the 2025 Annual General Meeting of Shareholders (RD) held on April 24, 2025. The Company has only 3.68% of shareholders holding NVDRs, thus having no impact on the voting rights of shareholders.

1.5 Issuance of other securities

1.5.1 Convertible securities

Convertible securities : No

1.5.2 Debt securities

Debt securities : No

1.6 Dividend policy

The dividend policy of the company

The Company has a policy to pay dividends of not less than 40 percent of net profit after tax and after legal reserves have been deducted from the separate financial statements of the Company (with additional conditions). In each consideration of dividend payment, the Company will take into account various relevant factors such as retaining funds for future investments, for repayment of loans, or as working capital within the Company.

In considering the payment (non-payment) of dividends for the year 2025, based on the operating results presented in the Company's separate financial statements as of 31 December 2024, even though the Company had a net profit of 668.5 million Baht from its separate financial statements, due to the operating results shown in the Company's consolidated financial statements, which reported a profit of 408.9 million Baht, the Board of Directors, having considered the matter, deemed that the Company still needs to use it as working capital within the Company for cautious operations, including future project developments, namely The Platinum Square project and the renovation of The Market Bangkok shopping center. The Board of Directors, having further considered the matter, deemed that the Company still needs to use it as working capital within the Company and for cautious operations, including future investments. Therefore, the Board of Directors proposed to the Annual General Meeting of Shareholders for 2025 to consider the reasons and the Company's best interests. The 2025 Annual General Meeting of Shareholders, having considered the matter, resolved to approve the non-payment of dividends for the operating results of the year 2024 by a majority vote of the shareholders present and casting their votes.

Dividend Payment

Dividend Payment from the Operating Results for the Year 2025

The Board of Directors' Meeting No. 1/2026 of The Platinum Group Public Company Limited (the "Company"), held on 25 February 2026, considered the Company's operating results as presented in the separate financial statements for the year ended 31 December 2025. The Company reported a net profit of Baht 429.8 million in the consolidated financial statements and a net profit of Baht 575.7 million in the separate financial statements.

The Board therefore resolved to appropriate the net profit for the year 2025 and to propose the payment of a cash dividend at the rate of Baht 0.02 per share, totaling Baht 56.0 million, representing 9.7 percent of the net profit as shown in the separate financial statements. This dividend payout ratio is lower than the Company's dividend policy due to the Company's ongoing significant investment projects and the need to reserve funds to support future business expansion plans, as well as to maintain adequate liquidity. Such measures are intended to support sustainable growth and generate stable long-term returns for shareholders, in alignment with the Company's strategic plan and the best interests of the Company and its shareholders as a whole.

Accordingly, the Board proposes to submit the dividend payment for the operating results of the year 2025 for consideration and approval at the 2026 Annual General Meeting of Shareholders. The entitlement to receive such dividend remains subject to the approval of the 2026 Annual General Meeting of Shareholders on 28 April 2026, and the dividend will be paid upon obtaining such approval.

The dividend policy of subsidiaries

The subsidiary has a dividend payment policy of not less than 40 percent of net profit after tax and after deduction of legal reserves. However, the Board of Directors of the subsidiary and/or the shareholders of such subsidiary will consider paying dividends as deemed appropriate based on the business conditions, for instance, by considering the investment plan for the expansion of such subsidiary's business, etc.

Historical dividend payment information

	2021	2022	2023	2024	2025
Net profit per share (baht : share)	-0.1800	-0.1300	0.0600	0.1500	0.1500
Dividend per share (baht : share)	0.0000	0.0000	0.0000	0.0000	0.0200
Ratio of stock dividend payment (existing share : stock dividend)	0.0000 : 0.0000	0.0000 : 0.0000	0.0000 : 0.0000	0.0000 : 0.0000	0.0000 : 0.0000
Value of stock dividend per share (baht : share)	0.0000	0.0000	0.0000	0.0000	0.0000
Total dividend payment (baht : share)	0.0000	0.0000	0.0000	0.0000	0.0200
Dividend payout ratio compared to net profit (%) (1)	0.00	0.00	0.00	0.00	9.73

Remark : (1) Dividend Payout Ratio Compared to Net Profit Based on the the Separate Financial Statements.

2. Risk management

2.1 Risk management policy and plan

Risk management policy and plan

The Company recognizes the importance of risk management as a crucial mechanism for good corporate governance to prevent and mitigate potential impacts on the business operations of the Company and its subsidiaries. Therefore, the Company has established an organizational risk management policy to serve as a framework for executives and employees to apply in systematically identifying, assessing, and managing risks. This policy references the international standard COSO Enterprise Risk Management (COSO ERM 2017) and is adapted to suit the Company's operational context. The Company regularly reviews and updates its policies and risk management plans annually.

The Company aims to promote a risk management culture throughout the organization by encouraging executives and employees at all levels to possess knowledge, understanding, and awareness of the importance of risk management. They are also encouraged to participate and share responsibility in managing the organization's significant risks to enable the appropriate and timely reduction of risk levels, mitigation of impacts, or prevention of potential damages, ultimately leading to continuous business operations and the efficient achievement of organizational objectives.

In 2025, the Risk Management Working Group, comprising executive representatives from each department, is responsible for supporting and driving the organization's risk management operations. This involves identifying and assessing risk factors that may impact the business operations, objectives, and operational plans of the Company and its subsidiaries, covering existing risks, emerging risks, as well as risks from internal and external factors. Additionally, it involves establishing appropriate risk management measures and plans, as well as regularly reviewing and reporting on the risk status to align with current situations.

The Company mandates continuous monitoring, control, and evaluation of risk management to promptly respond to changing situations, with results reported to the Audit Committee. The Board of Directors has assigned the Audit Committee the duty of reviewing the risk management processes of the Company and its subsidiaries to ensure that operations are appropriate, consistent with business strategies, and support the organization's sustainable growth.

Link for risk management policy and plan : <https://investor.theplatinumgroup.co.th/en/corporate-governance/risk-management-policy>

2.2 Risk factors

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

Risk 1 Business Competition Risk (Key Risk)

Related risk topics : Strategic Risk

- Volatility in the industry in which the company operates

- Behavior or needs of customers / consumers

- Changes in technologies

- Competition risk

- Economic risk

Financial Risk

- Liquidity risk

- Income volatility

Risk characteristics

In 2025, the Company continues to face risks stemming from economic uncertainty, consumer and tourist safety confidence, as well as evolving customer behaviors and demands. This directly impacts customer purchasing power, the slowdown of the tourism sector, and intensified competition in terms of pricing and an increase in competitors. This competition is not limited to direct business rivals, such as shopping mall rental businesses, office rental businesses, and hotel businesses, but also extends to operators from other industries, including new competitors from both domestic and international markets who recognize growth opportunities in Thailand's wholesale and retail sectors. These include non-store retail systems, online commerce (E-Commerce), and direct imports from China. These developments are a result of changing tourist spending behavior post-COVID-19, posing risks to the Company's ability to maintain its competitiveness and existing market share. Therefore, strategies must be adjusted to enhance competitive efficiency, and risk management measures must be established to ensure the Company can compete effectively in the industry and achieve stable and sustainable growth.

Risk-related consequences

As the Thai economy remains uncertain, and the Company's business faces numerous competitors aggressively entering the market, coupled with changes in consumer behavior, this poses a risk to the Company's ability to maintain its competitiveness and existing market share, and could potentially impact the Company's revenue and profit.

Risk management measures

The Company has Assess business competition risk situations and define Strategies and Approaches to risk management to enhance the competitive efficiency of each of the Company's core businesses are as follows:

Retail Space Rental Business

In 2025, the retail space rental industry continues to face high competition amidst the gradual recovery of the retail and tourism sectors post-COVID-19. Although consumer and tenant demand shows signs of improvement, the continuous opening of new retail spaces in Bangkok necessitates that retail space operators intensify their strategies in marketing, rental rate management, and space allocation. Concurrently, the shift in consumer behavior towards online channels requires shopping center operators to develop an Omnichannel approach, supporting tenants in marketing collaborations with online platforms, and continuously creating in-center activities to stimulate foot traffic. Amidst volatile economic conditions, a slowdown in the tourism sector, and heightened competition, the Company has implemented risk management measures to maintain its competitiveness and customer base, as follows:

1) Lease and revenue management appropriate to market conditions

- Manage lease and service agreements to ensure appropriate rental and service rates, consistent with tenants' business capabilities, considering the nature of the tenants' businesses, market rental rates, and competitive conditions.
- Control the Company's expenses and management costs to increase flexibility and support tenants in continuously operating their businesses and renewing contracts.

2) Tenant selection and store layout based on product categories

- Focus on selecting entrepreneurs with potential and both wholesale and retail business models.
- Increase the variety of fashion and accessory product categories to enhance the one-stop shopping experience and differentiate from other shopping centers.

3) Development/improvement of commercial areas to increase traffic and revenue

- Renovated the 5th floor, Zone 3, of The Platinum Fashion Mall into Sawasdee Foodie Hub, gathering halal and international restaurants to serve shopping center customers and guests of Novotel Bangkok Platinum Pratunam.
- The Market Bangkok shopping center is currently renovating its G and M floors to become an international food "Lai Jie" spanning over 8,000 square meters with an investment of over 180 million baht. It is planned to open in the first half of 2026 to enhance the project's appeal and increase visitor numbers.

4) Measures to cope with online competition and direct imports from China

The Company supports entrepreneurs within the shopping center to adapt and compete in the new era of commerce, aiming to create "Awareness – Business Opportunities – Mutual Growth" through key activities as follows:

- Supported the government's Soft Power policy in Thai fashion by inviting entrepreneurs to showcase Thai products at "Style Bangkok 2025" to increase trade opportunities and international business networks.
- Organized a marketing campaign using Influencer Marketing strategy in the form of a fashion reality game show "Fresh & Fash" under the concept of "Platinum Bringing Fresh Fashion to You" in collaboration with international KOLs to communicate with international tourists and reinforce the image of "a must-visit shopping center" when traveling to Thailand.
- Continued the project The Platinum Empowering SMEs 2025 to enhance capabilities in production, design, and business management, promote unique Thai products, and support expansion into export markets.
- Organized the "The Next Seller 2025" project in collaboration with TikTok Shop and Influencers to develop and skills in online sales, strengthening Thai fashion store brands under the concept of "Social Content to Social Commerce" through the TikTok Platinum Fashion Mall Official channel.

5) Investment for long-term growth and strengthening the Group's businesses

Development of another future retail space for lease under the project name The Platinum Square, a mixed-use project under the concept of "Spectrum of Fashion", a 48-story building (4 floors for retail and 35 floors for hotel) in the prime Pratunam area. This aims to expand revenue streams and elevate the Group's businesses. The retail portion is expected to be completed and operational around 2028.

Hotel Business

In 2025, the hotel industry faced several challenges, including a decline in international tourist arrivals, an increase in room supply in the market, the earthquake in Myanmar, geopolitical uncertainties, and the situation along the Thai–Cambodian border, all of which affected the overall tourism market. The industry also faced intensified competition from new accommodation providers, particularly home-sharing operators through Airbnb, offering consumers more alternatives and exerting greater pricing pressure. In addition, developments regarding proposed legal amendments that may allow foreign ownership of condominium units of up to 75% require close monitoring. Nevertheless, the Company's hotel business effectively managed operations and adjusted its strategies, resulting in continued growth in hotel revenue and Average Daily Rate (ADR). The Occupancy Rate (OCC) of Novotel Bangkok Platinum Pratunam declined, partly due to the phased guest room renovations and interior refurbishment commencing in mid-2025, which are expected to be completed in the first half of 2026.

Therefore, to mitigate the impact of such risks, the Company has formulated strategies and closely monitors the tourism situation, as well as the performance of each hotel in collaboration with the three chains selected by the Company for management. Leveraging global sales channels and existing customer bases, the Company adjusts its marketing strategies amidst current competition, while simultaneously enhancing service capabilities, customer experience, and expanding new customer segments. This aims to diversify the customer base and support the Company's long-term operational goals. Currently, the Company operates three hotels, namely:

1) Novotel Bangkok Platinum Pratunam Hotel

A 4-star hotel managed by Accor, a leading global hotel chain, located on The Platinum Fashion Mall in the heart of Bangkok, near many tourist attractions and key destinations. It offers connectivity via the R Walk skywalk, a key feature that facilitates travel and continuously attracts both Thai and international guests. The hotel provides comprehensive facilities, including restaurants serving both Thai and international cuisine, as well as a rooftop bar with panoramic views of Bangkok, enhancing the guest experience and enabling the hotel to compete effectively in its prime location.

In 2025, Novotel Bangkok Platinum Pratunam Hotel has been progressively renovating its rooms and interiors under a concept that blends technology and the vibrancy of the unique Pratunam area with natural elements. This renovation is expected to be completed within the first half of 2026, along with an upgrade in services to provide fresh and valuable experiences to guests. Most importantly, there is a commitment to environmentally friendly business operations with Green Key Certification standards.

2) Holiday Inn Resort Samui Bophut

A 4-star resort managed by IHG, an international standard hotel chain, located on Bophut Beach in a prime location in the heart of Koh Samui, popular among international tourists. The hotel is designed with a family-friendly concept, aiming to create a relaxing experience for children and all ages with comprehensive facilities such as a water park, a large kids' club, an outdoor playground, and a swimming pool with a pool bar, as well as family activity zones. Additionally, the hotel offers various services and spaces to accommodate diverse lifestyles, including a 24-hour fitness center, a resort center for relaxation, and meeting rooms for work during travel, as well as the Kids Stay and Eat Free program, a significant highlight that caters to families traveling to Koh Samui for vacation.

In 2025, the Company developed an expansion project for Holiday Inn Resort Samui to construct two 3-story hotel buildings with a total of 45 rooms, comprising 21 Family Suites and 24 Standard Connecting rooms. This aims to increase revenue opportunities from room rates, as well as food and beverage sales, which are expected to rise with the occupancy rate. The expansion is anticipated to open in 2027.

3) Moxy Bangkok Ratchaprasong Hotel

A 3-star hotel managed by Marriott, which is the first Moxy hotel in Thailand and the largest in Asia Pacific, with a total of 504 rooms. The hotel is located on The Market Bangkok Ratchaprasong shopping center, Zone M1, in a central city location within a lifestyle hub connected to BTS Chidlom station. It meets the needs of tourists seeking convenient travel. The hotel features distinctive architecture, emphasizing the unique Thai identity with a modern industrial decoration style that evokes a sense of fun and vibrancy. The rooms are designed with a blend of style and comfort. The hotel offers common areas including a game room, a bar, and relaxation corners with massage services, outdoor classic movie screenings, and various enjoyable activities suitable for both international tourists and Thais. On December 31, 2025, Moxy opened its Rooftop Bar on the 32nd floor, named "Sato San", to serve as a meeting point and social space for both Thai and international tourists, offering a new high-angle view experience in the heart of Bangkok, in the Ratchaprasong area.

With a strategy of diversifying customer bases both domestically and internationally, leveraging the prime location and management of reputable, internationally standardized hotel chains, coupled with effective marketing planning and cost management, the hotel business is expected to generate satisfactory revenue for the Company in the future.

Office Space Rental Business

In 2025, the office rental business is projected to slow down and face a tenant-favorable competitive environment due to the continuous increase in new office space supply in Central Business Districts (CBDs), coupled with the shift towards Hybrid Work models and the use of Co-working Spaces. This has led to a decrease in demand for traditional office space. Concurrently, the earthquake in Myanmar in March 2025 has prompted tenants to place greater emphasis on building structural integrity and safety standards, which may increase pressure on rental rates, lease terms, and project occupancy rates.

To manage these risks, the Company closely monitors and assesses market conditions and has defined operational guidelines for the PIER 111 project. The focus is on a strategy of differentiation and competition based on quality rather than solely on price, through key measures including:

- 1) Enhance building quality and working environment (Wellness & Design) to support building user experience, energy saving, and suitability for corporate tenants.
- 2) Enhance safety and reliability by having experts inspect and confirm the structural integrity of the building after significant events, along with 24-hour access control and security systems.
- 3) Professional Management, by collaborating with leading real estate agents and partners to expand the target customer base, and employing building managers with international standards to elevate services in line with the expectations of potential tenants.

The Company prioritizes building and service development under guidelines that consider environmental sustainability and safety standards to maintain competitiveness and support the long-term performance of its projects.

Risk 2 Risks from economic and geopolitical volatility

Related risk topics : Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Government policy
- Economic risk

Risk characteristics

In 2025, the Thai and global economies continue to face uncertainty from economic volatility and geopolitical conflicts, stemming from various factors such as the slowdown trend in the economies of trading partners, exchange rate fluctuations, persistently high interest rates and financial costs, as well as risks from trade policies and protectionist measures that may affect overall trade and investment. This impacts consumer and business confidence. Meanwhile, the tourism sector continues to face pressure from safety concerns among certain groups of tourists, as well as increased regional tourism competition. These factors may lead to fluctuations in tourist numbers, especially from some key source markets, affecting user traffic and the shopping atmosphere in commercial areas, as well as the demand for accommodation, food, and beverage services. Furthermore, a slowdown in private consumption may lead consumers to reduce spending on luxury and non-essential goods, and decrease their use of hotel and restaurant services. Coupled with conflicts in some regions of the world, this may push up energy and utility prices, increasing operating costs for operators and tenants, which could impact the profitability and cash flow of tenants.

Risk-related consequences

The aforementioned external factors and risks may impact consumer purchasing power, the tourism sector, and wholesale, retail, and SME operators, which constitute the company's primary tenant base. Should the number of tourists decline, it could affect visitors to shopping centers and tenants' sales, thereby impacting their ability to pay rent. Concurrently, tenants may face slowing sales and increasing costs, which could pressure occupancy rates, lease renewal rates, rental rate levels, and increase tenant credit risk, as well as limit the Company's ability to raise rental rates in the future. This also applies to hotel guests. Consequently, these factors may affect the company's overall revenue and operating costs, as well as the performance of the Company's shopping center rental business, office space rental business, and hotel business.

Risk management measures

The Company has established proactive risk management guidelines to mitigate the impacts of economic fluctuations and geopolitical situations, covering the operations of shopping centers, hotel businesses, and office rental spaces, through key measures, including:

- Closely monitoring economic conditions, geopolitical situations, tourism trends, and consumer behavior, along with consistently analyzing their impacts on revenue, occupancy rates, contract renewal rates, and operating costs.
- Efficient management of costs and utilities, coupled with maintaining financial liquidity and capital readiness, to accommodate uncertainties or potential crises.
- Support the development of tenant potential in shopping centers by continuing the Platinum Empowering SMEs 2025 project, coupled with supporting Soft Power policies and conducting joint marketing activities with tenants through online channels, to strengthen Thai fashion retailers' ability to develop brands, increase sales, and sustainably attract both Thai and international tourists.

- In the hotel business, the Company aims to diversify customer market risks, develop sales channels including online and tourism/corporate partnerships, and adjust pricing strategies and packages to align with demand during different periods, as well as enhance safety standards and services to build guest confidence.
- In the office rental business, the Company focuses on offering rental rates through flexible lease management suitable for market conditions, tenant care, and enhancing building quality and services to increase competitiveness and control long-term costs.
- Require executives from each department to report operational performance to the Executive Committee meeting and monthly executive meetings, for monitoring key indicators such as overall tourist numbers, number of shopping center users, hotel occupancy rates and average revenue per room, as well as rental occupancy levels and tenant credit quality.
- Review and adjust crisis response plans to support decision-making and business continuity.

Risk 3 Investment Risks and Future Project Development

Related risk topics : Strategic Risk

- New business risk

Operational Risk

- Delays in the development of future projects
- Business operations that have no commercial

results

Financial Risk

- Insufficient sources of funding
- Change in financial and investment policies of financial institutions that affect business operations
- Fluctuation in return on assets or investment
- Liquidity risk
- Income volatility

Risk characteristics

In 2025, the Company and its subsidiaries have several future investment and development projects planned, such as commercial rental shopping mall projects and hotels, as follows:

- The Company has commenced construction of The Platinum Square project, a mixed-use project with a total investment value of 7.8 billion Baht (Including land rental fees) , to be developed into The Platinum Square shopping center and Mama Shelter Bangkok Platinum hotel. It is located in the Pratunam area, one of Bangkok's important business districts, and will have the Orange Line MRT passing through it in the future. The shopping center is expected to open for service in 2028, while the hotel is expected to open in 2029. This is believed to significantly increase the Company's revenue and enhance its potential for future business operations.

- The Company is currently renovating The Market Bangkok Ratchaprasong shopping center, specifically the G and M floors, to become a new international culinary hub in the heart of Ratchaprasong, under the project name "Lai Jie". The total investment value is 180 million Baht, with plans to open for service in the first half of 2026. Through the aforementioned investment and project development, the Company and its subsidiaries will receive returns in the form of rental income and service fees, which represent stable and long-term recurring income.
- The Company has commenced the development of the Holiday Inn Resort Samui expansion project to construct two 3-story hotel buildings, comprising a total of 45 rooms, consisting of 21 Family Suites and 24 Standard Connecting rooms, with a total investment value of 335.7 million Baht. This aims to increase revenue opportunities from room rates, as well as revenue from food and beverage sales, which are expected to rise with the occupancy rate. The expansion is anticipated to open for service in 2027.

Risk-related consequences

Based on the Company's future investment plans, which require substantial capital expenditure and involve a long payback period, the Company may be exposed to risks in the event that project development and construction do not proceed as planned. Such risks may arise from interruptions to project development or construction, delays in project completion, or situations where projects are completed but incur costs exceeding the budgeted amounts (cost overruns). These circumstances could adversely affect the Company's operating results, financial position, debt-servicing capability, or liquidity, and may consequently impact the returns that investors or shareholders may receive from their investment in the Company's securities.

Risk management measures

The Company prioritizes careful investment and development of new projects, focusing on selecting high-potential projects and managing risks from project study and design phases through to construction, to ensure operations meet established standards, quality, and objectives through the following steps:

- The Company has thoroughly studied and evaluated the feasibility and cost-effectiveness of project investment and development, as well as conducted studies, analyses, and assessments of various risk factors related to project investment and development.
- The Company's policy focuses on investing in projects with high business potential and prime locations, ensuring that its future projects have a high probability of success and can generate returns commensurate with potential risks. The Company will limit risks to an acceptable level in developing quality projects, for instance, by developing projects that meet construction standards and adhere to the Company's established plans.
- The Company has clearly defined the qualifications and procedures for selecting designers, consulting engineers, supervising engineers, as well as contractors and construction supervisors, to ensure a transparent, high-quality, appropriate, meticulous, and efficient selection process. Participants in project development must possess accepted and reliable qualifications and experience to mitigate risks of delayed or halted project development or construction, and to ensure that project development costs can be controlled to meet the Company's established goals or objectives.

The Company is confident that it can effectively utilize the knowledge gained from its extensive experience in developing rental properties for its future projects, thereby generating long-term returns for all shareholders and stakeholders.

Risk 4 Risks from climate change and natural disasters

Related risk topics : Strategic Risk

- ESG risk
- Climate change and disasters

Operational Risk

- Climate change and disasters
- Impact on the environment

Risk characteristics

The climate change crisis, caused by the accumulation of greenhouse gases in the Earth's atmosphere, has intensified, leading Thailand to face and address subsequent economic, social, and environmental problems, such as:

- Occurrence of natural disasters such as floods, droughts, storms, earthquakes, tsunamis, and wildfires
- Changes in seasonal patterns, such as longer summers and severe droughts
- Loss of biodiversity, impacting ecosystems and supply chains
- Increased air pollution from expanding economic activities such as transportation and construction, leading to a rise in fine particulate matter (PM 2.5)
- Changes in international trade and investment patterns, with Thailand ranked 30th globally for the highest risk of impact from climate change according to the Climate Risk Index 2025 report. Thailand has also declared its intention to achieve net-zero greenhouse gas emissions by 2050 (COP30) by issuing a draft Climate Change Act, requiring businesses to report greenhouse gas emissions and set climate change operational targets, as well as promoting carbon credit markets (Emission Trading Scheme - ETS), carbon taxes (Carbon Tax), and enforcing the Carbon Border Adjustment Mechanism (CBAM) to prevent carbon leakage and maintain Thailand's competitiveness in the global market.

Therefore, the Company must prioritize effective management of climate change risks to reduce the likelihood and severity of environmental impacts. Additionally, all stakeholders expect the private sector to conduct business with social equity and environmental sustainability in mind.

Risk-related consequences

- Climate change may affect the quality of life, economy, society, and environment of the country, as well as the Company's performance and the confidence of all stakeholders
- Changes in consumer behavior (Consumer Behavior Change) may lead consumers to increasingly support environmentally friendly businesses
- Changes in government policies related to climate change prevention, such as the enactment of laws controlling greenhouse gas emissions or the establishment of environmentally friendly construction standards, may require the Company to invest in improving its structure or operational processes to comply with these requirements.

Risk management measures

The Company recognizes the impacts of climate change and natural disasters, and therefore has established risk management measures as follows:

- Establish policies and guidelines for sustainable environmental management, covering energy management, water management, waste management, and pollution.

- Implement international standards ISO 14001 for environmental management and ISO 50001 for energy management within the organization.
- Promote an organizational culture that instills environmental consciousness, builds knowledge and understanding, and supports employees in contributing to reducing impacts related to global warming and climate change issues.
- Appoint an energy management working group, comprising representatives from all departments, to ensure organization-wide participation. Additionally, a sustainability management working group has been appointed to drive the Company's environmental activities towards achieving their set goals.
- Efficiently manage energy and maintain good air quality within the shopping center for visitors, reflecting the Company's commitment to conducting business alongside social and environmental responsibility under the "Power Plat Green" project.
- The Company prioritizes assessing the amount of greenhouse gas emissions from its operations (Carbon Footprint for Organization: CFO) and sets both short-term and long-term targets for reducing greenhouse gas emissions to align with its sustainable business strategy.

Based on the aforementioned measures, the Company has passed the assessment according to the Metropolitan Electricity Authority (MEA) energy saving standards and received the MEA ENERGY AWARDS 2025 STANDARD level symbol from the 8th year of the Building Energy Efficiency Improvement Promotion Project. Various measures have been implemented, such as upgrading air conditioning systems for high efficiency, replacing light bulbs with energy-saving LEDs, enhancing management and automatic control systems, and providing knowledge, inviting participation, and raising awareness for collective energy saving.

Risk 5 Risk from the outbreak of emerging/re-emerging diseases

Related risk topics : Strategic Risk

- Pandemic risk

Operational Risk

- Pandemic risk

Risk characteristics

The Company operates a real estate development business for lease, including shopping centers, office buildings for rent, and hotels. These properties are frequented by a large number of employees, tenants, and service users, thus posing a risk of widespread outbreaks of emerging or re-emerging diseases. The experience from the past COVID-19 pandemic, which significantly impacted the Company's business through measures such as restrictions on space usage or temporary closures of shopping centers and hotels, changes in consumer behavior, and government control measures, has served as an important lesson. The Company has utilized this experience to improve its operational processes and adapt its risk mitigation measures accordingly. Although the overall pandemic situation shows signs of improvement, should a mutation of COVID-19 lead to another severe outbreak, or if other epidemics occur in the future, it could potentially affect the Company's business operations and the continuity of its services.

Risk-related consequences

The outbreak of emerging and re-emerging diseases can pose multi-dimensional and multi-level risks to businesses, encompassing financial risks, business continuity, employee health, changes in consumer behavior, and compliance with business regulations.

Risk management measures

The Company remains aware of and continuously prepares to cope with various epidemic situations by implementing risk management measures as follows:

- Regularly establish and review hygiene and safety measures within shopping centers, hotels, and offices to reduce the spread of various viruses.
- Closely monitor and assess the epidemic situation of emerging and re-emerging diseases to cautiously prepare for potential situations.
- Mandate the implementation of a Business Continuity Plan (BCP) to support emergency situations and mitigate impacts on business operations.

Risk 6 Fire Risk

Related risk topics : Operational Risk

- Safety, occupational health, and working environment

Risk characteristics

The Company recognizes and places great importance on safety management, particularly fire risks. As the Company operates businesses in real estate development, leasing retail spaces, office buildings for rent, and hotels, which are large buildings with numerous employees, tenants, and service users, there may be a risk of fire from various causes, such as electrical system malfunctions, improper use of electrical equipment or space not in compliance with safety regulations, operational accidents, or other unforeseen circumstances.

Risk-related consequences

It may affect revenue and continuous business operations, reputation, and stakeholder confidence, as well as potentially impacting the lives and assets of the company, employees, tenants, and service users.

Risk management measures

The Company has systematically established fire risk management measures, with key operations as follows:

- Establish a Safety, Occupational Health, and Working Environment Committee to oversee and promote fire prevention, and to plan and monitor operations in compliance with relevant laws and standards.
- Install and maintain fire prevention and suppression systems, such as fire alarm systems, sprinkler systems, and fire extinguishing equipment.
- Regularly inspect the readiness of the building, electrical systems, and related equipment.
- Regularly establish and review safety measures for tenants, contractors, and building occupants, including strict control over the use of areas and electrical equipment.
- Organize annual training and drills for fire prevention and suppression, including fire evacuation plans and emergency response plans for employees and tenants.
- Procure risk insurance covering damage, property, and legal liability to mitigate the impact of fire incidents.

Risk 7 Cyberattack Risks (Emerging Risks)

Related risk topics : Strategic Risk

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

Operational Risk

- Information security and cyber-attack

Risk characteristics

Currently, digital technology plays a crucial role in consumers' daily lives and decision-making. This has led to increased expectations for convenience, speed, and access to information/services through online channels. Furthermore, competition in the business sector has intensified due to operators continuously leveraging technology to develop services and enhance customer experience. Therefore, the Company prioritizes the development of information technology systems and the enhancement of services to align with digital-era behaviors, including the adoption of new innovations and technologies to improve operational efficiency and create positive customer experiences. However, the increasing reliance on diverse and complex digital systems has also elevated cybersecurity risks. This is because cyber threats are continuously evolving and can cause damage to operations, business continuity, and the trust of stakeholders. Consequently, the Company emphasizes appropriate governance and management of information technology to prevent risks from cyberattacks, system disruptions, and data breaches affecting customers, employees, tenants, and all stakeholders.

Risk-related consequences

The Company's increased reliance on technology and digital systems may heighten the risk of vulnerabilities or cybersecurity incidents, which could impact business continuity and result in adverse effects on financial standing, reputation, image, and stakeholder trust.

Risk management measures

The Company recognizes the increasing diversity and severity of cyber threats. Therefore, comprehensive and appropriate information technology risk management measures have been established to enhance the efficiency of prevention, detection, and response to potential incidents, as follows:

- Developed an Information and Technology Governance Policy and a Cyber Security Policy, covering network systems and various devices, such as data access management and system development.
- Information security policies and various related practices are regularly reviewed and improved, such as upgrading hardware and operating systems to modern versions, and updating software patches to secure versions.
- Penetration Testing and Vulnerability Assessment Scans are regularly conducted on critical systems to mitigate risks and weaknesses.
- Implemented an Intrusion Detection System (IDS) and an Intrusion Prevention System (IPS) to protect the Company's resources, information technology systems, and internal network data, ensuring their security.
- Establish a backup system for critical data to be used in emergency situations in order to prevent potential damage and ensure business continuity. Additionally, implement a data recovery testing plan and verify that data can be effectively restored and utilized in accordance with the established recovery procedures.
- Promoted continuous awareness among employees regarding technology usage through training and various activities, to ensure employees have the knowledge and understanding to use technology correctly and safely from cyber threats.

Risk 8 Corruption Risk

Related risk topics : Strategic Risk

- ESG risk

Operational Risk

- Systems or internal control system
- Corruption

Compliance Risk

- Violations of laws and regulations
- Corporate Governance
- Legal risk

Risk characteristics

The Company is well aware that corruption or the illicit pursuit of personal gain through official duties is a significant risk that can arise in various business processes, such as procurement, contract drafting, payment approvals, as well as relationships with business partners from both government and private sectors. Such actions could lead to legal, reputational, and operational damage. As a business entity and a part of society, the Company therefore places importance on adhering to good corporate governance principles and is committed to conducting business transparently and strictly complying with anti-corruption laws. The Company does not support any enterprise, group, or individual involved in seeking undue benefits, whether directly or indirectly, through the misuse of authority.

Risk-related consequences

Corruption can have severe impacts in multiple dimensions, including financial aspects, reputation, legal compliance, competitiveness, and the Company's image.

Risk management measures

The Company demonstrates its intention and commitment to combating all forms of corruption by establishing risk management measures as follows:

- The Company joined the Thai Private Sector Collective Action Against Corruption (CAC) in 2017 and received a renewal of its CAC certification on September 30, 2023 (the certification is valid for 3 years).
- The Company has established written anti-corruption policies and guidelines to serve as a framework for all directors, executives, and employees to adhere to, as well as for partners and relevant stakeholders, as follows:
 - Anti-Corruption Policy
 - Anti-Corruption Measures
 - Whistleblowing Policy for Misconduct and Corruption
 - Business Ethics and Partner Ethics
- Define corruption risk as a shared responsibility of all directors, executives, and employees. Corruption risks are assessed in various Company activities, such as related party transactions, procurement, disbursements, offering rental spaces, and applying for government permits, along with establishing internal control measures and risk management.

- The Internal Audit Department is responsible for regularly reviewing compliance with the anti-corruption policy and assessing the adequacy of the internal control system. The results are reported to the Audit Committee and the Board of Directors to prevent potential losses to the Company and to build confidence among all stakeholders that the Company's business operations will achieve its stated goals transparently and fairly.
- Communicate the Company's anti-corruption policies and guidelines to relevant stakeholders to ensure awareness of its intentions through various channels, such as the Company's website, direct letters to stakeholders, internal company announcements, and new employee orientation, among others.

In 2025, the Company did not find any cases of corruption.

Risk 9 Human Rights Risk

Related risk topics : Strategic Risk

- Damage to company image and reputation
- ESG risk

Operational Risk

- Impact on human rights

Compliance Risk

- Corporate Governance

Risk characteristics

The Company recognizes the importance of human rights and respect for human rights in its business operations. Human Rights are fundamental necessities that all individuals should receive equally and fairly without discrimination, regardless of differences in race, nationality, religion, gender, language, age, culture, lifestyle, physical appearance, education, social status, or any other matter. Human Rights are protected and governed by law. Human Rights risks may arise in each activity of the Company's value chain, such as human resource management, operations in community areas, customer service, and the engagement of partners/contractors. Therefore, the Company has a duty to respect the human rights of its employees, as well as all relevant stakeholders.

Risk-related consequences

It may affect the confidence of employees and relevant stakeholders, as well as potentially impacting the Company's reputation and image.

Risk management measures

The Company conducts its business in comprehensive compliance with national laws and international principles regarding human rights protection, and has established risk management measures as follows:

- The Company has established a human rights policy in accordance with international human rights principles and standards, and has mandated a comprehensive Human Rights Due Diligence (HRDD) process covering the operations of the Company and its subsidiaries, as well as relevant stakeholders. This process references the risk assessment procedures outlined in the United Nations Guiding Principles on Business and Human Rights (UNGPs), which address the protection of rights (Protect), respect for rights (Respect), and remedies (Remedy), to serve as a guideline and framework for the Company's business operations.
- Mandate the integration of human rights protection principles into the organizational culture, with systematic human rights risk assessments. Establish human rights risk assessment criteria to cover the Company's stakeholders, including employees, communities, customers, partners, and contractors, as well as vulnerable

groups such as children, women, persons with disabilities, the elderly, migrant workers, and LGBTQIA+ individuals, along with defining guidelines and risk control measures.

- Establish processes and channels for stakeholders to file complaints, including guidelines for protection and remedies in case of violations.

In addition, the Company has provided training for employees at all levels on the Code of Conduct, which includes topics related to Human Rights, with the objective of raising awareness and enhancing employees' knowledge and understanding of human rights. Employees participating in the training are required to achieve a minimum passing score of 80 percent in the knowledge assessment, and all employees who attended the training successfully passed the assessment, representing a 100 percent pass rate.

Risk 10 Risks from legal and regulatory changes

Related risk topics : Strategic Risk

- Government policy
- ESG risk

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business
- Violations of laws and regulations
- Corporate Governance
- Legal risk

Risk characteristics

In addition to managing business operational risks, the Company also prioritizes risks arising from changes in laws and regulations related to real estate business operations, such as the Town Planning Act, building control laws, traffic planning, and mass transit rail projects. These may impact the design, development, and feasibility of new projects. Furthermore, the process for obtaining building permits and environmental impact assessment (EIA) reports has become more stringent. This could result in the Company not receiving building permits or experiencing delays in obtaining them, which may affect project development timelines, customer satisfaction, the Company's revenue recognition, and stakeholder confidence.

Furthermore, the Company monitors the issuance of new draft laws related to its business operations, such as the Climate Change Act, which will increase environmental management requirements and costs. Although in the past year, according to the Climate Risk Index 2025 report, Thailand's ranking among countries with the highest climate change risk in the world improved to 30th from 9th in 2019, it still faces continuous risks from volatile weather conditions, which may impact asset safety, maintenance costs, and the Company's project management.

Risk-related consequences

It may result in the Company facing financial impacts, business continuity disruptions, and development costs for the Company's real estate projects, as well as affecting its reputation, image, and the trust of its stakeholders.

Risk management measures

The Company strictly monitors changes in laws and compliance with various regulations and has established risk management measures as follows:

- The Company has a Project Management Department and a Legal Department responsible for overseeing compliance with various laws and regulations related to the Company's real estate development project management.
- Consulting firms are engaged to conduct Environmental Impact Assessments (EIA) to ensure that project construction complies with legal requirements. Currently, projects under construction include:
 1. The Platinum Square project, a mixed-use development comprising a shopping center and a hotel, has received EIA report approval from the Office of Natural Resources and Environmental Policy and Planning (ONEP) and is scheduled to commence construction in 2025.
 2. The expansion project for Holiday Inn Resort Samui, which involves constructing two 3-story hotel buildings with a total of 45 rooms, is currently awaiting EIA report approval and is expected to open the expanded section in 2027.
- The Company has established environmental management policies and guidelines for sustainability, covering energy management, water management, waste and pollution management, and greenhouse gas emissions.
- There is a plan for greenhouse gas management, which involves assessing the amount of greenhouse gases emitted from the Company's operations (Carbon Footprint for Organization: CFO) and setting short-term and long-term targets for reducing greenhouse gas emissions to align with sustainable business strategies.
- Promote an organizational culture that instills environmental consciousness, builds knowledge and understanding, and supports employees in contributing to reducing the impacts of global warming and climate change.

Risk 11 Risks associated with personal data protection laws

Related risk topics : Strategic Risk

- Damage to company image and reputation
- ESG risk

Operational Risk

- Systems or internal control system
- Information security and cyber-attack

Compliance Risk

- Violations of laws and regulations

Risk characteristics

The Personal Data Protection Act B.E. 2562 (2019), which came into effect on 1 June 2022, is a key law governing the protection of personal data. As a personal data controller under the PDPA, the Company may face risks arising from its operations or potential data breaches caused by external parties, due to improper data management, insufficient employee understanding of legal compliance, or vulnerabilities in information technology systems. Such factors may lead to personal data breaches. Accordingly, the Company must strictly comply with the PDPA throughout the processes of collecting, using, disclosing, as well as deleting or destroying personal data of all stakeholder groups related to the Company.

Risk-related consequences

It may affect the Company's reputation and image and may be subject to legal penalties, including civil, criminal, and administrative penalties.

Risk management measures

The Company recognizes and prioritizes the appropriate and lawful processing of personal data in accordance with the PDPA, and therefore has established the following risk management measures:

- Develop a Personal Data Processing Protection Policy (Privacy Policy) and publish it on the Company's website, www.theplatinumgroup.co.th, for the awareness of relevant parties.
- Stipulate that prior to collecting, compiling, using, and processing personal data, the data subject must be clearly informed of the purpose, and there must be a lawful basis for processing or appropriate consent obtained in various forms in accordance with the PDPA.
- Establish a working group to serve as the Data Protection Officer (DPO), who advises the Company's personal data controllers or processors, and also monitors the operations of all departments to strictly comply with the PDPA.
- Develop personal data security measures to cover management structure measures, technical measures, and physical measures, including conducting penetration testing and vulnerability assessment scans in critical systems to consistently mitigate risks and system weaknesses.
- Regularly provide training and knowledge to executives and employees to ensure that the Company has appropriate and sufficient measures to mitigate the risk of personal data breaches.

Risk 12 Financial Risk

Related risk topics : Strategic Risk

- Economic risk
- New business risk

Financial Risk

- Insufficient sources of funding
- Change in financial and investment policies of financial institutions that affect business operations
- Default on payment or exchange of goods
- Fluctuation in return on assets or investment
- Liquidity risk
- Income volatility

Risk characteristics

The Company's core business is real estate project development, encompassing shopping centers, hotels, and office buildings. It has plans for several future investment and development projects, such as the construction of The Platinum Square project, the renovation of The Market Bangkok Ratchaprasong shopping center, and the expansion project of Holiday Inn Resort Samui hotel. Such investments and project developments require substantial capital expenditure from the Company. Consequently, the Company must maintain liquidity and secure sufficient credit lines from financial institutions or other suitable funding sources to support its future business expansion. This also includes managing market interest rate fluctuations, which may impact the Company's financial costs and return on capital. Therefore, the Company must prioritize financial risk management, market interest rate volatility, and compliance with loan agreement terms.

Risk-related consequences

It may affect the Company's financial status, solvency, or liquidity, including its ability to expand its business.

Risk management measures

The Company has established comprehensive financial risk management measures to maintain financial stability, debt-paying ability, and liquidity, as well as to support sustainable business growth, as follows:

1. Financial liquidity and working capital management
 - Manage cash flow to efficiently control income and expenses, and regularly monitor cash inflows and outflows.
 - Cost control, including managing accounts receivable and payable, to increase cash on hand and save unnecessary expenses without compromising the quality of goods and services.
 - Cash reserves to cope with potential crisis situations. The company estimates cash reserves of at least 3-6 months of monthly expenses.
 - Continuously monitor returns on investments in the Company, its subsidiaries, and various projects against established targets.
2. Management of funding sources for future project development
 - Prepare short-term and long-term cash flow forecasts to assess the Company's funding requirements.
 - Ensure appropriate and sufficient funding is available at various times to support future project development and business expansion.
 - Monitor changes in market interest rates that may affect financial costs, as well as investment returns.
 - Maintain key financial ratios in accordance with the conditions stipulated by lenders.
 - Total Debt to Equity Ratio
 - Debt Service Coverage Ratio
 - Interest-bearing debt to earnings before interest, taxes, depreciation, and amortization (EBITDA) ratio

The Company has adopted a prudent financial policy to ensure that it has effective risk management and internal controls commensurate with its acceptable risk level and suitable for the rapidly changing environment.

2.2.2 Risk to securities holders

Are there any risk factors affecting securities holders? : Yes

Risk 1 Risk from the Company having a major shareholder with a shareholding exceeding 25% of the total shares.

Related risk topics : Risk to Securities Holder

- Return from investment of securities holder
- Risk of the company having a majority shareholder holding > 25% of shares

Risk characteristics

The Company faces risks arising from its shareholding structure, where major shareholders collectively hold more than 25% of the total shares. According to shareholder information as of December 15, 2025, Mr. Surachai Chotjurangkool and Mrs. Punjaporn Chotjurangkool collectively hold 49.5% of the Company's shares. This concentration of ownership may lead to the consideration and approval of certain agenda items, which by law or the Company's regulations require a resolution passed by not less than three-fourths of the total votes of shareholders attending the meeting and having the right to vote, being primarily dependent on the decisions of these major shareholders.

Risk-related consequences

Major shareholders may have an influence on the approval of key agenda items.

Risk management measures

The Company recognizes the importance of protecting the rights and interests of all shareholders equally. Therefore, it has established guidelines and measures to control risks arising from the major shareholder structure. This is achieved by empowering the Board of Directors, particularly the independent directors, who currently constitute 62.5% of the Board, to oversee the consideration and decision-making on important agendas to ensure transparency, fairness, and compliance with laws, the Company's regulations, and good corporate governance principles. Furthermore, if there is a special agenda for consideration, any director with a conflict of interest shall not be entitled to participate in the deliberation of that agenda.

In addition, the Company has fully and clearly disclosed information related to the shareholder structure and potential benefits. This is to enable shareholders to exercise their discretion appropriately when voting. It also promotes the expression of opinions and voting by minority shareholders at shareholder meetings, aiming to build confidence and reduce the risk of decision-making being dominated by major shareholders.

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

Are there any risk factors affecting securities holders from : No
investing in foreign securities?

3. Business sustainability development

3.1 Policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

Sustainability Management Policy

The Board of Directors recognizes the importance of environmental responsibility, social responsibility, and good corporate governance as key factors in enhancing the Company's performance and enabling sustainable growth, which are fundamental to the Company's long-term success. Accordingly, the Board of Directors has established written policies on good corporate governance and the Company's Code of Conduct, with an emphasis on conducting business responsibly toward the environment and society throughout all processes and stages of operations, in order to prevent and mitigate potential environmental and social impacts.

In this regard, the Company has identified and categorized its stakeholders to comprehensively cover all dimensions, both internal and external, taking into consideration their involvement and potential impacts on the Company's operations. This approach enables the Company to appropriately engage with and manage all stakeholder groups in accordance with its sustainable management framework, under the principles of good corporate governance that emphasize transparency, fairness, and accountability.

The Company places importance on all stakeholder groups based on the three dimensions of sustainability, namely environmental, social, and economic aspects. The Company has also assigned responsibilities to the Board of Directors, management, and employees to support, promote, and perform their duties in alignment with the Company's policies on good corporate governance, the Code of Conduct, and sustainability management policies and objectives. These practices are fostered as part of the corporate culture, both directly and indirectly, to ensure effective achievement of organizational goals and integrated implementation across the Company.

Plans and Strategies

The Board of Directors establishes sustainability management policies and objectives through the Company's vision and mission, and assigns management to develop business strategies that are aligned with the organization's sustainable development strategy. Such strategies comprehensively cover all dimensions of sustainability, including environmental, social, and governance (ESG) aspects, in order to achieve the objectives set forth under the sustainability policy.

In formulating its strategies, the Company takes into consideration analyses of external factors and the sustainability context, such as trends in the wholesale and retail businesses, as well as related industries affected by changes in consumer behavior and competitive market conditions. These analyses are conducted in conjunction with assessments of internal factors, including operating performance, strengths, weaknesses, and enterprise-level risk indicators.

Furthermore, the Board of Directors has established a process for continuous monitoring of the implementation of the defined strategies and action plans, ensuring that they remain appropriate and responsive to the constantly changing business environment. This approach aims to enhance the Company's competitiveness and create long-term value for the Company on a sustainable basis.

Reference link for sustainability policy : <https://investor.theplatinumgroup.co.th/en/corporate-governance/corporate-sustainability-development-policy>

Sustainability management goals

Does the company set sustainability management goals : Yes

The Company has established its sustainability management objectives by taking into consideration the organizational context and its business operations. In addition, the Company has adopted relevant Sustainable Development Goals (SDGs) of the United Nations that are aligned with its business operations as guiding principles in setting such objectives, in accordance with good practices and to support sustainable business development. In doing so, the Company also takes into account environmental, social, and community considerations, as well as stakeholders throughout the business value chain. Accordingly, the Company has categorized its sustainability objectives into short-term and long-term goals, as follows:

Environmental Goals

Goal 1: Promote energy conservation and increase energy efficiency

- **Short-term goal (by 2026):** Reduce electricity consumption by 3% (compared to 2024, the base year).
- **Long-term goal (by 2030):** Reduce electricity consumption by 5% (compared to 2024, the base year).

Goal 2: Reduction of Water Loss and Improvement of Water Use Efficiency

- **Short-term Target (by 2026):** Reduce water consumption by 3% (compared to 2024, the base year).
- **Long-term Target (by 2030):** Reduce water consumption by 5% (compared to 2024, the base year).

Goal 3: Monitor the quality of wastewater from the production process to comply with laws and established standards, and select water-saving equipment.

- **Short-term goal (by 2026):** Receive inspection and certification of wastewater quality from government agencies, reducing water loss by selecting water-saving sanitary ware.
- **Long-term goal (by 2030):** Receive inspection and certification of wastewater quality from government agencies, and procure technology to improve water quality for reuse in certain activities.

Goal 4: Reduce greenhouse gas emissions.

- **Short-term goal (by 2026):** Reduce Scope 1 and Scope 2 greenhouse gas emissions by 1% (compared to 2024, the base year).
- **Long-term goal (by 2030):** Reduce Scope 1 and Scope 2 greenhouse gas emissions by 5% (compared to 2024, the base year).

Social Goals

Goal 1: Promote employee engagement rate.

- **Short-term goal (by 2026):** Promote employee engagement rate to more than 85%.
- **Long-term goal (by 2030):** Promote employee engagement rate to more than 95%.

Goal 2: Reduce employee turnover rate.

- **Short-term goal (by 2026):** Reduce employee turnover rate to less than 24%
- **Long-term goal (by 2030):** Reduce employee turnover rate to less than 15%.

Goal 3: Work-related injury leading to lost time rate.

- **Short-term goal (by 2026):** Maintain a zero work-related injury leading to lost time rate.
- **Long-term goal (by 2030):** Maintain a zero work-related injury leading to lost time rate.

Goal 4: Work-related fatality rate.

- **Short-term goal (by 2026):** Maintain a zero work-related fatality rate.
- **Long-term goal (by 2030):** Maintain a zero work-related fatality rate.

Goal 5: Human rights complaints.

- **Short-term goal (by 2026):** No complaints regarding human rights.
- **Long-term goal (by 2030):** No complaints regarding human rights.

Good Corporate Governance Goals

Goal 1: Continuously develop business for sustainability.

- **Short-term goal (by 2026):** Accelerate the company's average annual revenue growth rate to 10%.
- **Long-term goal (by 2030):** Maintain the company's average annual revenue growth rate at 8%.

Goal 2: Adhere to principles of good corporate governance and ethics.

- **Short-term goal (by 2026):** No complaints regarding business ethics violations.
- **Long-term goal (by 2030):** No complaints regarding business ethics violations.

Goal 3: Organization free from fraud and corruption.

- **Short-term goal (by 2026):** There have been no complaints regarding fraud or corruption, and the Company has renewed its CAC membership in every renewal cycle.
- **Long-term goal (by 2030):** There have been no complaints regarding fraud or corruption, and the Company has renewed its CAC membership in every renewal cycle.

Goal 4: Company directors, executives, and employees attend anti-corruption training.

- **Short-term goal (by 2026):** 100% of trainees achieved an average test score of 83%.
- **Long-term goal (by 2030):** 100% of trainees achieved an average test score of 90%.

SUSTAINABLE DEVELOPMENT GOALS



United Nations SDGs that align with the organization's sustainability management goals : Goal 1 No Poverty, Goal 2 Zero Hunger, Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 5 Gender Equality, Goal 6 Clean Water and Sanitation, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 10 Reduce Inequalities, Goal 11 Sustainable Cities and Communities, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 14 Life below Water, Goal 15 Life on Land, Goal 16 Peace, Justice and Strong Institutions, Goal 16 Peace, Justice and Strong Institutions, Goal 17 Partnerships for the Goals, Goal 17 Partnerships for the Goals

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

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

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

The Company conducts an annual assessment of material sustainability issues covering both internal and external business operations. The assessment considers potential positive and negative impacts on the Company, its stakeholders, and the entire value chain, and aligns with stakeholder expectations across environmental, social, and governance (ESG) dimensions. The process consists of the following:

1. Identification of Material Sustainability Issues

The Company has reviewed the nature of its business activities, including relationships throughout the value chain, as a basis for identifying material sustainability issues in line with international standards and current situations, to identify risks and opportunities arising from material sustainability issues, taking into account potential business impacts, both positive and negative, that may occur throughout the Company's operations and value chain.

2. Prioritization of Material Sustainability Issues

The Company has considered the materiality of sustainability issues by assessing the level of impact that has occurred or may occur to stakeholders, both positive and negative. The expectations of both internal and external stakeholder groups have been surveyed. The opinions and survey results from all stakeholder groups will be used to improve the efficiency of operations for each issue.

3. Monitoring of Material Sustainability Issues

The Company monitors and reports the management of material sustainability issues in line with its sustainable business policy, strategic plan, and enterprise risk management framework. Risk owners are assigned to implement appropriate risk mitigation measures.

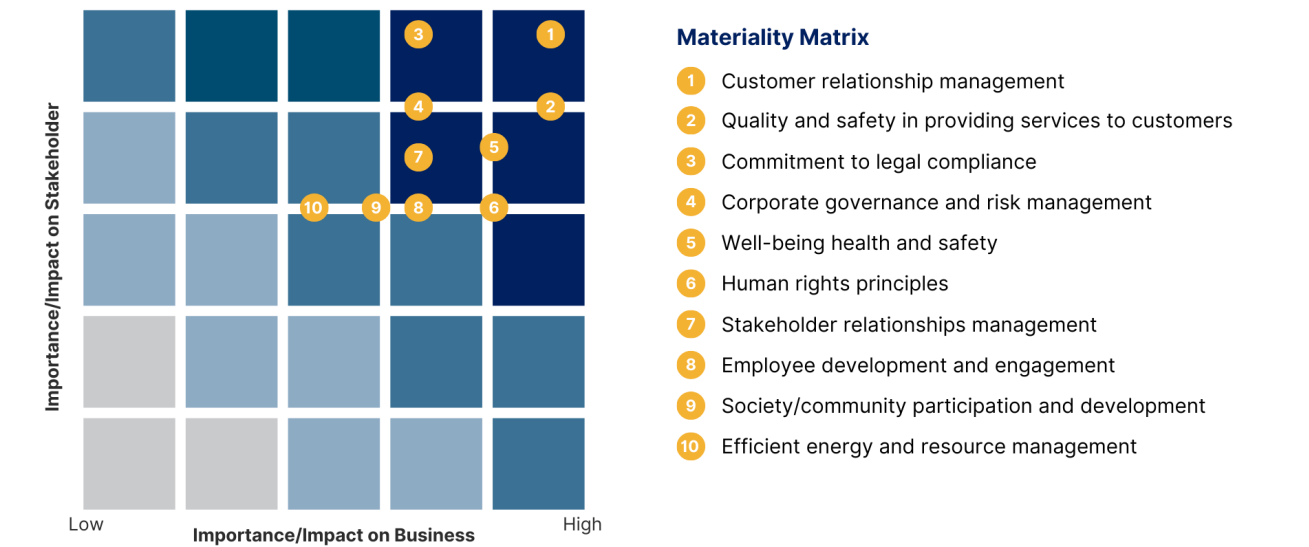
Materiality Assessment of Sustainability Issues

The Company had set up a process for evaluating key sustainability issues and reviews them regularly on an annual basis to analyze various risks and opportunities that have occurred and are likely to occur in the future, taking into account issues related to business operations that cover economic, environmental, social, and community aspects. The steps for evaluating important issues are as follows:



Results of the Material Sustainability Issues Assessment

From the process of evaluating important sustainability issues in 2025, the Company has identified and prioritized 10 important sustainability issues covering environmental, social and governance in the matrix as follows:

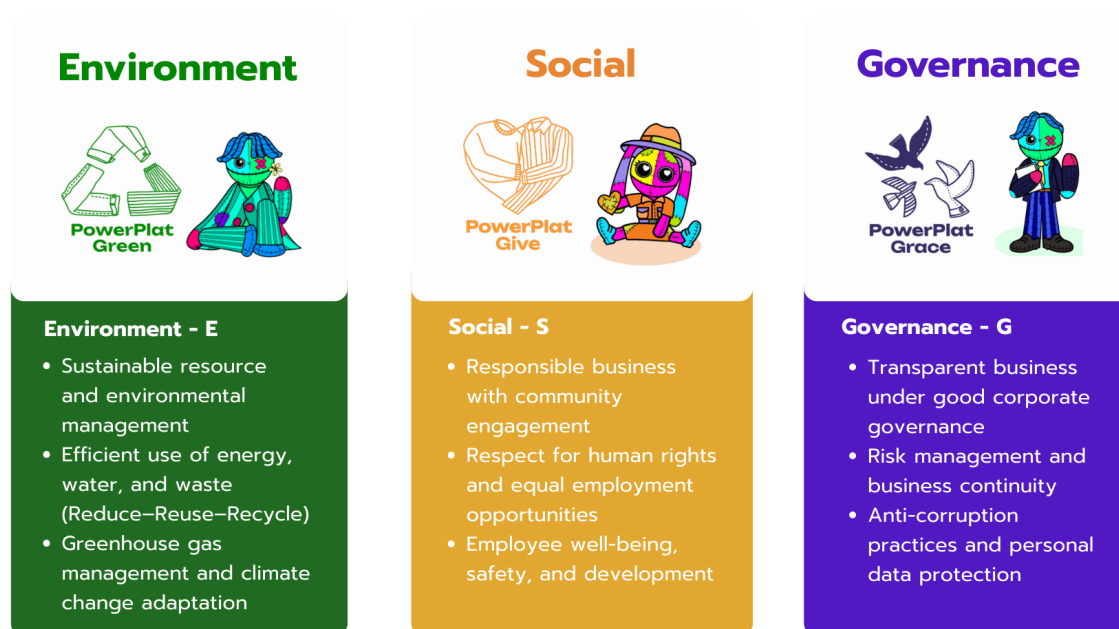


In 2025, the Company established a Sustainable Development Working Group to support the setting of clear sustainability objectives and to continuously monitor the Company's performance, with the aim of achieving tangible progress. Progress updates and performance results are regularly reported to the Board of Directors and the Executive Committee. In this regard, the Company has defined the roles, duties, and responsibilities as follows:

Roles, Duties, and Responsibilities of the Sustainable Development Working Group

- Define appropriate guidelines and operational plans for sustainable development, in line with the organization's sustainable development policy of the Company.
- Oversee, supervise, and review sustainable development operations to drive implementation and foster participation in project execution. under the sustainable development framework with relevant agencies.
- Foster a culture of sustainable development and communicate to directors, executives, employees, and stakeholders to raise awareness and understanding of sustainable development.
- Report on sustainable development performance and present it to the Board of Directors.

The role of the Sustainable Development Working Group is not limited to merely serving as a governance mechanism but also reflects the intention of the organization in conducting business transparently, responsibly, and considering stakeholders in all dimensions, as well as aiming to drive the organization towards long-term sustainable growth.



3.2 Management of impacts on stakeholders in the business value chain

The Company recognizes the importance of effective management based on ethical business conduct and responsibility for the impacts of its operations throughout the business value chain. It also plays a role in taking care of stakeholders and creating a better society in conjunction with the long-term growth of the business. In other words, the Company prioritizes economic growth while considering social and environmental aspects throughout every step of its business operations to achieve the goal of sustainable business development.

3.2.1 Business value chain

In the year 2025, the Company's core businesses can be divided into 4 groups: 1) Rental and Service Business, 2) Hotel Business, 3) Office Building Rental Business, and 4) Food and Beverage Business. From the analysis and study of the Company's internal processes, the Value Chain can be identified as follows:

Primary Activity Analysis

1. Business Opportunity Analysis

- The Company analyzes the feasibility of project development and management in business expansion by assessing the business environment, as well as considering the impacts and obstacles to all types of businesses, such as studying the needs of the area for business development and customer needs, business competitor analysis, environmental and social impacts, as well as analyzing investment risks and return on investment.
- The Company seeks out project locations that meet customer needs and are easily accessible to basic amenities in accordance with relevant rules and regulations. At the same time, the Company also considers the impact on communities and the environment, as well as understand the communities in the area before proceeding.
- The Company designs projects under environmental and social responsibility by obtaining permission from relevant agencies in accordance with the law. The design is appropriate to the needs of the service users and utilizes technologies, systems, equipment, and tools that meet standards are of high quality and environmentally friendly. It also promotes efficient energy management within the project, taking into account building safety standards.
- The Company considers and selects contractors, consultants, and construction supervisors who are suitable, have good project cost management, and have meet the standards set by the Company. During construction, the Company monitors, controls, and inspects the process, including construction quality consistently. The Company also considers the safety and potential impacts on the environment and surrounding communities during construction.

2. Administration and Management

- The Company manages areas and stores by defining and classifying surrounding stores to have a variety of both products and services. There are standards for inspect the area rigorously before delivery to ensure that customers receive a complete and safe space, as well as communicate to prepare for the area usage and understand the regulations regarding space rental and common area usage to ensure acceptance and orderly coexistence.
- The Company prioritizes the service provision process and therefore provides project management and continuously improves service efficiency, providing various utilities to facilitate service users, such as security systems and maintaining the cleanliness of common areas, allocating traffic routes within the project, etc.
- The Company has a property and maintenance management system in place to increase efficiency and extend the lifespan of various systems and equipment by setting regulations and procedures for machinery and equipment maintenance.

3. Sales and Marketing

- The Company has a variety of distribution channels to facilitate interested customers and increase the visibility of products and services. The Company establish a responsible department to monitor, communicate information about the project, and receive feedback from customers in order to develop or create services that meet customer needs comprehensively.
- The Company organizes both online and offline marketing activities that help promote and stimulate sales. It is a communication strategy that helps support the Company in achieving its goals, such as the utilization of various platforms for online product sales, organizing events during various festivals (Special Events) to attract more customers, organizing promotional activities on online media platforms to create opportunities for new customer groups to see products and services.
- The Company regularly studies, surveys rental rates and service fees in the same business group to determine rental rates and service fees appropriate and consistent with the economic situation. The Company also places importance on conducting sales and marketing operations with sincerity and responsibility towards customers both before and after providing services, including treating competitors fairly.

4. After-Sales Service

- The Company places importance on building good relationships with customers to develop service quality and enhance customer satisfaction. The Company establish customer relationship management through various processes, including having channels for receiving feedback and complaints from customers, survey customer satisfaction in order to analyze the information, develop, and improve operational efficiency and maintain good relationships with customers continuously.
- The Company is committed to the safety and privacy of its customers and therefore implements personal data protection measures through a process manage personal data protection and provide complaint channels for customers in the event of a data breach.

Support Activity Analysis

1. Organizational Infrastructure

- Corporate Governance: The Company conducts its business in accordance with the principles of good corporate governance and business ethics.
- Liquidity Management: The Company has an accounting and financial management process that supports the Company's business operations systematically, efficiently, and verifiably.
- Risk Management: The Company reviews and assesses various risks that may affect the business on an annually.

2. Human Resources Management

The Company has a human resources management plan to support business growth through training to develop skills and potential. It also takes care of human rights, fair welfare, compensation, manages bio-safety and security to enhance work efficiency.

3. Information Technology

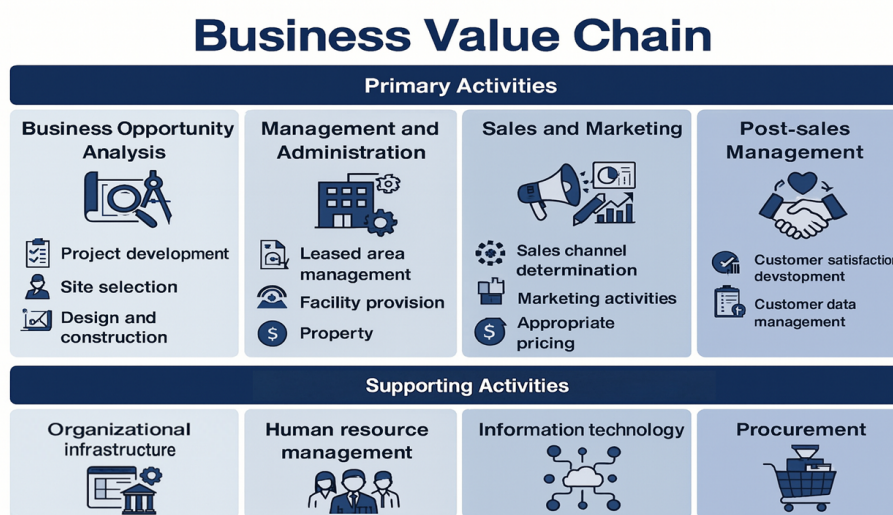
The Company utilizes digital systems and information technology to support operations within the organization to enhance the efficiency of various departments and to support efficient service delivery.

4. Purchasing

The Company has a transparent, honest, fair, and just purchasing policy. It also encourages business partners and allies to be responsible for environment, society, and good corporate governance.

Value Chain		Stakeholders in the Value Chain							
		Employee	Shareholder/ Investor	Customer	Supplier	Social and Community	Public Sector and other organizations	Business Competitor	Financial Creditors
Primary activities	Business Opportunity Analysis	✓	✓	✓	✓	✓	✓	✓	✓
	Management and Operations	✓		✓		✓			
	Leasing and Marketing		✓	✓				✓	
	After-Sales Service	✓		✓					
Support activities	Organization Structure	✓	✓	✓	✓	✓	✓	✓	✓
	Human Resources	✓							
	Information Technology	✓		✓					
	Purchasing	✓							

Business value chain diagram



3.2.2 Analysis of stakeholders in the business value chain

In linking these processes, the Company has also analyzed and segmented key stakeholders, including defining a roadmap for engagement, communication, feedback, and stakeholder engagement to respond to the opinions and expectations of each stakeholder group appropriately, completely, and promptly to drive concrete actions throughout the Company's value chain. The Company has implemented and has communication channels, as detailed below analysis of stakeholders in the business value chain:

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
Internal stakeholders			
<ul style="list-style-type: none"> • Employees 	<ul style="list-style-type: none"> • Work in a stable and progressive organization • Receive fair and timely compensation • Opportunities for professional development • Good benefits and a positive work environment • Work-life balance • Occupational safety and health 	<ul style="list-style-type: none"> • Establish employee career paths • Ensure fair treatment and practices in terms of opportunities, compensation, and the appointment or transfer based on performance • Treat employees with respect for human rights and labor ethics • Develop training to enhance knowledge and skills based on positions both internal and external • Provide a quality and safe environment 	<ul style="list-style-type: none"> • Online Communication • Internal Meeting • Complaint Reception • Employee Engagement Survey • Others <ul style="list-style-type: none"> • Promote activities that are beneficial to employees via email and employee line groups. • Website: theplatinumgroup.co.th/
External stakeholders			
<ul style="list-style-type: none"> • Customers 	<ul style="list-style-type: none"> • Service quality and diversity • Service convenience and security • Offering a diverse product selection that meets customer needs • Providing accurate and transparent information about products, services, promotions, terms and conditions • Continuous improvement of products, services, and spaces • Maintaining customer confidentiality 	<ul style="list-style-type: none"> • Customer Satisfaction Survey • Sales and Promotion Support (Co-Marketing) • Complaint Handling and Response • On-site Security System • Quality Service Provision • Establishment of Customer Confidentiality Policy 	<ul style="list-style-type: none"> • Online Communication • Complaint Reception • Satisfaction Survey • Others <ul style="list-style-type: none"> • Information Counter • Customer service representative • Company DPO contact information • Website: theplatinumgroup.co.th/

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
External stakeholders			
<ul style="list-style-type: none"> • Suppliers 	<ul style="list-style-type: none"> • Fair and transparent procurement • Clarity of the scope of work, contract, terms and conditions • Payment must be correct, complete with the agreed-upon terms. • Sustainable value added and collaboration • Corporate governance • Sustainable supply chain management • Business support capabilities • Joint product and service development to enhance quality and standards 	<ul style="list-style-type: none"> • Treating business partners fairly and equitably • Having a clear and transparent procurement process • Promoting participation in anti-corruption networks • Promoting labor practices that respect human rights • Complying with trade terms and conditions • Engaging in free and fair competition 	<ul style="list-style-type: none"> • Others <ul style="list-style-type: none"> • Code of Conduct for Business and Procurement • Reporting Anti-Corruption Policy via Email • Website: theplatinumgroup.co.th/
External stakeholders			

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Investors or investment institutions • Shareholders 	<ul style="list-style-type: none"> • Good corporate governance • Protection of shareholder rights and equality • Good and consistent return on investment • Strong performance and business sustainability • Prudent and careful risk management 	<ul style="list-style-type: none"> • Respect for the rights of shareholders in accordance with the law and the Articles of Association • Conduct business based on the principles of good corporate governance • Have controls over related party transactions • Have measures to prevent conflicts of interest and prevent the use of inside information regarding confidential news for personal gain • Publish reports and disclose information transparently • Pay dividends to shareholders appropriately in accordance with the Company's dividend policy 	<ul style="list-style-type: none"> • Annual General Meeting (AGM) • Others <ul style="list-style-type: none"> • Annual Report Form 56-1 One Report • Investor Relations <p>Contact: ir@theplatinumgroup.co.th</p> <ul style="list-style-type: none"> • Investor Relations <p>Contact: +662-121-9999</p> <ul style="list-style-type: none"> • Website: theplatinumgroup.co.th/
External stakeholders			

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Community • Society 	<ul style="list-style-type: none"> • Conducting business operations with due regard to the health, safety, and quality of life of local communities, as well as effectively managing and mitigating any potential impacts arising from business activities • Efficient and environmentally friendly management of waste, pollution, and resources generated from business operations • Strict compliance with applicable laws, regulations, and standards relating to communities and the environment • Actively listening to community feedback, suggestions, and complaints, and incorporating them into operational improvements. 	<ul style="list-style-type: none"> • Organize activities to support surrounding communities • Conserve important ecosystems in the vicinity of the Company's projects • Operate responsibly with regards to the impacts from business processes • Promote quality of living, community development and preserve local tradition and culture 	<ul style="list-style-type: none"> • Social Event • Others <ul style="list-style-type: none"> • Organize a team to explore and meet the surrounding community • Building collaborative networks for community and social development • Website contact channel: theplatinumgroup.co.th/
External stakeholders			

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> Government agencies and Regulators 	<ul style="list-style-type: none"> Strict compliance with applicable laws, regulations, and regulatory requirements. Business operations conducted in accordance with good corporate governance principles, transparency, and ethical standards. Accurate, complete, and timely disclosure of information in accordance with regulatory requirements. Effective risk management, internal control systems, and legal and regulatory compliance. Business operations aligned with government policies and sustainability objectives. 	<ul style="list-style-type: none"> Comply with all applicable laws and regulatory requirements, and regularly monitor changes in relevant laws and regulations Conduct business in accordance with the principles of good corporate governance and the Company's Code of Conduct Disclose financial and material information accurately, completely, and transparently in compliance with applicable regulations Continuously develop and review internal control systems, risk management, and compliance processes Support business operations that take into account environmental, social, and sustainability considerations in line with government policies 	<ul style="list-style-type: none"> Online Communication External Meeting Complaint Reception Others <ul style="list-style-type: none"> Website contact channel: theplatinumgroup.co.th/
External stakeholders			

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> Competitors 	<ul style="list-style-type: none"> Conduct business and compete with transparency and fairness Adhere to good and honest competition practices 	<ul style="list-style-type: none"> Adheres to a code of conduct in business competition, ensuring transparency and accountability Refrain from seeking confidential information or damaging the reputation of business competitors through dishonest or unethical means 	<ul style="list-style-type: none"> Others <ul style="list-style-type: none"> Website: theplatinumgroup.co.th/
External stakeholders			
<ul style="list-style-type: none"> Creditor Financial institution 	<ul style="list-style-type: none"> Ability to repay debts on time Ability to generate profits from the company's operations 	<ul style="list-style-type: none"> Repay debts on time and comply with the specified terms Be responsible for maintaining financial ratios within the limits set for borrowing from banks or financial institutions 	<ul style="list-style-type: none"> Others <ul style="list-style-type: none"> Website: theplatinumgroup.co.th/

3.3 Management of environmental sustainability

3.3.1 Environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines : Yes

Environmental guidelines : Electricity management,
Water resources and water quality management,
Waste management,
Biodiversity management,
Greenhouse gas and climate change management,
Air quality management,

The Platinum Group Public Company Limited and its subsidiaries recognize the importance of sustainable business operations under good corporate governance, prioritizing the management of environmental, social, and governance (ESG) impacts alongside fostering stable business growth. The Company has integrated sustainability goals, particularly the environmental dimension, into its corporate strategy and business plans to balance economic growth, efficient natural resource utilization, and long-term environmental impact reduction. Under the framework of energy policy and climate change adaptation, the Company prioritizes the management of electricity, a key resource for its shopping mall and hotel businesses. It continuously employs efficient building engineering systems and technologies to control, reduce, and enhance energy efficiency, coupled with reducing greenhouse gas emissions from operational processes and managing climate change-related risks.

The Company aims to drive environmental operations in a systematic and verifiable manner through the establishment of clear policies, practices, and governance structures, while promoting the participation of all stakeholders to support the achievement of ESG goals and the creation of sustainable value for the organization, society, and the environment in the long term. The Company has established a systematic environmental management framework, along with key policies and practices, as follows:

1) Management of Electricity and Resources

The Company promotes efficient and appropriate electricity usage through the management of electricity consumption in buildings, utility systems, and various support systems, as well as maximizing the benefits of water and natural resources. This is coupled with systematic management of operational waste and refuse, focusing on reducing waste at the source, following the Reduce, Reuse, Recycle concept, to minimize the amount of waste requiring disposal or landfilling.

2) Climate Change Adaptation

The Company manages and mitigates risks from climate change by prioritizing the reduction of greenhouse gas emissions from electricity consumption and business operations, as well as continuously improving energy efficiency, to support national and international climate change goals.

3) Personnel Engagement and Governance

The Company has established a working group for energy management and a working group for sustainability management to systematically drive and oversee energy and environmental operations. It also promotes awareness and provides training to employees at all levels, offering opportunities for employees to propose ideas and participate in energy-saving and environmental conservation activities, thereby fostering an organizational culture that continuously prioritizes sustainability.

4) Budgetary Support

The Company has allocated an annual budget to continuously support projects and activities related to enhancing electricity usage efficiency, conserving natural resources, and maintaining environmental quality.

5) Communication and Engagement with Customers and Operators

The Company emphasizes communication and collaboration with customers, partners, and operators to promote efficient resource utilization, energy conservation, and reduction of environmental impact. Energy policies and practices are continuously communicated, and stakeholders are encouraged to participate in implementing environmental measures throughout the business's value chain.

Furthermore, the Company, as a hotel business operator, and its selection of leading global hotel chain managers, namely Accor, IHG, and Marriott, which possess clear sustainability policies and practices, reflect the consistent direction of the global hotel industry in systematically prioritizing ESG operations. This ranges from efficient resource management and social and community care to good corporate governance. These concepts and activities can therefore serve as a reference framework for developing the Company's policies and elevating its sustainability operations to create long-term value for all stakeholder groups through the following projects:

1) Responsible Environmental Management (Accor – Green Key)

Accor prioritizes reducing environmental impact through the Green Key standard, an environmental certification system for the hotel business. It focuses on efficient resource utilization and tangible environmental conservation, such as reducing energy and water consumption, promoting renewable energy, systematic waste management, including reducing single-use plastics, environmentally conscious procurement, and raising environmental awareness among employees and guests. These approaches help elevate hotel operational standards to align with international climate change goals.

2) Creating Shared Value with Society and Communities (IHG – Giving for Good)

Under the Giving for Good concept, the IHG Group prioritizes reducing the environmental impact of hotel operations by focusing on efficient resource utilization, reducing energy consumption and greenhouse gas emissions, appropriate water management, and waste management according to the Reduce, Reuse, Recycle principle, including reducing single-use plastics. This is coupled with promoting engagement and raising environmental awareness among employees and guests to support long-term sustainable business operations.

3) Sustainable Business Operations in All Dimensions (Marriott – Serve 360)

Marriott developed a sustainability framework under its Serve 360 strategy, which covers four key dimensions: environmental stewardship and reducing operational impact, developing employee potential and well-being, strengthening communities and supply chains, and transparent and ethical corporate governance. It focuses on integrating sustainability into business strategy to balance economic growth, social responsibility, and long-term environmental preservation.

Reference link for environmental policy and guidelines : <https://investor.theplatinumgroup.co.th/en/corporate-governance/corporate-sustainability-development-policy>

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

Review of environmental policies, guidelines, and/or goals : Yes

over the past year

Changes in environmental policies, guidelines, and/or goals : Electricity management,
Water resources and water quality management,
Greenhouse gas and climate change management,

The Company is committed to developing efficient and appropriate energy utilization throughout its operations. It has systematically and consistently reviewed resource management in conjunction with minimizing environmental impact. This is conducted within the Environmental Dimension framework, adhering to good corporate governance principles, considering rapidly changing factors and aligning with the United Nations' Sustainable Development Goals (SDGs), include:

- SDG 6 Clean Water and Sanitation
- SDG 7 Affordable and Clean Energy
- SDG 9 Industry, Innovation, and Infrastructure
- SDG 11 Sustainable Cities and Communities
- SDG 12 Responsible Consumption and Production
- SDG 13 Climate Action
- SDG 14 Life Below Water
- SDG 15 Life on Land

Furthermore, the Company has adopted policies promoting energy efficiency across all types, applying them appropriately to the business context. Simultaneously, it collects and analyzes energy consumption data to support efficient energy management planning and decision-making. Alongside promoting employee engagement at all levels, a Sustainability Management Working Group has been appointed to collectively drive energy efficiency as an integral part of the organizational culture and support long-term sustainable business operations.

3.3.2 Environmental operating results

Information on energy management

Energy management plan

The company's energy management plan : Yes

Energy Management Approach

In its operations, the Company prioritizes reducing energy consumption and increasing energy efficiency in building engineering systems through the selection of energy-saving technologies and equipment, coupled with continuous monitoring, inspection, and evaluation of energy usage across various systems, to support the reduction of Greenhouse Gas (GHG) emissions and mitigate the long-term impacts of climate change.

The Company operates under the ISO 14001 Environmental Management System (EMS) standard and the ISO 50001:2018 Energy Management System (EnMS) standard to systematically enhance energy management efficiency and build confidence among stakeholders.

Setting goals for managing electricity and/or oil and fuel

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

management

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased for consumption	2024 : purchased electricity for consumption 33,445,079.12 Kilowatt-hour	2030 : Reduced by 5%

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

Energy Consumption Management

The Company prioritizes energy management as part of its sustainable business operations, focusing on efficient energy use alongside natural resource conservation and environmental care. The Company mandates that all levels of management and every employee share roles and responsibilities in systematically supporting and driving energy management operations. Furthermore, the Company promotes the participation of partners, customers, tenant within the project and hotel guest to play a role in efficient energy use through communicating energy-saving guidelines, providing appropriate knowledge and advice, and supporting adherence to the company's energy management measures and guidelines, to collectively reduce energy consumption, minimize environmental impact, and create shared value throughout the value chain.

The aforementioned operations adhere to the principle of stakeholder participation from all sectors, under the supervision and coordination of the engineering department and relevant agencies, to ensure efficient energy management that aligns with the business context and supports the long-term sustainability of the organization, through various activities such as:

Enhancing Energy Efficiency through Preventive Maintenance

Preventive Maintenance of building engineering work systematically to maintain machine efficiency, reduce energy loss, and extend service life, equipment, in line with the SDG 12 Efficient Resource Utilization. The operational results in the past year 2025 helped reduce energy consumption by an average of 2-5% per month. Key activities include:

- Maintaining indoor lighting systems and Facade Lighting to adjust Lux Level appropriately according to IESNA standards.
- Cleaning and inspecting air conditioners AHU/FCU, including central systems, to reduce Energy consumption rate per unit of output (Specific Energy Consumption : SEC) of the system. heating, ventilation, and air conditioning systems which is Heating, Ventilation and Air Conditioning : HVAC
- Maintaining chilled water pumps CHP/CDP and cleaning the Chiller Plant to increase the Coefficient of Performance (COP) of cooling equipment or air conditioning systems.
- Adjusting automatic lighting systems: C-BUS to reduce electricity consumption during off-peak hours.

Optimized Energy Management based on actual usage conditions

The Company uses external temperature conditions data (Ambient Temperature) and actual usage (Occupancy Load) in controlling the Chiller Plant, resulting in a 3% reduction in electricity consumption in common areas compared to the previous year's baseline. Air conditioning systems were also improved, such as replacing AHU coils to reduce thermal loss, supporting SDG 7 Affordable and Clean Energy and SDG 13 Climate Change Adaptation by reducing emissions CO₂e from electricity consumption.

Investment in and improvement of environmentally friendly infrastructure

To support long-term business operations, the Company has gradually upgraded and replaced equipment that has been in use for more than 20 years, which have lower efficiency and technology than current standards, focusing on reducing electricity consumption and environmental impact (Global Warming Potential: GWP) and reducing the total life cycle cost of equipment (Life Cycle Cost) such as:

- Replacing energy-saving light bulbs of the type High Bay to increase lighting efficiency and reduce energy consumption.
- Upgrading the control cabinet for the clean water pumping system to enhance operational efficiency and reduce electricity consumption.
- Upgrading and replacing elevator and escalator parts to reduce downtime and enhance service efficiency.

In The Market Bangkok project, a Substation to increase energy efficiency and reduce electricity loss, thereby enabling appropriate management of energy costs.

Energy Management alongside Building System Safety and Stability

The Company recognizes that stable safety systems are an integral part of sustainable building management. Therefore, it continuously inspects and maintains related systems to help reduce environmental risks and damage from emergencies, supporting the goal of SDG 9 Industry, Innovation, and Infrastructure, and SDG 11 Sustainable Cities and Communities such as:

- System inspection work Fire Alarm and heads Smoke Detector
- Generator maintenance work to support power outages
- Inspection and repair of main electrical cabinets, ventilation systems, and CCTV cameras

Collaboration with External Organizations on Energy Management

Novotel Platinum Pratunam Hotel has entered into a contract to participate in the CPMS (Chiller Plant Management System) project with Banpu NEXT to efficiently manage and control the hotel's main chiller plant system. The objective is to reduce the electricity consumption of the building's air conditioning system and reduce greenhouse gas (CO₂) emissions.

Environmental Awareness and Engagement

The Company promotes the participation of building users, operators, and stakeholders through environmental activities, such as participating in activities Earth Hour, a campaign for energy conservation and reduction of greenhouse gas emissions, as well as to raise awareness of responsible energy use at the organizational and societal levels, supporting the goals SDG 13 Climate Change Adaptation by utilizing internal corporate communication channels via online platforms such as Line groups, emails, bulletin boards, and employee computer screens, to continuously provide knowledge on energy management, environmental changes, and natural resources to executives and employees.

Personnel Capacity Development in Energy and Building Systems Management

The Company recognizes that efficient energy and building system management requires personnel with modern knowledge, expertise, and skills. Therefore, it prioritizes developing employee potential through continuous training, including In-house training, On the Job Training, and participation in training and seminars with external agencies to elevate operational standards in environmental, safety, and sustainable energy use. In the past year, the Company provided an average of approximately 5 hours of training per year to employees involved in energy management, comprising the following:

- **In-house Training & On the Job Training**

The Company organizes training for the engineering team and relevant departments to enhance knowledge in building systems, energy conservation, and efficient service delivery, such as the design and maintenance of ventilation system fans (Exhaust Fan and Make-up Air Fan) to increase ventilation efficiency and reduce energy consumption. Legal energy management (8 steps) and best practices for building electricians. Duties in various emergency situations. The Mentor Project, which is a guideline for developing the potential of the Company's personnel to perform tasks according to specified standards, strengthening knowledge transfer within the organization, and supporting efficient personnel rotation and replacement, helping to reduce workload gaps and increase operational continuity. The aforementioned training enables employees to apply their knowledge to actual operations, reduce energy loss, mitigate safety risks, and enhance service efficiency for building users.

- **Training Programs and External Seminar Participation**

To ensure personnel acquire knowledge of modern technology and standards, the Company has sent employees to participate in training and seminars with specialized external agencies, such as attending the seminar Hitachi Energy Transformer Service Roadshow 2025 to enhance knowledge of current transformer technology. Training courses for building electricians, organized by the Department of Skill Development, to strengthen knowledge of safety standards and efficient use of electrical systems, among others. Participation in these activities enhances the engineering team's capability to maintain stable, safe, and environmentally friendly electrical and energy systems in buildings. The aforementioned energy management operations have enabled the company to continuously reduce electricity consumption in common areas, lower long-term energy costs and maintenance expenses, reduce greenhouse gas emissions from energy use, and support the goals of ESG and the concrete sustainable development of the organization. In the past year 2025, The Platinum Group Public Company Limited, the operator of The Platinum Fashion Mall, received the MEA ENERGY AWARDS 2025 level STANDARD from the Building Energy Efficiency Improvement Promotion Project, Year 8, organized by the Metropolitan Electricity Authority Authority (MEA) by passing the assessment according to the energy-saving measures criteria of MEA which consists of 2 main parts:

1. Electricity consumption criteria (MEA Index)
2. Criteria Indoor Air Quality (IAQ)

Receiving the MEA ENERGY AWARDS confirms the Company's emphasis on efficient energy management and the control of indoor air quality within the shopping center for the benefit of its patrons. It also reflects The Platinum Group's commitment to conducting business alongside serious social and environmental responsibility, under the project "Power Plat Green" reinforcing the Company's sustainability policy, which emphasizes environmental, social, and good corporate governance responsibilities. These are crucial factors that help elevate the Company's performance for sustainable growth and are key to achieving success.

Diagram of Performance and outcomes of energy management



Energy management: Fuel consumption

	2023	2024	2025
Diesel (Litres)	3,780.00	5,162.00	8,658.00
LPG (Kilograms)	276,480.00	324,257.00	313,073.00

Energy management: Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	29,423,421.00	33,445,079.12	32,153,407.00
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	29,423,421.00	33,445,079.12	32,153,407.00

Information on water management

Water management plan

The Company's water management plan : Yes

Water resources are fundamental factors essential for sustainable business operations. The Company therefore establishes policies for efficient and responsible water management and utilization, covering operations across all business groups, namely shopping centers, hotel businesses, and office buildings. This focuses on the valuable use of water resources, reducing environmental impact, and supporting long-term natural resource conservation.

Setting goals for water management

Does the company set goals for water management : Yes

Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water consumption	2024 : Water consumption 460,782.00 Cubic meters	2030 : Reduced by 5%

Performance and outcomes of water management

Performance and outcomes of water management : Yes

Water Management

The Company implements this policy under the sustainable development framework (ESG) in the environmental dimension and emphasizes the participation of management and employees at all levels, as well as compliance with relevant laws, regulations, and standards. This policy aligns with the United Nations Sustainable Development Goals:

SDGs especially the SDG 6 Clean Water and Sanitation and SDG 12 Responsible Consumption and Production, through various activities such as:

Systematic monitoring and control of water usage

Installation and inspection of water meters in key areas of shopping centers and hotels to monitor water consumption by system and usage area, and to regularly analyze water usage trends for appropriate water control and reduction planning, as well as to detect system anomalies to minimize unnecessary water loss.

Preventive maintenance of water and sanitation systems

Preventive maintenance of plumbing systems, sanitary ware, and water pumping systems to ensure systems are in perfect condition, reduce leaks, and extend equipment lifespan, such as:

- Inspection and maintenance of sanitary ware in common areas and tenant-occupied spaces
- Inspection and improvement of control cabinets for water pumping systems to storage tanks
- Regular maintenance of water pumps and plumbing systems

Use of water-saving equipment and enhancement of usage efficiency

Promotion of water-saving equipment, such as water-efficient sanitary ware and flow-controlled faucets and water pressure control systems to maximize water efficiency without affecting the quality of service provided to customers and building occupants.

Water management in air conditioning systems and engineering works

Water usage management in engineering systems, especially air conditioning systems and Chiller Plant through proper equipment maintenance and system operation control to reduce water consumption and enhance overall system efficiency.

Fostering awareness and participation in valuable water use

Promote awareness among employees regarding economical and efficient water use tenants, and operators within shopping centers and hotels through internal communication, training, and advice on appropriate water usage. Campaigns encourage hotel guests to conserve energy by displaying signs about methods to reduce energy and water consumption in guest rooms, to collectively reduce usage and preserve water resources sustainably.

Wastewater Treatment & Effluent Control

The Company systematically controls and treats wastewater to preserve environmental quality, reduce impacts on surrounding communities, and build confidence in responsible business operations. Wastewater from shopping centers and hotel businesses is treated in accordance with relevant environmental laws, regulations, and standards of Bangkok Metropolitan Administration and government agencies, under the operational framework of ESG in the environmental dimension and according to the SDG 6 Clean Water and Sanitation, SDG 11 Sustainable Cities and Communities, and SDG 12 Responsible Consumption and Production, through various measures as follows:

Compliance with relevant laws and standards

The Company manages and treats wastewater in accordance with relevant laws and regulations, such as:

- Environmental Quality Promotion and Protection Act
- Regulations and announcements of the Bangkok Metropolitan Administration regarding the control and treatment of wastewater from buildings and establishments
- Effluent quality standards before discharge into public drainage systems or natural water sources

The Company controls effluent quality to meet specified standards, such as water pollution values (BOD, COD), Suspended Solids, pH, and other parameters as prescribed by law, by In the year 2025, the Company measured and controlled effluent quality to comply with standards set by laws and relevant agencies. As a result, the Company found no instances of environmental law violations and incurred no environmental fines or penalties.

Wastewater treatment systems

The Company installs and maintains wastewater treatment systems from activities within shopping centers and hotels appropriately, covering major wastewater sources such as restrooms, food courts, restaurants, and various service areas, to ensure efficient treatment processes and continuous control of effluent quality through various activities as follows:

Maintenance and inspection of wastewater treatment systems

The Company conducts preventive maintenance wastewater treatment systems and related equipment regularly, including

- Performance inspection of wastewater treatment systems
- Measurement and recording of effluent quality according to specified intervals
- System rectification and improvement upon detecting anomalies to prevent the discharge of non-compliant effluent

Effluent quality control and monitoring

The Company systematically collects data and monitors effluent quality measurements to analyze trends and improve treatment processes for greater efficiency. The Company also cooperates with relevant agencies in inspecting and reporting environmental data as required by law.

Awareness building and participation

The Company promotes proper wastewater management awareness among employees, tenants, and operators within shopping centers and hotels, such as providing knowledge on appropriate water usage and avoiding the disposal of chemicals or waste that could affect the wastewater treatment system, to collectively preserve environmental quality and surrounding communities sustainably.

Water management: Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	400,226.00	460,782.00	424,835.00
Water withdrawal by third-party water (cubic meters)	400,226.00	460,782.00	424,835.00

Water management: Water discharge by destinations

	2023	2024	2025
Percentage of treated wastewater (%)	0.00	0.00	0.00
Total wastewater discharge (cubic meters)	0.00	0.00	0.00
Wastewater discharged to third-party water (cubic meters)	0.00	0.00	0.00
Wastewater discharged to surface water (cubic meters)	0.00	0.00	0.00
Wastewater discharged to groundwater (cubic meters)	0.00	0.00	0.00
Wastewater discharged to seawater (cubic meters)	0.00	0.00	0.00

Water management: Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	400,226.00	460,782.00	424,835.00

Information on waste management

Waste management plan

The company's waste management plan : Yes

The Company has integrated waste and by-product management throughout its entire operational value chain, with a focus on minimizing waste generation at the source and ensuring proper disposal in full compliance with applicable laws and regulations, thereby limiting environmental impacts. In doing so, the Company gives due consideration to all stakeholder groups. The Company adheres to the 3R waste management principles Reduce, Reuse, and Recycle - by reducing resource consumption at the source, reusing materials where possible, and recovering waste for beneficial reuse. This approach enhances resource efficiency and reduces the volume of waste requiring final disposal.

The Company sorts waste at the source in office areas, shops, food courts, and hotels by categorizing waste into 4 types, namely wet waste, recyclable waste, hazardous waste, and general waste, to ensure that each type of waste is managed and disposed of using appropriate scientific methods, as well as complying with relevant agency regulations. The Company does not dispose of waste or refuse by incineration to reduce the risk of air pollution and impacts on surrounding communities, which aligns with the SDG 12 Creating sustainable production and consumption patterns.

Setting goals for waste management

Does the company set goals for waste management : Yes

Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
Reduction of waste generation Waste type: Non-hazardous waste	2024 : non-hazardous waste 1,506,750.00 Kilograms	2030 : Reduced by 10%	<ul style="list-style-type: none">• Reuse• Recycle• Landfilling

Performance and outcomes of waste management

Performance and outcomes of waste management : Yes

Management of Each Waste Type

- **Wet Waste or Organic Waste** This includes food scraps, vegetable scraps, fruit scraps, meat scraps, and leaf litter. The Company sorts and delivers these to responsible agencies for appropriate utilization, such as processing or disposal according to sanitary principles.
- **Recyclable Waste** This includes plastic bottles, glass bottles, aluminum cans, and paper. The Company collects and sells these for recycling, while also campaigning for employees and stakeholders to reduce the use of consumables and promote material reuse.
- **Hazardous Waste** This includes waste containing contaminants or hazardous materials, such as chemicals, light bulbs, and aerosol cans. The Company delivers these to authorized agencies for legally compliant disposal, utilizing secure landfills to prevent the contamination of the environment by toxic substances.
- **General Waste** This includes waste that cannot be easily recycled or decomposed, such as snack wrappers, foam boxes, tissue paper, and straws. The Company sends these to relevant agencies for disposal by sanitary landfill methods.

Source Separation Program

The Company encourages employees and retail tenants to properly and consistently separate waste at the source. Clearly designated waste disposal points are provided, with appropriate labeling according to each waste category. This initiative is supported by ongoing education and communication to enhance understanding and promote effective waste segregation practices. The program aims to reduce the volume of waste requiring disposal, increase resource recovery rates, and support efficient and sustainable resource management.

Organic Waste and Food Waste Management

The Company places strong emphasis on the systematic management of organic waste and food waste by promoting waste separation at food outlets for appropriate processing and utilization. This approach helps reduce the amount of waste sent for disposal. In addition, training sessions and knowledge-sharing activities are provided to employees and retail tenants on effective food management practices, which contribute to minimizing resource loss, improving raw material efficiency, and supporting effective cost management.

Novotel Platinum Pratunam has partnered with the Wake Up Waste project under SCG Group to sell recyclable waste for conversion into recycled products. The hotel has also collaborated with the "Tod Mai Ting" (Fry without waste) project under Bangchak Corporation by selling used cooking oil for conversion into Sustainable Aviation Fuel (SAF),

thereby reducing landfill waste and greenhouse gas emissions. Furthermore, Novotel Platinum has implemented a food waste reduction policy through food waste data recording, customer communication, and continuous training for food and beverage staff. The hotel also participates in the "Food for Thought" program by donating surplus food from its breakfast buffet to a children's welfare organization, creating shared value for society and the surrounding community.

Recycle and Reuse Program

The Company operates a recycling collection program for materials such as paper, plastic, metal, and glass, alongside initiatives promoting material reuse to increase recycling rates and reduce waste sent for disposal. Moxy Bangkok has organized activities to collect plastic bottle caps and various types of plastic lids from the staff cafeteria, which are then delivered to Four Points by Sheraton Sukhumvit 22 for conversion into award medals for the "Road to Give 2025" event. In addition, Novotel Platinum has eliminated the use of single-use plastics in guest rooms, restaurants, and meeting rooms, and has replaced guest amenities with environmentally friendly products made from recycled materials, such as toothbrushes, toothpaste, shower caps, combs, sewing kits, and razors. These initiatives reflect strong employee engagement in environmental stewardship and demonstrate how small actions can generate tangible positive environmental impacts.

Awareness Building and Stakeholder Engagement

The Company organizes various activities and initiatives to promote knowledge, understanding, and participation among employees, retail tenants, hotel guests, and relevant stakeholders. These include training programs on waste categories such as general waste, recyclable waste, organic waste, and hazardous waste along with proper waste segregation guidelines to ensure effective implementation in operational areas and retail spaces.

Food Waste Reduction policy signage has been displayed in dining areas to raise awareness among guests and employees. In addition to workplace food waste reduction practices, Novotel also participates in the "Food for Thought" program by donating selected bakery items from its breakfast buffet to a children's shelter operated by the Good Shepherd Sisters Bangkok, further contributing to social and community well-being.

Development of Communication Materials and Internal Signage

The Company develops and disseminates communication materials, including infographics, waste segregation signage, and digital media in common areas, to enhance awareness, understanding, and continuous engagement among employees and retail tenants. These efforts aim to encourage consistent and practical implementation of waste management practices throughout the organization.

Performance Monitoring and Evaluation

The Company regularly collects data on the volume of each waste type, analyzes the results, and campaigns for waste separation to raise awareness among employees and operators.

From various activities and projects implemented by the Company to reduce waste and refuse, in 2025, the Company had a volume of recyclable waste that could be reutilized approximately 52,699 kilograms per year, accounting for 1.9 percent, an increase of 1.5 percent from the previous year. The Company has regularly held monthly auctions for recyclable waste to interested parties. This method allows the waste to be further valorized, enabling the Company generated an annual revenue of approximately 50,000 Baht in 2025 from these operations.

Waste management: Waste Generation

	2023	2024	2025
Total waste generated (Kilograms)	1,491,699.00	1,506,844.16	2,718,027.00
Total non-hazardous waste (kilograms)	1,491,699.00	1,506,750.00	2,649,818.00
Total hazardous waste (kilograms)	N/A	94.16	68,209.00

Waste management: Waste reuse and recycling

	2023	2024	2025
Total reused/recycled waste (Kilograms)	145,884.00	159,627.00	52,699.00
Reused/Recycled non-hazardous waste (Kilograms)	145,884.00	159,627.00	52,699.00

Information on greenhouse gas management

Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

With the increasing severity of global warming and climate change, resulting from greenhouse gas emissions from human activities, the Company set environmental sustainability goals. It has focused on implementing measures to reduce and enhance the efficiency of energy consumption, while also fostering awareness and participation among employees at all levels to collectively reduce energy use. This includes establishing guidelines for selecting appropriate technologies or management strategies to reduce energy costs and greenhouse gas emissions simultaneously. Although the Company's core business operations do not significantly impact or generate greenhouse gases.

Nevertheless, in the short-term goals, the Company continues to prioritize the study of Carbon Footprint for Organization (CFO) assessment. This is aimed at developing and improving the Company's operational processes to effectively reduce greenhouse gas emissions. It involves collecting important details of the greenhouse gas inventory data collection process across all organizational levels, storing statistical data for analysis, and planning to develop a greenhouse gas inventory management plan, including setting short-term and long-term targets in various areas. This will lead to appropriate verification of the greenhouse gas inventory by external organizations. Under this study, the Company has classified its direct and indirect greenhouse gas emission activities as follows:

Scope of Greenhouse Gas Emissions

Scope 1 : Direct GHG Emissions and Removals

- Company vehicle usage
- Refrigerant leakage
- Use of fire extinguishing agents for fire drills
- Methane emissions from wastewater treatment systems
- Use of cooking gas (LPG)

Scope 2 : Energy Indirect GHG Emissions

- Electricity consumption from the Metropolitan Electricity Authority

Scope 3 : Other Indirect GHG Emissions

- Tap water consumption
- Office paper consumption
- Solid waste landfilling

Compliance with principles and standards for greenhouse gas or climate change management

Principles and standards for greenhouse gas or climate : Thailand Greenhouse Gas Management Organization
change management (TGO), The Greenhouse Gas Protocol

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : Yes

Company's existing targets : Setting other greenhouse gas reduction targets

Setting other greenhouse gas reduction targets

In 2025, the Company assess the amount of greenhouse gas emissions from its operations in Scope 1 and Scope 2 through a Carbon Footprint for Organization (CFO) assessment, calculated in terms of tons of carbon dioxide equivalent (tCO₂ e), and set short-term and long-term targets for reducing greenhouse gas emissions to align with its sustainable business strategy. The Company has set the following targets:

Details of setting other greenhouse gas reduction targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year
Scope 1-2	2024 : Greenhouse gas emissions 19,861.98 tCO ₂ e / Business unit	2026 : Reduced by 3% in comparison to the base year	2030 : Reduced by 5% in comparison to the base year

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas : Yes
management

Greenhouse Gas Management

Based on the assessment of greenhouse gas emissions from the Company's operations in 2025, the Company achieved a reduction in Scope 1 and Scope 2 emission intensity by 5 percent and 4 percent, respectively, compared with 2024. This reflects the effectiveness of the systematic energy management measures implemented across all business units. The reductions were attributable to the continuous enhancement of electricity management practices, including the optimization of building engineering systems, the monitoring and analysis of energy consumption through measurement and tracking systems, the upgrading of equipment to higher-efficiency technologies, and the promotion of energy awareness among employees at all levels. These measures have not only reduced overall energy consumption but have also significantly contributed to lowering both direct and indirect greenhouse gas emissions from the Company's operations.

Other activities and projects that support the reduction of greenhouse gas emissions

Beyond energy management activities, the Company emphasizes the design and development of new projects that are environmentally friendly and beneficial to residents, to sustainably support the reduction of greenhouse gas emissions. A significant example is the PIER 111 office building project for rent, which is designed to align with the lifestyle of the new generation workforce and adapt to environmental changes throughout the building's lifespan. This considers efficient resource utilization, focusing on saving energy, water, and natural resources, reducing pollution and waste, selecting non-toxic and environmentally friendly materials and products, and enhancing the quality of life for residents. The building is designed to support future renewable energy use and maintain good Indoor Environmental Quality. Furthermore, the Company also prioritizes the quality of life and safety of residents and surrounding communities, for instance, by designing lighting systems that combine natural light with efficient and standardized artificial lighting for work, installing wastewater treatment systems, and standardized waste separation systems.

Regarding measures to prevent and mitigate environmental impacts from project development, the Company designates environmental care as one of the organization's key sustainability issues. The goal is to develop projects in conjunction with sustainable environmental conservation, in support of the government's policy objective of achieving carbon neutrality.

The Company strictly adheres to environmental laws and regulations. Every project is required to complete a comprehensive Environmental Impact Assessment (EIA) report before commencing construction, to evaluate both positive and negative impacts on the environment and surrounding communities. This covers important environmental issues such as biodiversity, air and noise pollution, water & soil quality, and occupational health. The Company has established a dedicated environmental unit throughout the project development process to supervise, monitor, and inspect operations to ensure strict compliance with specified measures including the Platinum Square project which is currently under construction, has undergone environmental impact assessment and received approval for construction.

Regarding the hotel business, Novotel Bangkok Platinum Pratunam continuously prioritizes environmental responsibility and sustainable operations. The hotel has received the "Green Key" certification from the Foundation for Environmental Education (FEE), an internationally recognized environmental organization, for the second consecutive year. The hotel has established an environmental management and sustainable operations policy, focusing on three main areas: sustainable stays, sustainable food cycles, and local community support. This policy is communicated thoroughly to employees, guests, and business partners. Furthermore, the hotel uses environmentally friendly cleaning products from Ecolab, which are Green Seal certified from the United States, to avoid the use of hazardous chemicals and help reduce the consumption of natural resources.

Furthermore, the hotel has incorporated knowledge content regarding Green Key standards for all new employees (100 percent) to enhance their understanding of environmental management, sustainable operations, and participation in environmental and community activities, thereby concretely fostering a sense of environmental responsibility.

Greenhouse gas management : Corporate greenhouse gas emission

	2023	2024	2025
Total greenhouse gas emissions (Metric tonnes of carbon dioxide equivalent)	17,405.33	19,861.98	19,079.95
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	739.90	918.69	868.26
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	16,665.43	18,943.29	18,211.69

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

Verification of the company's greenhouse gas emissions : No

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

Air Pollution Management

Air Quality Control

The Company prioritizes air pollution management to create a safe and healthy environment for employees, customers, and visitors. Air quality within the shopping center is continuously monitored and maintained to meet standard criteria. Given the ongoing issue of PM2.5 fine dust, which has continuously affected public health in Thailand over recent years, the Company recognizes the importance of preventing and mitigating these impacts. Therefore, air quality management measures have been implemented, including spraying water to clean areas within the project to reduce dust dispersion from construction, traffic, and vehicle use. Traffic routes within the project are managed and controlled appropriately, with clear signage installed to improve traffic efficiency, reduce vehicle congestion, and minimize exhaust pollution. Standard and certified air filters are installed in the air conditioning system to help trap dust particles and unpleasant odors. The building is designated as a smoke-free zone, prohibiting smoking inside the building and its surrounding areas, temperature, humidity, and oxygen (O₂) within the building to a level appropriate for health and use, installation of an Air Flow Sensor system and a Carbon Dioxide (CO₂ Sensor) to control the amount of fresh air appropriate for the number of building occupants, and requests cooperation from parking users to turn off their engines while parked to reduce the accumulation of exhaust fumes within the parking facility.

Biodiversity Management

The Company considers the potential impacts on ecosystems and biodiversity that may arise from its business operations. Therefore, biodiversity issues are considered from the pre-project development stage, avoiding project development in conservation areas or areas with high biodiversity. The Company also aims to preserve and restore ecosystems around the project to minimize the loss of biodiversity value.

In 2025, the Company implemented ecosystem conservation and restoration activities supporting the SDG 13, SDG 14, and SDG 15. These activities contribute to greenhouse gas absorption, coastal ecosystem restoration, and biodiversity conservation through various projects as follows:

Bophut Beach Cleaning Project

Due to the problem of marine debris, which largely originates from human activities on the coast and severely impacts marine ecosystems, the economy, and tourism, Holiday Inn Resort Samui organized the Bophut Beach Cleaning Project to collect waste in the Bophut beach area and community. It was found that most of the waste consisted of difficult-to-degrade plastic waste such as plastic bags, bottles, and various packaging materials. This project helped raise awareness among employees, local communities, and tourists regarding sustainable participation in marine and coastal resource conservation.

Save Our Ocean Project by TerraCycle Thai Foundation

Novotel Platinum Pratunam Hotel participated in the Save Our Ocean project by TerraCycle Thai Foundation, a non-profit organization working with communities, government, and the private sector to address plastic waste pollution. This is achieved by intercepting waste from water sources such as rivers and canals before it flows into the sea, and by promoting sustainable waste management systems at the local level.

Mangrove Forest Conservation Center Project

Moxy Bangkok Ratchaprasong Hotel participated in the Mangrove Forest Conservation Center project, which focuses on planting and restoring mangrove forests in degraded areas, caring for and monitoring the growth of mangrove species, conserving aquatic and coastal animal habitats, and promoting environmental education for communities, youth, and stakeholders to foster long-term participation in natural resource conservation.

Information on incidents related to legal violations or negative environmental impacts

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

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

3.4 Social sustainability management

The Company remains firmly committed to the principles of sustainable development, prioritizing the social dimension as the core of responsible business operations towards all stakeholders. This encompasses promoting employee rights and welfare, fostering local community participation and development, and creating value for society as a whole.

This commitment supports the achievement of the United Nations Sustainable Development Goals (SDGs), specifically Goal 5: Gender Equality, Goal 8: Decent Work and Economic Growth, and Goal 10: Reduced Inequalities. Consequently, the Company continuously emphasizes the management of social issues related to stakeholders throughout the value chain.

3.4.1 Social policy and guidelines

Social and human rights policy and guidelines : Yes

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

Social and Human Rights Policy and Practices

The Platinum Group Public Company Limited and its subsidiaries (the "Company") recognizing the importance of respecting and promoting human rights, as fundamental universal principles essential for sustainable business operations, the Company is therefore committed to operating in compliance with laws, regulations, rules, and good governance principles to ensure that the Company conducts its business responsibly and does not violate human rights in any form.

The Company focuses on caring for and treating all stakeholders fairly and equally, including the prevention, respect, and appropriate remediation of potential impacts. This is part of its mission to create shared value for society and stakeholders sustainably. The Company has therefore established this Human Rights Policy, which is guided by international human rights principles such as the Universal Declaration of Human Rights (UDHR), the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work, and the United Nations Guiding Principles on Business and Human Rights (UNGP).

This Human Rights Policy covers the Company's operations, both direct and indirect, arising from its business activities. It also encourages business partners and relevant stakeholders throughout the value chain to comply with it to ensure alignment. Directors, executives, and employees must collectively promote organizational values and a culture that respects human rights.

Reference link for social and human rights policy and : <https://investor.theplatinumgroup.co.th/en/corporate-governance/human-rights-policy>

Compliance with human rights principles and standards

Human rights management principles and standards : Thai Labour Standard: Corporate Social Responsibility of Thai Businesses (TLS 8001-2010) by the Ministry of Labour, The UN Guiding Principles on Business and Human Rights, ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy, Others : Universal Declaration of Human Rights, United Nations Guiding Principles on Business and Human Rights

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

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

Changes in social and human rights policies, guidelines, : Employee rights, Migrant/foreign labor, Child labor,
and/or goals Consumer/customer rights, Community and
environmental rights, Safety and occupational health
at work, Non-discrimination, Supplier rights

In 2025, the Company officially announced its Human Rights Policy and implemented the Human Rights Due Diligence (HRDD) process in its business operations to prevent, identify, and manage potential human rights risks associated with the Company's business processes throughout its value chain. This covers employees, business partners, customers, communities, and all stakeholder groups. The Company is committed to conducting business with respect for human dignity, rights, freedom, and equality. It has established transparent, fair, and accessible monitoring, verification mechanisms, and grievance channels to appropriately and promptly address and resolve human rights issues.

Notably, in 2025, the Company achieved its goal of having no human rights violation complaints.

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : Yes

The Platinum Group Public Company Limited and its subsidiaries (the "Company") have established a comprehensive human rights due diligence process, referencing the risk assessment process based on the United Nations Guiding Principles on Business and Human Rights (United Nations Guiding Principles on Business and Human Rights: UNGPs) concerning the Protection of rights, Respect for Rights and Remediation to serve as a guideline and framework for operations. The Company recognizes the importance and potential impacts of human rights issues in its business operations throughout the value chain. It has also developed guidelines for managing, preventing, and remediating human rights impacts, including a comprehensive human rights due diligence process, which comprises: 5 key steps as follows:

1) Company Policy and Principles on Respect for Human Rights (Policy Commitment)

The Company has established a human rights policy based on international human rights principles and standards, including the Universal Declaration of Human Rights (UDHR), Declaration on Fundamental Principles and Rights in the workplace of the International Labour Organization, The International Labor Organization (ILO) and Declaration on Fundamental Principles and Rights at Work and the United Nations Guiding Principles on Business and Human Rights, United Nations Guiding Principles on Business and Human Rights (UNGP) to serve as a guideline for the organization's human rights practices, covering the operations of the Company and its affiliates, as well as relevant stakeholders in the business value chain, to prevent all forms of unlawful acts and human rights violations.

2) Human Rights Risk Assessment

- Defining Scope and Identifying Human Rights Risk Issues - The Company has defined the scope for identifying and assessing actual and potential human rights risks arising from all operations and activities of the Company and its subsidiaries. This involves considering potential impacts on both internal and external stakeholders who may be directly or indirectly affected by the Company's business activities throughout the value chain, focusing on human rights issues related to the Company's activities and its supply chain.

HUMAN RIGHTS RISK ASSESSMENT

Activity	Internal Stakeholder	External Stakeholder		
	Employee	Community	Customer	Business Partner / Contractor
The Company 	<ul style="list-style-type: none">• Safety, Occupational Health, and Working Environment• Non-Discrimination• Illegal Employment• Employee Data Privacy	<ul style="list-style-type: none">• Health and safety resulting from the Company's activities• Community living standards• Land acquisition and relocation	<ul style="list-style-type: none">• Health and Safety• Data Confidentiality and Privacy• Non-Discrimination	<ul style="list-style-type: none">• Employment conditions• Health and safety• Confidentiality and privacy• Non-discrimination
Supply Chain 			<ul style="list-style-type: none">• Confidentiality and data privacy• Non-discrimination	<ul style="list-style-type: none">• Confidentiality and data privacy• Non-discrimination

The scope of stakeholders includes vulnerable groups such as children, women, persons with disabilities, the elderly, migrant workers, and LGBTQIA+ individuals.

- Risk Level Assessment - The Company has conducted a human rights risk assessment to determine the significance level of human rights issues, considering the severity of impact and likelihood of occurrence of 4 levels, which are Extreme, High, Moderate, Low.

Level of severity	Impact				
	1 Very Low	2 Low	3 Medium	4 High	5 Very High
5 Very High					
4 High					
3 Moderate	1,5,9	8			
2 Low	2	4	6		
1 Very Low			7	3	

Human Rights Issues Assessed

1. Safety, occupational health, and working environment
2. Non-discrimination
3. Illegal employment
4. Employee data privacy
5. Health and safety resulting from the Company's operations
6. Community living standards
7. Land acquisition and displacement
8. Confidentiality and data privacy
9. Employment conditions

- Risk Assessment Results - The results of the human rights risk assessment from business activities throughout the value chain indicate that no high-level human rights risks were identified. Risks were found to be at moderate and low levels. The Company continues to prioritize the establishment of preventive and mitigation measures for all human rights risk issues, aiming for effective management and prevention of human rights violations against all stakeholders.

3) Integration of Findings and Actions

For significant human rights risk issues, the Company has conducted an analysis to identify potential risks and established guidelines and measures to control these risks, including mitigating potential impacts. This is to ensure that the Company effectively manages human rights throughout its value chain, addressing such risks through its current operational guidelines.

4) Tracking and Communicating Performance

The Company mandates that all departments involved in the operations and activities of the Company and its subsidiaries that may affect stakeholders, including employees, communities, customers, partners/contractors, and vulnerable stakeholder groups, are responsible for overseeing and managing human rights risks. Human rights risk assessments will be reviewed annually, and compliance with guidelines, preventive measures, and human rights impact reduction measures will be monitored. Management plans will also be revised to ensure that established guidelines and measures effectively prevent or control human rights risk issues.

5) Remediation of Impacts (Remediate Adverse Impacts)

The Company has established channels for stakeholders to file complaints and a remediation process for those affected by human rights impacts from the Company's business activities. The channels for receiving complaints and whistleblowing are as follows:

- The Company's email channel is: internalaudit@theplatinumgroup.co.th or
- Complaint or whistleblowing box designated by the Company, or
- Send a letter to the Chairman of the Audit Committee (who is an independent director) at the following address:
The Platinum Group Public Company Limited
111 Pier 111 (M2) Building, 21st Floor, Ratchadamri Road
Lumpini Subdistrict, Pathum Wan District,
Bangkok 10330

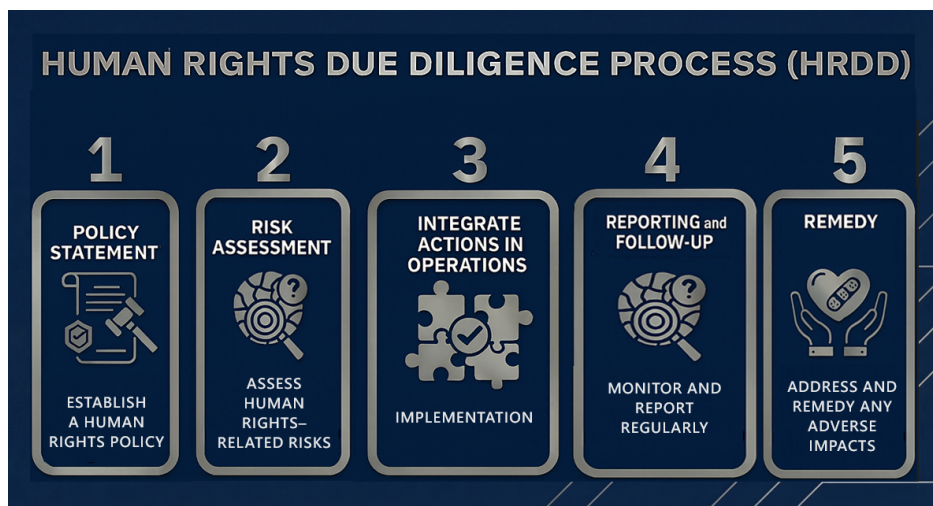
Upon receiving a complaint or whistleblowing report regarding a human rights violation, the recipient of the complaint must proceed with an initial assessment and summary, then present the complaint to a representative of the management for consideration of the damages incurred. Measures for managing the complaint will be established to provide appropriate relief and remediation to those affected. Furthermore, the process includes tracking and reporting the outcomes of corrective actions and remediation to the highest executive, as well as implementing measures to prevent recurrence in the future.

The Company will proceed with a fair investigation process and implement disciplinary measures, including remediation for those affected by human rights violations. Damages will be mitigated through appropriate and fair processes as stipulated in the Whistleblower Policy of the Company

In 2025, the Company had no reported cases of human rights violations.

Reference link for the information and an HRDD process : <https://investor.theplatinumgroup.co.th/en/corporate-governance/human-rights-due-diligence>

HRDD process diagram



3.4.2 Social operating results

Information on employees and labor

Employees and labor management plan

The company's employee and labor management plan : Yes

Employee and labor management plan implemented by : Fair employee compensation, Employee training and development, Promoting employee relations and participation, Child labor, Safety and occupational health at work, Others : Employment/Termination with equality and fairness, provision of appropriate employee welfare.

Treatment of Employees

Employees are a key stakeholder group that the Company aims to develop their potential and foster engagement, under fair and equitable treatment regarding employment, compensation, and promotion based on ability and performance. The Company also prioritizes safety, hygiene, and a good working environment. The Company supports continuous employee potential development to enhance professional work, build employee-organization engagement, and retain high-potential employees for the long term.

1. Human Rights Policy and Practices

The Company is committed to human rights management by adhering to human rights policy, which includes partners based on equitable and fair criteria, considering issues of employees, social aspects, and those within partner companies, as well as the environment. Human Rights are defined as the fundamental rights that all human beings are guaranteed or protected from discrimination solely based on physical or mental differences, race, nationality, religion, gender, language, age, skin color, education, social status, or any other matter. This is in accordance with the laws of each country or international treaties to which each country is obligated to comply, with the following principles:

1. Treat each other with respect, honor each other, and treat each other equally without discrimination based on physical or mental differences, race, nationality, religion, gender, language, age, skin color, education, social status, or any other matter.
2. Exercise due diligence in performing duties to prevent potential human rights violations in business operations, including from those who involved in business operations, monitor human rights respect, and report to supervisors to prevent actions that constitute human rights violations.
3. Treat equally in all employment processes, from recruitment, compensation, working hours and holidays, to assignment of job assignments, performance evaluations, training and development, career advancement planning, and other aspects, without discrimination.
4. No forced labor, human trafficking, or illegal child labor is used, nor any physical or psychological punishment of employees, whether through intimidation, detention, threats, abuse, or any form of violence.

The Company has implemented operational processes and human rights due diligence to identify potential human rights risks and ensure that the Company conducts business strictly in accordance with its Code of Ethics on Human Rights and its Human Rights Policy. Additionally, 100 percent of employees received human rights training. As a result, in 2025, there were no incidents where the Company was complained against or sued regarding human rights violations.

The Company provides channels for receiving complaints or reporting human rights-related issues, allowing employees or stakeholders to submit complaints via the Company's website: theplatinumgroup.co.th/. The Human Resources and Internal Audit departments will be responsible for receiving and investigating the reported issues.

2. Safety, Occupational Health, and Working Environment Policy and Practices

The Company prioritizes ensuring the safety and good health of its employees because employees are valuable resources and the foundation for sustainable growth. Therefore, the Company is committed to providing all employees with a good and safe working environment. The Company has established safety and occupational health policies in accordance with the Occupational Safety, Health, and Environment Act, as well as other relevant laws and regulations. This is achieved through the operations of the Occupational Safety, Health, and Environment Committee (OSHEC) in collaboration with the 5S Committee, which is responsible for providing training and knowledge to employees, as well as organizing campaigns and activities related to workplace safety, along with monitoring operational results.

Occupational Health Measures and Action Plans

1) Governance and Legal Compliance

- Monitor and provide recommendations to ensure compliance with laws and regulations relating to occupational safety, health, and working environment.
- Participate in and keep abreast of training programs concerning occupational safety, health, and working environment legislation.
- Review, revise, and continuously improve policies and management approaches relating to occupational safety and health.
- Recommend appropriate workplace safety management measures tailored to the organization's operations and promote ongoing development and improvement.

2) Risk Assessment and Hazard Control

- Conduct job hazard analysis to identify risks, establish preventive measures, and develop safe work procedures.
- Assess risks related to occupational safety, health, and working environment.
- Review operational plans or projects of various departments and provide recommendations on workplace safety measures.
- Control, supervise, and maintain a safe working environment, including monitoring lighting levels, noise levels, and air quality.
- Provide adequate and appropriate tools and install protective equipment to minimize operational risks.

3) Monitoring, Inspection, and Reporting

- Conduct inspections and evaluations to ensure operations comply with established plans, projects, and safety measures.
- Investigate and analyze the causes of work-related accidents, illnesses, or workplace disturbances, and report findings together with corrective and preventive recommendations.
- Compile statistics, analyze data, and prepare reports on occupational accidents or work-related illnesses for submission to management.

4) Training and Safety Culture Development

- Provide guidance and supervision to ensure compliance with the occupational safety, health, and working environment manual.

- Organize occupational safety, health, and working environment training programs for employees, supervisors, and management.
- Conduct basic and advanced fire safety training, fire evacuation drills, and emergency response exercises on a regular annual basis.
- Provide first aid training.
- Deliver knowledge and awareness programs on occupational and environmental diseases, with refresher training at least once annually.
- Promote and cultivate a strong safety culture within the organization.

5) Employee Health Promotion

- Monitor and assess workplace environmental conditions, or collaborate with legally authorized agencies or certified entities as required by applicable laws.
- Arrange annual health check-ups and risk-based medical examinations for employees on a continuous basis.

In 2025, the Company had no accidents, work stoppages, work-related illnesses, or work-related fatalities, resulting in the Company receiving the ZERO Accident award for the 11th consecutive year.

3. Human Resource Management Policy and Practices

The Company establishes human resource management policies that align with the Company's strategies, the current global context, and relevant laws, regulations, and social management requirements. Employees are treated fairly and equally according to human rights principles, from recruitment, performance evaluation, potential development, career advancement opportunities, and fair compensation. This is to foster employee engagement, jointly create a positive culture, and grow sustainably with the organization, with the following guidelines:

1) Recruitment and Employment

The Company employs both proactive and reactive recruitment processes, offering opportunities to both external and internal candidates who possess suitable qualifications, knowledge, skills, and experience for open positions. This is done through both online and offline application channels, as well as through external agencies (Outsource) for certain roles, to recruit employees who are both "talented" and "virtuous." The Company selects personnel fairly, equally, and without discrimination, considering diversity and not limiting selection based on race, gender, religion, religious beliefs, or political opinions.

Additionally, the Company promotes the employment of persons with disabilities to improve their quality of life and enable them to showcase their abilities for societal acceptance and earn income to become self-reliant, aligning with the Sustainable Development Goals (SDGs) Goal 10: Reduced Inequalities within and among countries. In the year 2025, the Company implemented in accordance with Sections 33 and 35 of the Persons with Disabilities' Quality of Life Promotion and Development Act B.E. 2550 (2007), the Company employs 5 persons with disabilities, alongside contributing to the Persons with Disabilities' Quality of Life Promotion and Development Fund as required by employment law.

2) Performance Management

The Company systematically, clearly, transparently, and fairly evaluates employee performance by setting goals and Key Performance Indicators (KPIs) that align with the organization's strategies and objectives, from the organizational level to departmental and individual levels. The Company assesses performance by considering success indicators (KPIs) alongside competency evaluations. Employee performance results will be used as criteria for adjustment positions, annual salary increases, and bonuses. In 2025, 100 percent of employees received performance evaluations.

3) Career Advancement Management

The Company provides opportunities for employees' career advancement to retain talented employees and motivate them to perform and develop themselves further. Therefore, the Company has established a Career Path development plan, succession planning, and employee potential development plans to enhance skills and experience, preparing them for consideration for higher positions in the future. The Company will treat employees equally, without discrimination, and fairly. The Company will consider knowledge, abilities, and various factors such as performance, competencies, experience, length of service, and other clear criteria to ensure fairness and transparency.

4) Compensation and Welfare Management

The Company establishes compensation and welfare management policies based on fairness, non-discrimination, and equal opportunities, covering women, persons with disabilities, and other disadvantaged groups. The Company has guidelines for determining employee compensation, which involve surveying and studying data related to cost of living, economic conditions, labor laws, and other relevant issues. This information is analyzed to create a suitable and fair salary and welfare structure that is competitive within the same business sector, helping employees and their families achieve a better quality of life and meet their basic needs. Additionally, annual salary adjustments are considered based on employee performance evaluations, the Company's operating results, and the overall economic conditions. Furthermore, the Company provides additional benefits beyond those required by law, such as uniforms, diligence allowances, group health insurance, and financial assistance for various occasions.

5) Employee Potential Development

To enhance the capabilities of the organization and its employees, preparing them to grow with future business expansion, the Company has improved its personnel development systems and processes. This involves surveying the needs of each department and implementing a Competency-Based Training and Development approach to enhance personnel efficiency, such as digital skills, management skills, and leadership development, to align with the Company's strategies while maintaining a foundational understanding of good corporate governance in employee training for sustainable growth. The Company conducts training through various formats, including internal and external seminars, E-Learning, and practical learning. In 2025, the Company organized diverse training courses covering all job functions and continuously developed employees through various activities, such as:

- Seminar about Challenges and Obstacles in Reducing Greenhouse Gas Emissions from Cooling Systems
- Unlocking ESG
- Seek TALKS Unlocking Potential: Developing Employee Potential with a Growth Mindset
- WAGES, WALLETS & WELL-BEING: The Future of Employee Benefits in a Branchless Banking World
- Update on new occupational safety, health, and working environment laws
- Organizational Data Management and Analysis for Accounting
- Employee Work Funds

6) Building Employee Engagement and Participation within the Organization

The Company promotes the development of employee engagement through effective activities and human resource management to meet employees' needs and expectations, ensuring they receive good care, happiness, and life stability. Therefore, the Company conducts an annual employee satisfaction survey, covering basic needs, career advancement, occupational health and safety, as well as compensation and benefits. The survey results are analyzed and reported to the Executive Board to develop and build employee-organization engagement and reduce turnover rates. The opinions or data obtained from employee feedback are kept confidential, allowing employees to express their views honestly, which benefits the Company in implementing further corrections and improvements.

In 2025, the Company conducted an employee satisfaction survey, the results of which indicated that the employee engagement level stood at 84 percent.

7) Labor Relations Management

Labor relations management remains a key priority, as the Company recognizes employees as essential to achieving its goals. The Company ensures equal treatment, respects human rights, complies with labor laws, and prohibits discrimination based on origin, race, religion, gender, or any status unrelated to job performance. To promote fairness and reduce disparities and turnover, a welfare committee with representatives from all levels has been established to gather employee feedback for improvement and development. All complaints are investigated fairly, transparently, and verifiably, with appropriate remedies provided to affected employees.

Setting employee and labor management goals

Does the company set employee and labor management : Yes
goals

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Promoting employee relations and participation	Assessment Scores for the Employee Satisfaction and Engagement Survey within the Organization	2023: 82 percent	2027: Promote employee engagement rate to exceed 85 percent.
• Safety and occupational health at work	Number of employees injured and fatalities from work	2023: 0 people	2027: • Maintain a zero percent lost-time injury rate and fatality rate. • Receive ZERO Accident awards annually.
• Others : Reduce employee turnover rate	Average employee turnover rate	2023: 21.49 percent	2027: Reduce employee turnover rate to less than 20%.

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor : Yes
management

Due to the company's continuous commitment to promoting a good quality of life and creating a supportive working environment for employees, the company has gained trust from government agencies and received significant awards in human resource management in the year 2025, reflecting continuous management efficiency and the elevation of organizational standards towards sustainability. The Company received awards from the Ministry of Labour for the year 2025 as follows:

1. National Award of Honor for Outstanding Establishment in Labor Relations and Welfare, for the 13 consecutive year
2. National Award of Honor for Outstanding Model Establishment in Safety, Occupational Health, and Working Environment, for the 9 consecutive year (Diamond Level)
3. Award for the Campaign to Reduce Work Accident Statistics to Zero, for the 11 consecutive year (Gold Level)

Diagram of performance and outcomes for employee and labor management



Employee and labor management: Employment

Hiring employees

	2023	2024	2025
Total employees (persons)	670	748	789
Male employees (persons)	349	394	412
Female employees (persons)	321	354	377

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	3	4	5
Total number of employees with disabilities (persons)	3	4	5
Total male employees with disabilities (persons)	1	2	3
Total female employees with disabilities (persons)	2	2	2
Total number of workers who are not employees with disabilities (persons)	0	0	0
Contributions to empowerment for persons with disabilities fund	Yes	Yes	Yes

Employee and labor management: Remuneration

Employee remuneration

	2023	2024	2025
Total employee remuneration (baht)	221,739,523.00	323,417,794.00	400,916,736.00
Total male employee remuneration (Baht)	121,750,814.00	164,006,679.00	209,785,835.00
Total female employee remuneration (Baht)	99,988,709.00	159,411,115.00	191,130,901.00

Employee and labor management: Employee training and development

	2023	2024	2025
Average employee training hours (hours / person / year)	18.14	35.00	22.39
Training and development expenses for employees (baht)	672,301.00	1,439,266.00	1,081,852.00

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

Safety, occupational health, and environment at work

	2023	2024	2025
Total number of lost time injury incidents by employees (cases)	0	0	0

Employee and labor management: Employee engagement and internal employee groups

Employee engagement

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	144	188	132
Total number of male employee turnover leaving the company voluntarily (persons)	90	96	71
Total number of female employee turnover leaving the company voluntarily (persons)	54	92	61
Proportion of voluntary resignations (%)	21.49	25.13	16.73
	2023	2024	2025
Evaluation result of employee engagement	Yes	Yes	Yes

Employee internal groups

Employee internal groups : Yes

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

Information about customers

Customer management plan

Company's customer management plan : Yes

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

Customer Treatment

The Company recognizes the importance of building customer satisfaction and trust, as customers are key stakeholders who support the Company's business, which is a factor leading to long-term business competitiveness, as well as adapting to meet changing customer needs or expectations. The Company manages to maintain good relationships with customers, provides services that are safe for customer health and hygiene, respects personal rights, and establishes systems for protecting customer data in full compliance with legal requirements. In 2025, the Company operates according to the customer satisfaction development plan as follows:

1) Management Guidelines, Service Safety Development, and Operations in Various Projects

In conducting business and providing services to customers, the Company considers the life and safety of customers as a critical issue for organizational sustainability. Therefore, the Company focuses on safety and the prevention of accidents that may occur during business operations due to unexpected emergencies or crises, such as natural disasters, civil unrest, epidemics, protests, and other serious incidents. The Company has thus established advance emergency and crisis management plans to reduce the severity and damage of incidents, with the following guidelines:

- 1) Prevention and Mitigation of Emergency or Crisis Impacts
- 2) Preparedness for Emergency or Crisis Response
- 3) Management During an Emergency or Crisis
- 4) Post-Emergency or Crisis Management
 - Standardized security systems (CCTV) are in place, and hazard warning signals are installed in accordance with laws and area suitability, including emergency announcement systems. Dedicated personnel are assigned to monitor these systems at all times.
 - The Company has established a department responsible for maintenance and inspection to ensure equipment is consistently up to standard, safe, and ready for use. For example, elevators and escalators are regularly inspected, and warning signs are posted during operation to raise awareness among users and reduce the rate of potential accidents.
 - Preparation for responding to emergencies and crises is mandated, both before and after incidents, to prevent and reduce recurrence, or to manage incidents more efficiently.
 - Regular training and drills are conducted according to emergency and crisis management plans to ensure personnel involved with building structures and various internal areas understand their roles and responsibilities, and to assess personnel capabilities and the effectiveness of the management plan in responding to incidents.
 - The Company regularly tests, improves, and reviews its emergency and crisis management plans annually to identify deficiencies and ensure they align with current potential situations.

2) Relationship Management to Enhance Customer and Guest Satisfaction

The Company aims to build strong customer relationships and manage customer relations efficiently to meet customer needs and create satisfaction for both B2B and B2C customers. This is a crucial part of achieving the Company's business goals through quality and equitable service based on good business practices, including facilitating various aspects of safety and hygiene. Customer relationship management must adhere to guidelines for accurate and complete information communication. The Company conducts customer satisfaction and opinion surveys to analyze the results, enhance satisfaction, create positive customer experiences, and develop and improve the Company's business processes to compete with other operators.

In the hotel business, the Company prioritizes managing relationships with guests at every stage to create positive experiences and satisfaction. This involves comprehensively understanding guests' needs, expectations, and feedback through efficient communication processes and friendly, attentive, and standardized services. All three of the Company's hotels continuously develop service quality, particularly through staff training in service provision and channels for feedback, such as satisfaction surveys, handling complaints and suggestions, and responding to comments promptly and appropriately. This data is then analyzed to improve operations in line with guest requirements. Furthermore, the Company promotes building long-term relationships with guests by aiming to create a lasting impression of service quality, thereby enhancing the stay experience and encouraging repeat visits to the hotels.

In the shopping center business, the Company undertakes activities to develop products and services to enhance customer satisfaction, including safety and hygiene, under the concept of "Customer Care, Service Development, Happy Team" through the following activities:

- Provide training in good service, including essential soft and hard skills, for customer relations staff and building operations staff.
- Continuously develop the potential of partners or shop operators through the Platinum Empowering SMEs project for sustainable growth together.
- Build good relationships and communicate quickly and efficiently with shop operators by informing them of various activities via Line Official Account.
- Organize Focus Groups by inviting relevant stakeholders to exchange opinions to find effective joint solutions.

In the hotel business, leading global hotel chains such as Marriott International, Accor, and InterContinental Hotels Group prioritize building long-term customer relationships through Loyalty Programs and continuously enhancing the guest experience. All chains offer membership programs designed for guests to accumulate points from stays and various services, providing differentiated experiences (Experiential Engagement) beyond accommodation benefits, and utilizing data and technology to analyze customer data for services tailored to each customer's behavior and needs.

Satisfaction Survey

Customer and hotel guests Satisfaction Survey	Goals Percentage	Results Percentage
1) Rental and Service Business (Shopping Mall)	92	92
2) Hotel Business (Average)	93	95

3) Personal Data Protection

The preservation, protection, and safeguarding of personal data of all stakeholders in accordance with the Personal Data Protection Act B.E. 2562 (2019) (PDPA).

Recognizing the importance of processing personal data appropriately and lawfully, the Board of Directors approved and issued the Company's Personal Data Protection Policy, with the objective of establishing a framework for personal data processing in various business processes of the Company, without unduly affecting the rights of data subjects, in accordance with the Personal Data Protection Act B.E. 2562 (2019). The Company has also appointed a Data Protection Officer (DPO) who is responsible for managing and overseeing operations related to personal data. The full policy, guidelines, and management processes regarding the protection of personal data processing have been published on the Company's website: www.theplatinumgroup.co.th under Privacy Policy.

The Company has appointed a Data Protection Officer, who serves as the coordinator for the Company's personal data protection, and can be contacted via channels as follows:

Personal Data Protection Department

The Platinum Group Public Company Limited
111 Pier 111 M2 Building, 21st Floor,
Ratchadamri Road Lumpini Sub-district
Pathum Wan District, Bangkok 10330
Telephone: 02-121-9999
Email: dpo@theplatinumgroup.co.th

In 2025, the Company had no incidents or complaints related to personal data breaches.

4) Advertising and Public Relations

The Company has established guidelines for communicating various information in its Good Corporate Governance Policy. Recognizing its responsibility to service users, the Company conducts public relations and marketing activities clearly, fairly, promptly, and accessibly to all sectors equally. This includes advertising or public relations based on accuracy, without distorting facts or undertaking any actions that violate relevant laws or mislead stakeholders, through appropriate communication channels.

Setting customer management goals

Does the company set customer management goals : Yes

Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Development of customer satisfaction and customer relationship	Service Satisfaction Survey Assessment Scores	2023: 90 percent	2027: 95 percent
• Consumer data privacy and protection	Complaint	2023: No complaints	2027: No complaints annually.

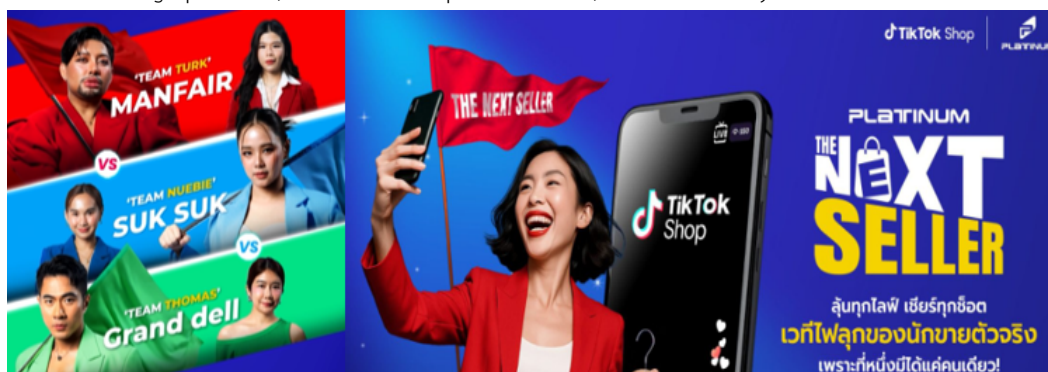
Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

Over the past year, The Platinum Fashion Mall continued the Platinum Empowering SMEs 2025: Rack to Rise project under the concept of "Social Content to Social Commerce". This initiative aims to enhance the potential and increase business opportunities for shop operators within the shopping center by elevating digital marketing skills and online product sales alongside in-store sales. For the first time, the program "The Next Seller", a reality game show activity, was launched to allow shops to compete and develop their sales potential in the digital era through missions designed to discover truly potential sellers. The project received approximately 1.2 million likes and generated sales of more than 100,000 baht.

The project received cooperation from TikTok Shop, a leading e-commerce platform, and online marketing and sales influencers, who shared knowledge, experience, and effective techniques for content creation and live product sales. The project focuses on connecting in-store sales, which are the primary business foundation (On Ground), with online

channels (Online), particularly Live Commerce. This aims to increase access to new customer segments, especially the younger generation, and enhance the sustainable competitiveness of the shops. This reflects The Platinum Fashion Mall's commitment to nurturing and supporting its customers as business partners for long-term mutual growth. The Platinum Fashion Mall's marketing team provided close support throughout every work process with the shops to foster participation and encourage practical, continuous implementation, which was very well received.



Customer management: Customer satisfaction

Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

Information on community and society

Community and social management plan

Company's community and social management plan : Yes

Community and social management plan implemented by : Employment and professional skill development, the company over the past year Education, Religion and culture, Forests and natural resources, Sports and recreation, Occupational health, safety, health, and quality of life, Disadvantaged and vulnerable groups, Water and sanitation management, Reducing inequality

The Company believes that a strong society and community are fundamental to the nation's progress and ability to adapt to change. The Company therefore focuses on sustainable development of quality of life and society. "Social Responsibility" is an ideology that the Company has long adhered to as a business guideline, by fostering business growth alongside social development and improving the quality of life. It prioritizes addressing issues that impact people's livelihoods and quality of life, in order to strengthen the economy and reduce social inequality, in line with the Sustainable Development Goals (SDGs): Goal 3, which promotes good health and well-being for all at all ages, serving as a crucial foundation for the nation; and Goal 4, which ensures inclusive and equitable quality education and promotes lifelong learning opportunities for all.

Setting community and social management goals

Does the company set community and social : Yes
management goals

Details of setting community and social management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none">• Education• Reducing inequality	Provision of scholarships to improve quality of life and reduce social inequality.	2023: Scholarships are awarded annually.	2027: Scholarships are awarded annually.

Performance and outcomes of community and social management

Performance and outcomes of community and social : Yes
management

The Company prioritizes creating benefits for communities and society. Therefore, it has established plans to mitigate negative impacts and generate positive benefits to address societal problems, both in the short and long term, through its business operations. It also supports activities that contribute to improving the quality of life, utilizing the Company's existing resources and business networks, both directly and indirectly, through various forms of activities, including surveying the needs of surrounding communities to foster good relationships. In 2025, the Company participated in various activities to align with the needs of surrounding communities, including joining activities with business partners to achieve objectives. Examples include the distribution of souvenir dolls to guests staying at Novotel Hotel, which are high-quality handicrafts made from leftover fabric and hand-sewn by girls and women residing in the Din Daeng community, with all proceeds donated to Good Shepherd Sisters Bangkok. Additionally, Moxy Hotel, in collaboration with Marriott hotels in Bangkok, organized the "Road to Give 2025" event, creating items from plastic bottle caps for sustainability and donating over 48,000 Baht to support Operation Smile Thailand and Mercy Centre. The Company also provided food for all runners participating in this event, which helped promote good health among the participants.

Additionally, the Company has continuously implemented its scholarship program for the 9th consecutive year, providing a total of 188 scholarships valued at 1,000,000 Baht. These scholarships support the children of government officials, employees, and students within the Ratchathewi District, Pathum Wan District, Phaya Thai Metropolitan Police Station, Lumpini Metropolitan Police Station, and The Platinum Group Public Company Limited. This project significantly contributes to opening educational opportunities, concretely enhancing the knowledge and capabilities of children and youth, which leads to the development of quality human resources and serves as a crucial force in driving society and the nation in the long term. The Company firmly believes that continuous promotion and support for youth will yield sustainable positive outcomes for society.

Diagram of performance and outcomes in community and social management



COMMUNITY AND SOCIAL ACTIVITIES

Information on other social management

Plans, performance, and outcomes related to other social management

Treatment of Business Partners

The Company places importance on supply chain management to support sustainable business development. Therefore, it emphasizes treating partners equally, based on the principle of fair competition in all businesses, primarily focusing on the Company's best interests, alongside developing and maintaining good, sustainable relationships with partners and business allies. The Company has thus established a procurement policy and code of conduct which specifies criteria and processes for procurement, considering environmental, social, and governance impacts, including labor and human rights issues, to ensure partners conduct business in accordance with the procurement code of conduct, and for the Company's procurement staff to adhere to the ethical framework, treating all partners transparently, honestly, with integrity, and fairly, through various operational processes as follows:

1) Partner Sourcing and Selection

The Company has established policies and procurement processes for both goods and services, and has communicated these principles to partners for mutual adherence, to ensure transparency, accountability, and maximum benefit for the Company. The Company will strictly select partners who operate legally, in accordance with regulations and various criteria related to trade competition as stipulated in the "Procurement Code of Conduct". In addition to economic factors such as price, product quality, and delivery time, the Company also considers issues of environmental, social, and community responsibility, respect for human and labor rights, occupational health, safety, and working environment. Furthermore, by 2025, all partners will have acknowledged the Company's Procurement Code of Conduct (with a target of 100 percent).

2) Partner Potential Assessment

To maintain efficiency and reduce operational risks throughout the supply chain, the Company has established criteria for annually auditing and monitoring partner performance. The collected data is used to analyze partner work processes, such as management capability, product quality, ability to deliver work on schedule, and compliance with contract terms, among others. The Company will use the assessment results to rank and select partner groups for future business collaboration. This applies if partners do not meet the assessment criteria set by the Company. The

Company provides opportunities for partners to develop and improve their work processes to meet the Company's standards efficiently within the specified timeframe, to be considered for re-selection. Furthermore, in 2025, The Company was able to assess the performance of 92 percent (target was 90 percent) of all partners with whom it conducts business.

3) Partner Potential Development

The Company has a policy to enhance partner capabilities through sustainability assessments covering activities in three dimensions: environmental, social, and governance. This is to support partners in operating ethically and responsibly towards society, with a target of achieving a 90 percent pass rate. The Company will gradually increase the number of partners selected based on sustainability assessment criteria across all business supply chain processes each year, to promote environmentally friendly procurement (Green Procurement) in line with subsequent government policies. The assessment results will be used as data for developing joint business operations. Furthermore, the Company has issued a letter requesting cooperation from partners regarding anti-corruption and gift acceptance, sent to its partners to demonstrate its commitment to combating all forms of corruption and building confidence among all stakeholders, as well as to contribute to the social and economic development of the country. The Company has also invited its partners to join the Collective Action Against Corruption (CAC) of the Thai private sector.

4) Building Good Relationships with Partners

The Company places importance on maintaining relationships with partners for long-term joint business operations, fostering good relationships and mutual understanding, and avoiding situations that may lead to conflicts of interest, through operations under the following principles:

- Treat all partners equally, transparently, honestly, with integrity, and fairly, based on the principle of fair returns for both parties.
- Strictly adhere to agreements, contract terms, and commitments made to partners. If conditions cannot be met, the Company will promptly inform partners to negotiate fair and swift solutions.
- Has a policy to maintain the confidentiality of partners and business allies throughout the period of joint business operations. The Company will strictly keep all partner information confidential and will not disclose it to others.
- The Company provides channels for partners who interact with internal procurement to submit various complaints, including issues regarding violations of partner guidelines and the procurement code of conduct, to uphold the organization's good governance principles.
- To foster understanding of how to correctly adhere to the established criteria, the Company has organized training sessions for executives and employees continuously.

Treatment of Creditors

The Company prioritizes fair and responsible treatment of creditors. A written policy for creditor treatment has been established, as outlined in the Good Corporate Governance Policy, and is divided into two types:

1) Trade Creditors

The Company adheres to its obligations to trade creditors by paying them on time according to commercial agreements and contracts established upon service acceptance. The Company has clearly defined payment dates and methods. Creditors can submit invoices on any business day, with payment scheduled by bank transfer or check on the 25th of each month.

2) Loan Creditors

The Company prudently manages its loans by securing appropriate funding sources for its objectives and as needed. The Company strictly adheres to all terms and conditions of loan agreements, including managing operations to assure

creditors of its financial standing and repayment capability. The Company's policy is to continuously report compliance with conditions to creditors. In cases where any condition cannot be met, the Company will promptly notify creditors in advance to jointly consider solutions and prevent damages. The Company has never defaulted on debt and interest payments to creditors according to contracts and conditions.

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

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

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

4. Management Discussion and Analysis (MD&A)

4.1 Operation, financial condition and material changes

Operational overview

Business Operations Overview

In 2025, the Thai economy continued its recovery but still faced pressure from external factors. GDP growth remained moderate amidst challenges from slowing exports and a strengthening Baht, which affected the competitiveness of the industrial and service sectors. Tourism remained one of the main drivers of the Thai economy. Although the number of international visitors did not fully return to pre-COVID-19 levels, preliminary data indicated that the total number of international visitors for the entire year was approximately 32.9–37.5 million people. However, tourism revenue and average spending per person continued to increase, generating approximately 1.5–1.6 trillion Baht in tourism income, which significantly supported the country's total revenue. Nevertheless, the slowdown in tourist numbers from some key markets and competition from other countries necessitated the tourism sector to adjust its strategies to create added value and support long-term growth.

Business Overview for the Year 2025

The operating results of The Platinum Group Public Company Limited and its subsidiaries ("the Group") for the year ended December 31, 2025, show that the Group had a total revenue of 2,707.0 million Baht and a net profit of 429.8 million Baht, representing an increase compared to 2024 (YoY) of 149.0 million Baht and 20.8 million Baht, or 6 percent and 5 percent, respectively. The shopping center and hotel business segments continued to grow, driven by increased occupancy rates and rental rates, as well as strategic adjustments to rental rates for shopping center spaces and room rates to better meet the demands of the tourism market. For the food court business segment, revenue decreased by 11 percent from the same quarter of the previous year and by 14 percent compared to 2024, due to a reduction in the number of tourists utilizing the food court. The Company has adjusted the strategy for Sawasdee Foodie Hub food court on the 5th floor, Zone 3, of The Platinum Fashion Mall, focusing on Thai-Halal, Indo-Halal, and Indian food, as well as changing food vendors and various promotions within the food court to better cater to the shopping center's tourist groups.

Nature of the Company's Business Operations and Overall Performance

The Platinum Group Public Company Limited ("the Company") and its subsidiaries operate businesses in real estate development and hotels, as well as expanding the development of real estate projects for rent, including wholesale-retail centers, hotels, office buildings, and related businesses. The Company focuses on developing mixed-use projects to align with changing modern lifestyles and to meet customer needs with comprehensive services. The Company emphasizes developing projects in potential locations, business districts, close to existing and future mass transit systems, as well as in major tourist provinces of Thailand. Currently, the Company has projects under the management of the Group, divided into 4 business types, consisting of:

1) Rental and Service Business in the form of 2 shopping centers

1. The Platinum Fashion Mall Wholesale Fashion Center, with a total retail area of 23,211 sq.m.
2. The Market Bangkok Ratchaprasong Shopping Center, with a total retail area of 32,176 sq.m.

2) Hotel Business 3 hotels

1. Novotel Bangkok Platinum Pratunam Hotel, with 288 rooms
2. Holiday Inn Resort Samui, with 203 rooms
3. Moxy Bangkok Ratchaprasong Hotel (opened on February 18, 2024), with 504 rooms

3) Rental and Service Business in the form of 1 office for rent

1. Pier 111 Office Building (opened on March 1, 2024), with a total retail area of 36,329 sq.m.

4) Food and Beverage Sales Business 2 locations

1. Platinum Food Floor More a Meal on 6th Floor, Zone 1 and 2, The Platinum Fashion Mall building
2. Sawasdee Foodie Hub on 5th Floor, Zone 3, The Platinum Fashion Mall building

Significant Business Developments in the Past Year

Moxy Bangkok Ratchaprasong Hotel renovated its 32nd-floor rooftop area into a rooftop bar to serve as a social gathering point for both Thai and international tourists in the heart of Ratchaprasong. It officially opened for service on December 31, 2025.

The Market Bangkok shopping center is renovating its G and M floors to become a new international culinary hub in the heart of Ratchaprasong, under the "Lai Jie" project. This project draws inspiration from popular destinations for Thais and people worldwide, namely "Yaowarat," covering an area of over 8,000 square meters with an investment value exceeding 180 million Baht. It targets key customer groups, including domestic tourists and expatriates residing in Thailand (approximately 60 percent), and international tourists (approximately 40 percent). It is anticipated to open for service around Q2 2026.

The development of a wholesale shopping center project in the Pratunam area under "The Platinum Square" project, with an investment value exceeding 7,800 million Baht, is a mixed-use project based on the core concept of "Spectrum of Fashion." The building will have a total of 48 floors, comprising 4 floors for the shopping center and 35 floors for the hotel, along with a 4-story parking building, on a 7-rai plot at the Pratunam intersection. This will expand the Group's business empire for strong growth. Furthermore, the ongoing development of the Orange Line MRT will be a crucial factor in enhancing the potential of the Pratunam area. The shopping center portion of The Platinum Square project is expected to be completed and open for service around 2028.

Additionally, the Company has leased land to develop an expansion project for Holiday Inn Resort Samui, constructing two additional hotel buildings, each 3 stories high, adding a total of 45 rooms. This expansion aims to accommodate the continuously increasing number of tourists, as current demand for accommodation tends to exceed the available room capacity, which could lead to the Company losing revenue opportunities from rising occupancy rates. Increasing the number of rooms will not only help meet customer demand more adequately but also support revenue growth in other areas of the hotel, such as revenue from restaurants, beverages, and various in-hotel services. The construction project has a total investment value of approximately 336 million Baht and is expected to commence operations by 2027.

Sustainability Activities

The Company is committed to conducting its business in line with its strategic plan, coupled with creating long-term value for all stakeholders through concrete sustainability operations under the ESG (Environmental, Social, and Governance) framework. This commitment to good governance is reflected in the results of the Corporate Governance Report of Thai Listed Companies (CGR) project, where the Company received an "Excellent" rating from the Thai Institute of Directors (IOD), supported by the Stock Exchange of Thailand, for the 6th consecutive year.

In terms of environment, the Company prioritizes efficient energy management. In 2025, The Platinum Fashion Mall received the MEA ENERGY AWARDS 2025 STANDARD level from the Metropolitan Electricity Authority's (MEA) project to promote energy efficiency improvement in buildings. This award reflects the shopping center's systematic and continuously improving energy management, as well as its promotion of stakeholder participation in efficient energy use to support long-term energy cost reduction and environmental impact mitigation.

In terms of social aspects, the Company continuously strives to promote a good quality of life and a supportive working environment for its employees. This has resulted in receiving human resource management awards from the Ministry of Labor for the year 2025, namely:

- (1) National Outstanding Establishment Award for Labor Relations and Welfare for the 13th consecutive year
- (2) National Outstanding Model Establishment Award for Safety, Occupational Health, and Working Environment for the 9th consecutive year (Diamond Level), and
- (3) Award for the campaign to reduce work-related accident statistics to zero for the 11th consecutive year (Gold Level)

To ensure systematic ESG target setting and implementation, as well as continuous monitoring and evaluation of performance, the Company has established a Sustainable Development Working Group to carry out activities and regularly report progress and ESG performance to the Executive Committee and the Board of Directors.

Furthermore, the Company has been a member of the Thai Private Sector Collective Action Against Corruption (CAC) since 2017 and had its membership status renewed on September 30, 2023. Each certification is valid for 3 years. Currently, the Company is in the process of renewing this certification according to the established criteria and procedures.

Growth Forecast for 2026

According to data from the Ministry of Tourism and Sports, in 2025, Thailand welcomed approximately 33 million international tourists, a significant increase from the post-COVID-19 recovery period, although still below the pre-crisis level of approximately 40 million in 2019. This recovery level represents over 83% of the pre-COVID level, reflecting a strong rebound in international travel demand and continued potential for further expansion in the next 1–2 years, supported by economic stability, government tourism promotion measures, and the recovery of key tourist markets. Furthermore, the market structure's shift towards quality tourists and new markets facilitates an increase in average per capita income, leading to a trend of future growth that is not limited to the number of travelers but also includes enhancing the quality of income and the overall profitability of the tourism business sector.

For 2026, it is projected that the number of international tourists will be approximately 37 million, an increase of 12 percent from the previous year. However, this growth rate will still depend on the effectiveness of government economic stimulus measures and the swiftness of forming a new government, which are crucial factors for confidence and the direction of expansion in the tourism industry going forward.

Financial Performance

Summary of overall operating results according to the consolidated financial statements of the Group for the year ended December 31, 2025, details are as follows:

1) Total Revenue

For the year 2025, the Company had a total revenue of 2,707.0 million Baht, an increase of 149.0 million Baht or 5.8 percent, broken down by the Company's business types as follows:

1.1 Revenue from Rental and Services

The Company's revenue from rental and services in 2025 was 1,156.5 million Baht, an increase of 93.0 million Baht or 8.7 percent compared to the same period of the previous year. This revenue growth resulted from an improved overall operational performance. The Platinum Fashion Mall had an average occupancy rate of 93 percent, an increase of 3 percent from 2024. Additionally, the Company was able to adjust and increase rental and service rates through contract renewals with both new and existing tenants, leading to continuous revenue growth. Meanwhile, The Market Bangkok shopping center had an average occupancy rate of 6 percent, a decrease of 4 percent from the same period of the previous year, as it is undergoing partial renovation to prepare for the opening of the "Lai Jie" food court in Q2 2026, with plans to gradually open other areas within 2026.

1.2 Hotel Revenue

The Company's revenue from the hotel business for the year 2025 was 1,339.9 million Baht, an increase of 88.8 million Baht or 7.1 percent. The average occupancy rate for Holiday Inn Resort Samui was 78 percent, which is close to the 79 percent recorded in 2024.

Meanwhile, Novotel Bangkok Platinum Pratunam Hotel's average occupancy rate decreased to 82 percent from 94 percent in 2024, due to gradual room renovations aimed at enhancing modernity and room quality. These renovations are planned to be completed by mid-2026, which is expected to enable the Company to increase room rates in the future.

As for Moxy Bangkok Ratchaprasong Hotel, its average occupancy rate increased to 56 percent from 49 percent in 2024, reflecting a positive trend in operational performance.

1.3 Revenue from Food and Beverage Sales

The Company's revenue from food and beverage sales for the year 2025 was 182.6 million Baht, a decrease of 30.0 million Baht or 14.1 percent, due to a reduction in the number of tourists utilizing the food court.

1.4 Other Income

The Company's other income for the year 2025 was 28.0 million Baht, a decrease of 2.8 million Baht or 9.1 percent compared to the same period of the previous year. This decrease was primarily due to a reduction in income from forfeited rental deposits compared to 2024, as the Company recognized a higher level of income from this source in the previous year, thus leading to a decrease in other income in 2025.

2) Total Costs

For the year 2025, the Company had total costs of 1,362.1 million Baht, an increase of 107.3 million Baht or 8.5 percent, with details as follows:

2.1 Cost of Rental and Services

The Company's cost of rental and services for the year 2025 was 621.9 million Baht, an increase of 99.6 million Baht or 19.1 percent compared to the same period of the previous year. This increase in costs was primarily due to depreciation and amortization, especially in the office building rental business, which had depreciation and amortization expenses of 401.5 million Baht, an increase of 98.3 million Baht compared to 2024. This reflects increased investment in assets and the recognition of expenses over the useful life of assets in line with the Company's operational plan.

2.2 Cost of Hotel Operations

The Company's cost of hotel operations for the year 2025 was 602.7 million Baht, an increase of 30.2 million Baht or 5.3 percent. This increase in costs is related to the increase in revenue and occupancy rates. However, the proportion of cost increase is still lower than the proportion of revenue increase, due to the Company's efficient cost control.

2.3 Cost of Food and Beverage Sales

The Company's cost of food and beverage sales for the year 2025 was 137.5 million Baht, a decrease of 22.5 million Baht or 14.1 percent, with the reduction in cost of food and beverage sales being correlated with the decrease in revenue.

3) Expenses

3.1 Selling and Administrative Expenses

The Company's selling and administrative expenses for the year 2025 amounted to 533.4 million Baht, an increase of 3.1 million Baht or 0.58 percent, with details as follows:

- Selling and administrative expenses for the shopping center business for the year 2025 decreased by 17.2 million Baht.
- Selling and administrative expenses for the hotel business for the year 2025 increased by 18.4 million Baht, primarily due to increased marketing expenses for both Holiday Inn Resort Samui and Moxy Bangkok Ratchaprasong Hotel.
- Selling and administrative expenses for the office building rental business for the year 2025 increased by 2.9 million Baht due to building management fees paid in 2025.

3.2 Financial Costs

The Company's financial costs for the year 2025 amounted to 170.8 million Baht, an increase of 17.6 million Baht or 11.5 percent. These financial costs arose from the recognition of financial costs from lease rights and interest on loans from financial institutions.

3.3 Income Tax Expense

The Company's income tax expense for the year 2025 was 221.2 million Baht, a decrease of 0.9 million Baht or 0.4 percent compared to the same period of the previous year.

4) Profit (Loss) for the Period

The Company's Earnings Before Interest, Taxes, Depreciation, and Amortization (EBITDA) for the year 2025 amounted to 1,426.0 million Baht, an increase of 146.8 million Baht or 11.5 percent compared to the same period of the previous year. This resulted in a net profit for the Company of 429.8 million Baht for 2025, an increase of 20.9 million Baht or 5.1 percent compared to the same period of the previous year.

5) Financial Position

5.1 Total Assets

As of December 31, 2025, the Company had total assets of 13,778.5 million Baht, an increase of 2,001.9 million Baht or 17.0 percent, due to the following reasons:

- Cash and cash equivalents decreased by 167.9 million Baht.
- Investment properties increased by 1,916.8 million Baht, primarily due to the recognition of land lease rights for the construction of The Platinum Square project amounting to 1,650.0 million Baht, as well as the recognition of

work-in-progress, which increased by 591.6 million Baht. However, in the same year, the Company recognized depreciation of 366.0 million Baht, in line with the recognition of expenses over the useful life of assets, resulting in a net increase in the value of investment properties by the aforementioned amount.

5.2 Total Liabilities

As of December 31, 2025, the Company had total liabilities of 5,296.6 million Baht, an increase of 1,572.1 million Baht or 42 percent compared to the previous year. This increase was primarily due to the recognition of lease liabilities for The Platinum Square project and the land lease for the expansion of Holiday Inn Resort Samui, totaling 1,462.9 million Baht. Additionally, loans from financial institutions increased by 176.2 million Baht. However, trade and other payables decreased by 105.5 million Baht, which partially mitigated the impact of the increase in liabilities.

5.3 Shareholders' Equity

As of December 31, 2025, the Company had shareholders' equity of 8,481.9 million Baht, an increase of 429.8 million Baht or 5 percent, which resulted from the net profit for 2025 of 429.8 million Baht.

Material Transaction (MT) and Related Party Transaction (RPT)

At the Board of Directors Meeting No. 3/2025 of The Platinum Group Public Company Limited ("the Company"), held on August 13, 2025, a resolution was passed to approve The Platinum Samui Co., Ltd. ("Platinum Samui" or "the Subsidiary"), a subsidiary, entering into a long-term land lease agreement with S.P.C. Wealth Development Co., Ltd. ("S.P.C. Wealth"), which shares common directors and major shareholders. This involves leasing vacant land in Bo Phut Subdistrict, Koh Samui District, Surat Thani Province, adjacent to Holiday Inn Resort Samui, for the development of the Holiday Inn Resort Samui expansion project.

The aforementioned long-term land lease constitutes a significant connected transaction under the Notification of the Capital Market Supervisory Board No. TorJor. 21/2008 Re: Rules on Connected Transactions dated August 31, 2008 (as amended) and the Notification of the Stock Exchange of Thailand Re: Disclosure of Information and Practices of Listed Companies in Connected Transactions 2003 dated November 19, 2003 (as amended) (hereinafter collectively referred to as the "Connected Transaction Notifications"). The transaction size is 0.62 percent of the Company's net tangible asset value according to the Company's consolidated financial statements as of June 30, 2025 (the Company has had no other connected transactions during the past 6 months). This is considered a medium-sized transaction with a value exceeding 0.03 percent but not exceeding 3.00 percent of the Company's net tangible asset value. Therefore, entering into this transaction requires approval from the Board of Directors and disclosure of information to the Stock Exchange of Thailand, with details as follows:

Date of Transaction

The said transaction was approved by the Board of Directors on August 13, 2025. The long-term land lease agreement will commence on October 1, 2025, and conclude on September 30, 2037, for a period of 12 years, in line with the remaining term of the hotel management agreement.

Related Contracting Parties

Long-term land lease

Lessee: The Platinum Samui Co., Ltd. ("Platinum Samui" or "the Subsidiary") where The Platinum Group Public Company Limited holds 100 percent of the shares in Platinum Samui.

Lessor: S.P.C. Wealth Development Co., Ltd. ("S.P.C. Wealth")

Relationship of Interested Persons and Connected Persons

Platinum Samui, a subsidiary of The Platinum Group Public Company Limited, considered the long-term land lease from S.P.C. Wealth, which is classified as a connected person under the Connected Transaction Notifications, due to having the same group of directors and shareholders, namely Mr. Surachai Chotjurangkool, Mrs. Punjaporn Chotjurangkool, and Mrs. Suthita Bhirombhakdi, who are considered connected persons under the Notification of the Capital Market Supervisory Board No. TorJor. 21/2008 Re: Rules on Connected Transactions, with details as follows:

Director / Shareholder	The Platinum Group Public Company Limited - <i>Listed Company</i>	The Platinum Samui Co., Ltd. - <i>Subsidiary / Lessee</i>	S.P.C. Wealth Co., Ltd. Development Co., Ltd. - <i>Lessor</i>
1. Mr. Surachai Chotjurangkool Spouse of Mrs. Punjaporn Chotjurangkool	Vice Chairman / Chief Executive Officer / Shareholder 31.2363 percent	Company Director / Shareholder 0.0002 percent	Company Director / Shareholder 99.9995 percent
2. Mrs. Punjaporn Chotjurangkool Spouse of Mr. Surachai Chotjurangkool	Company Director / Executive Director / Shareholder 17.5510 percent	Company Director / Shareholder 0.0002 percent	does not hold any position in S.P.C. Wealth
3. Mrs. Suthita Bhirombhakdi Daughter of Mr. Surachai and Mrs. Punjaporn Chotjurangkool	Company Director / Executive Director / Shareholder 0.5838 percent	Company Director	Shareholder 0.0001 percent

Shareholder list of The Platinum Group Public Company Limited as of March 6, 2025

Shareholder list of The Platinum Samui Co., Ltd. as of April 24, 2025

Shareholder list of S.P.C. Wealth Development Co., Ltd. as of April 4, 2025

General Characteristics and Details of the Transaction

The long-term land lease for the development of the Holiday Inn Resort Samui expansion project has a total investment value of Baht 335,663,852, with details as follows:

- The long-term land lease has a total value of Baht 50,089,386.
- The development of the Holiday Inn Resort Samui expansion has a total construction value of approximately Baht 285,574,466 by contractors who are not connected persons.

Transaction Details

Type of Asset	The long-term land lease has a duration of 12 years, from October 1, 2025 to September 30, 2037, for the construction of two new buildings comprising 45 rooms.
Location	Portions of land within 9 plots, namely portions of land title deeds no. 2721, 6480, 6483, 6507, 6508, 6509, 17647, 17648, and 43366, located in Bo Phut Subdistrict, Koh Samui District, Surat Thani Province which is adjacent to Holiday Inn Resort Samui
Land Size	Approximate land area 3-2-11 rai
Asset Characteristics	Vacant land
Obligations / Payment Terms	A period of 12 years, from October 1, 2025 to September 30, 2037. Lease payments are to be made annually throughout the 12-year period, with a total lease value of Baht 50,089,386.

Project Development Details

Two hotel buildings, each with 3 floors, comprising 45 rooms. The expansion is expected to open in 2027.

Transaction size calculation

Details of transaction size calculation according to the acquisition or disposition notification

Calculation Criteria Size of asset acquisition transaction	Calculation Details	Transaction Size
1. Net Tangible Asset (NTA) Value Criterion	Not calculated, as it is not an acquisition of securities.	N/A
2. Net Profit from Operations Criterion	Not calculated, as it is not an acquisition of securities.	N/A
3. Criterion for the total value of consideration	$\frac{(335,663,852^* \times 100)}{13,361,103,238^{**}}$	2.51 percent
4. Criterion for the value of capital shares issued to pay for assets	Not calculated, as there is no issuance of capital shares. to pay for assets	N/A

* The Company has had no other asset acquisition or disposition transactions during the past 6 months.

** Based on the Company's consolidated financial statements for the period ended June 30, 2025.

The long-term land lease for the development of the Holiday Inn Resort Samui expansion project is classified as a small asset acquisition transaction, with a maximum transaction size of 2.51 percent of the Company's total assets according to the Company's consolidated financial statements as of June 30, 2025 (the Company has had no other asset acquisition or disposition transactions during the past 6 months). This is considered a transaction with a value less than 15 percent of the Company's total asset value as of June 30, 2025. Therefore, entering into this transaction falls within the Company's ordinary course of business.

Details of transaction size calculation according to the Connected Transaction Notifications

Connected Transaction	Calculation Details	Transaction Size
Long-term land lease	$\frac{(50,089,386^* \times 100)}{8,130,698,009^{**}}$	0.62 percent

* The Company has had no other connected transactions during the past 6 months.

** Based on the Company's consolidated financial statements for the period ended June 30, 2025.

The long-term land lease from S.P.C. Wealth Development Co., Ltd. is classified as a significant connected transaction under the Connected Transaction Notifications, with a transaction size of 0.62 percent of the Company's net tangible asset (NTA) value according to the Company's consolidated financial statements as of June 30, 2025 (the Company has had no other connected transactions during the past 6 months). This is considered a medium-sized transaction with a value exceeding 0.03 percent but not exceeding 3.00 percent of the Company's net tangible asset value. Therefore, entering into this transaction requires approval from the Board of Directors and disclosure of information to the Stock Exchange of Thailand.

Total value of consideration and criteria used to determine the total value of the transaction Long-term land lease and payment method

The long-term land lease from S.P.C. Wealth, with a total value of Baht 50,089,386. The Company's criteria for determining the long-term land lease price are based on a reasonable assessment of value, terms, and price agreed upon by the contracting parties. The long-term land lease price is in accordance with the appraisal value by Thai Appraisal Lynn Phillips Co., Ltd., an appraiser approved by the Securities and Exchange Commission ("SEC Office"), which appraised the value of the vacant land lease on June 5, 2025, using the Market Approach as the basis for concluding the asset value.

Construction investment

The construction investment on vacant land for the development of the Holiday Inn Resort Samui expansion project has a total investment value of approximately Baht 285,574,466, calculated based on current construction costs.

Payment Method

Platinum Samui agreed to pay land lease fees to S.P.C. Wealth totaling Baht 50,089,386, payable annually according to the following annual lease rates:

Years 1 – 3: Baht 3,597,600 per year

Years 4 – 6: Baht 3,957,360 per year (increased by 10% from Year 3)

Years 7 – 9: Baht 4,353,096 per year (increased by 10% from Year 6)

Years 10 – 12: Baht 4,788,406 per year (increased by 10% from Year 9)

Funding sources for long-term land lease and project development investment

Working capital within the subsidiary and loans from The Platinum Group Public Company Limited

Benefits to be received by the Company

Due to the continuously increasing demand for Family Suites and Connecting Rooms, while the current number of such rooms is insufficient to meet customer demand, the hotel has had to decline room bookings in some cases. The Company is therefore confident that building a new wing with an additional 45 rooms of these two types will increase opportunities to generate revenue from room rates, both through increased occupancy rates and higher pricing, as well as increased food and beverage revenue in line with occupancy.

Director without voting rights at the Board of Directors Meeting No. 3/2025 on August 13, 2025

1. Mr. Surachai Chotjurangkool holds the position of Vice Chairman
2. Mrs. Punjaporn Chotjurangkool holds the position of Director
3. Mrs. Suthita Bhirombhakdi holds the position of Director

All three directors are considered interested directors and/or connected persons. Therefore, to ensure transparency in voting, all three directors temporarily abstained from voting and left the meeting to allow for independent consideration by the meeting.

Opinion of the Company's Board of Directors

At the Board of Directors Meeting No. 3/2025 on August 13, 2025 (with no interested directors participating in the consideration of this agenda item) carefully considered the said transaction, taking into account the best interests of all stakeholders. It was deemed that entering into this transaction is appropriate, both in terms of the long-term land lease price and various reasonable conditions, with the following reasons and necessity for implementation:

1. The Company entered into this transaction with the objective of developing Expansion project of Holiday Inn Resort Samui to add sources of income for the Company in line with its long-term growth strategy.
2. Holiday Inn Resort Samui is highly popular among family travelers, and at certain times of the year, the demand for such room types exceeds the current availability.
3. The long-term land lease price is reasonable, in accordance with the land appraisal value by an independent appraiser approved by the SEC Office, and the lease terms are appropriate and customary.

Opinion of the Audit Committee and/or Company Directors differing from the opinion of the Board of Directors

None

All of the aforementioned asset acquisition and connected transactions have been approved by the Audit Committee Meeting No. 3/2025 on August 13, 2025, and received approval from the Board of Directors Meeting No. 3/2025 on August 13, 2025, with no interested directors participating in this agenda item.

The Company has already disclosed information regarding the above transaction through the Stock Exchange on August 13, 2025.

Issuance of debt securities with an obligation to maintain financial ratios

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

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

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

Under its future business plan, The Platinum Group Public Company Limited and its subsidiaries will continue to focus on real estate development and leasing businesses amidst a rapidly changing economic and retail industry environment, driven by consumer behavior, intensifying competition, and the volatility of external factors at both national and global levels. Nevertheless, the Company is confident that its strengths in location, customer base potential, experience in commercial space management, and future project development plans will enhance its competitiveness and support continuous and sustainable long-term growth, based on the following factors:

1. Economic conditions, purchasing power, and tourist numbers

The Group's business operations are directly linked to economic conditions, consumer purchasing power, and the number of both domestic and international tourists, particularly in the shopping mall and hotel businesses, where the majority of revenue depends on the volume of users and customers' spending capacity. A decelerating economy, high inflation rates, and high interest rates may cause consumers and shop operators to slow down spending, and also affect occupancy rates for retail spaces and hotels, thereby impacting the Group's overall revenue and cash flow. However, if the tourism sector continues to recover, it will be a positive supporting factor for the Group's performance, especially for properties located in central commercial and tourist areas, which have the potential to accommodate a large number of tourists.

The Group aims to expand and diversify its customer base to cover both Thai consumers and international tourists, in order to reduce reliance on any single customer group and enhance long-term revenue stability. This is achieved by focusing on developing marketing and communication strategies that align with the behavior and needs of each target customer group. Furthermore, the Group continuously promotes the use of shopping mall spaces for various events and promotional activities to create a vibrant atmosphere, increase foot traffic, and elevate customer experience, which will support revenue generation and maintain the shopping mall's long-term competitiveness.

2. Operating costs and asset management

The Group's operating costs tend to increase in line with economic conditions and business environmental factors such as energy costs, labor wages, building maintenance expenses, and technology costs to support service and safety standards. These costs may affect the Group's gross profit margin and profitability. Concurrently, maintaining assets in ready-to-use and high-standard conditions is a crucial factor for attracting tenants and users in the long term.

The Company focuses on systematically enhancing the efficiency of operational cost management by prioritizing the control of significant expenses through appropriate resource planning, process improvement, and continuous implementation of cost control measures to maintain the Group's profit margins and profitability. Furthermore, the Group utilizes Building and Facility Management Systems to improve operational efficiency, reduce energy consumption, and support preventive maintenance to mitigate risks from unexpected repair costs and extend the long-term lifespan of assets. Concurrently, the Group emphasizes maintaining assets in ready-to-use, safe, and internationally standardized conditions consistently to build confidence among tenants and users, which will help maintain occupancy rates, increase revenue continuity, and support the Group's long-term competitiveness.

3. Future project development and large-scale investments

The Company plans to develop and expand mixed-use commercial real estate projects and large-scale projects under the name The Platinum Square, with the goal of developing the Pratunam area into The Platinum District to increase asset value and generate long-term growth. Such investments may require substantial capital, which could impact cash flow, capital structure, and financial cost burdens. Furthermore, risks from project development delays, increased construction costs, or unfavorable market conditions may cause investment returns to deviate from plans, potentially affecting the Group's financial position.

The Company places importance on carefully planning and prioritizing investments in various projects, considering the appropriateness of the investment timing, expected returns, and impacts on cash flow, as well as the overall capital structure of the Group, to ensure that capital expenditure is efficient and aligned with long-term growth strategies. The Company also closely monitors the progress of various projects and continuously assesses risks at every stage of operations to enable timely management and adjustment of project plans should external factors or situations change, potentially affecting the Group's performance and financial position.

Project or research and development that will affect the operating results and the financial condition in the near future

In accordance with the resolution of the Annual General Meeting of Shareholders 2024, held on Friday, April 19, 2024, the meeting approved the transfer of long-term land lease rights from Platinum Square Company Limited, which is land owned by the Crown Property Bureau, located within the Chaloemlap project area. This is intended to increase the proportion of project development in the commercial center and hotel segments.

The Platinum Square project comprises the development of a commercial area for lease, including a shopping center and restaurants, across 4 floors, with a total leasable area of approximately 65,247 square meters. This will be operated under a leasehold and rental model, expected to open in 2028. Additionally, a hotel project will be developed on an area of approximately 39,240 square meters, featuring a total of approximately 578 rooms. The hotel will be managed by Ennismore Group, a subsidiary of Accor, under the name Mama Shelter Bangkok Platinum, and is expected to open in 2029.

The aforementioned project has a total investment value of approximately 7,884 million Baht, which will result in an increase in the Company's liabilities and financial costs. However, the Company has a plan to secure funding for the investment in The Platinum Square project from internal working capital, loans from financial institutions, and advance payments from the lease of commercial areas. Considering the total funding the Company will procure for this investment, the Company believes there are sufficient financial resources for the development of the project on the Chaloemlap land.

The investment in the aforementioned project has been reviewed and received an opinion from an independent financial advisor, confirming its feasibility and suitability, as detailed in the information disclosed to investors via the Stock Exchange of Thailand on April 2, 2024, and approved by the Annual General Meeting of Shareholders 2024 on April 19, 2024. This expansion of investment aligns with the Company's policy to enhance its business potential and achieve sustainable long-term growth.

4.3 Information from financial statements and significant financial ratios

Information from financial statements ⁽¹⁾

Summary of financial position statements

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Assets			
Cash And Cash Equivalents (ThousandTHB)	633,361.42	1,013,281.22	845,312.21
Trade And Other Receivables - Current - Net (ThousandTHB)	49,951.21	44,947.07	57,250.75
Other Current Assets (ThousandTHB)	309,725.50	295,387.11	267,489.38
Other Current Assets - Others (ThousandTHB)	309,725.50	295,387.11	267,489.38
Total Current Assets (ThousandTHB)	1,021,953.31	1,400,896.12	1,170,052.35
Investment In Subsidiaries, Associates And Joint Ventures Using The Equity Method - Net (ThousandTHB)	1,202.83	626.60	300.84
Investment In Joint Ventures (ThousandTHB)	1,202.83	626.60	300.84

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Investment Properties - Net (ThousandTHB)	6,975,067.34	6,702,170.28	8,842,411.42
Property, Plant And Equipment - Net (ThousandTHB)	3,250,482.59	3,238,767.94	3,360,072.70
Intangible Assets - Net (ThousandTHB)	134,727.47	129,463.67	92,229.25
Intangible Assets - Others (ThousandTHB)	134,727.47	129,463.67	92,229.25
Deferred Tax Assets (ThousandTHB)	58,765.45	52,754.73	27,494.20
Other Non-Current Assets (ThousandTHB)	95,593.63	280,471.11	285,945.50
Advance Payment For Purchases Of Assets (ThousandTHB)	62,936.08	2,770.98	218,068.49
Other Non-Current Assets - Others (ThousandTHB)	32,657.55	277,700.14	67,877.01
Total Non-Current Assets (ThousandTHB)	10,515,839.30	10,404,254.32	12,608,453.91
Total Assets (ThousandTHB)	11,537,792.61	11,805,150.44	13,778,506.26
Liabilities			

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Trade And Other Payables - Current (ThousandTHB)	608,996.57	383,149.83	277,653.40
Current Portion Of Long- Term Debts (ThousandTHB)	-	2,380.00	14,280.00
Financial Institutions (ThousandTHB)	-	2,380.00	14,280.00
Other Current Financial Liabilities (ThousandTHB)	201,242.15	246,178.15	256,922.81
Deposits (ThousandTHB)	201,242.15	246,178.15	256,922.81
Contract Liabilities And Unearned Rental Income - Current (ThousandTHB)	4,193.51	4,799.85	6,027.46
Contract Liabilities And Unearned Rental Income - Others (ThousandTHB)	4,193.51	4,799.85	6,027.46
Current Portion Of Lease Liabilities (ThousandTHB)	16,013.28	50,072.82	53,277.72
Income Tax Payable (ThousandTHB)	86,438.86	107,991.65	107,449.20

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Other Current Liabilities (ThousandTHB)	53,022.63	58,825.23	56,365.81
Total Current Liabilities (ThousandTHB)	969,907.00	853,397.53	771,976.40
Non-Current Portion Of Long-Term Debts (ThousandTHB)	-	97,620.00	261,920.00
Financial Institutions (ThousandTHB)	-	97,620.00	261,920.00
Non-Current Portion Of Lease Liabilities (ThousandTHB)	2,746,618.47	2,676,152.42	4,120,459.30
Other Non-Current Financial Liabilities (ThousandTHB)	102,683.56	48,193.44	84,731.37
Deposits (ThousandTHB)	80,729.88	42,728.67	67,517.86
Retentions (ThousandTHB)	21,953.67	5,464.77	17,213.51
Provisions For Employee Benefit Obligations - Non-Current (ThousandTHB)	21,089.25	10,235.01	13,186.51
Other Non-Current Liabilities (ThousandTHB)	40,840.89	38,928.99	44,373.00

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Total Non-Current Liabilities (ThousandTHB)	2,935,176.39	2,899,685.75	4,524,670.18
Total Liabilities (ThousandTHB)	3,905,083.39	3,753,083.28	5,296,646.58
Shareholders' equity			
Authorised Share Capital (ThousandTHB)	2,800,000.00	2,800,000.00	2,800,000.00
Authorised Ordinary Shares (ThousandTHB)	2,800,000.00	2,800,000.00	2,800,000.00
Issued And Paid-Up Share Capital (ThousandTHB)	2,800,000.00	2,800,000.00	2,800,000.00
Paid-Up Ordinary Shares (ThousandTHB)	2,800,000.00	2,800,000.00	2,800,000.00
Premium (Discount) On Share Capital (ThousandTHB)	4,409,618.49	4,409,618.49	4,409,618.49
Premium (Discount) On Ordinary Shares (ThousandTHB)	4,409,618.49	4,409,618.49	4,409,618.49
Retained Earnings (Deficits) (ThousandTHB)	428,211.50	847,569.44	1,277,361.96
Retained Earnings - Appropriated (ThousandTHB)	280,000.00	280,000.00	280,000.00

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Legal And Statutory Reserves (ThousandTHB)	280,000.00	280,000.00	280,000.00
Retained Earnings (Deficits) - Unappropriated (ThousandTHB)	148,211.50	567,569.44	997,361.96
Other Components Of Equity (ThousandTHB)	(5,120.77)	(5,120.77)	(5,120.77)
Surplus (Deficits) (ThousandTHB)	(5,120.77)	(5,120.77)	(5,120.77)
Surplus (Deficits) From Business Combinations Under Common Control (ThousandTHB)	(5,120.77)	(5,120.77)	(5,120.77)
Equity Attributable To Owners Of The Parent (ThousandTHB)	7,632,709.23	8,052,067.16	8,481,859.68
Total Equity (ThousandTHB)	7,632,709.23	8,052,067.16	8,481,859.68
Total Liabilities And Equity (ThousandTHB)	11,537,792.61	11,805,150.44	13,778,506.26

Summary of income statement

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Statement of Comprehensive Income			
Revenue From Operations (ThousandTHB)	1,816,457.62	2,527,229.34	2,679,021.75
Revenue From Sales And Rendering Services (ThousandTHB)	741,857.93	1,251,159.67	1,339,904.89
Revenue From Sales (ThousandTHB)	198,547.35	212,603.02	182,571.36
Revenue From Rendering Services (ThousandTHB)	342,592.42	347,059.23	306,865.34
Revenue From Leases (ThousandTHB)	533,459.91	716,407.42	849,680.17
Lease Income (ThousandTHB)	533,459.91	716,407.42	849,680.17
Interest And Dividend Income (ThousandTHB)	13,582.65	12,168.56	10,586.92
Interest Income (ThousandTHB)	13,582.65	12,168.56	10,586.92
Other Income (ThousandTHB)	32,784.31	30,810.38	28,003.66

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Total Revenue (ThousandTHB)	1,862,824.58	2,570,208.28	2,717,612.33
Costs (ThousandTHB)	1,025,668.55	1,254,931.54	1,362,145.77
Cost Of Sales (ThousandTHB)	157,124.79	160,022.25	137,510.62
Selling And Administrative Expenses (ThousandTHB)	351,047.06	530,375.50	533,389.72
Selling Expenses (ThousandTHB)	71,061.87	112,497.04	127,107.12
Administrative Expenses (ThousandTHB)	279,985.20	417,878.46	406,282.60
Total Cost And Expenses (ThousandTHB)	1,376,715.61	1,785,307.04	1,895,535.49
Share Of Profit (Loss) From Investments Accounted For Using The Equity Method (ThousandTHB)	117.38	(576.23)	(325.76)
Profit (Loss) Before Finance Costs And Income Tax Expense (ThousandTHB)	486,226.34	784,325.01	821,751.09
Finance Costs (ThousandTHB)	147,478.09	153,226.86	170,799.36

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Income Tax Expense (ThousandTHB)	161,123.72	222,126.66	221,159.21
Profit (Loss) For The Period From Continuing Operations (ThousandTHB)	177,624.53	408,971.48	429,792.52
Net Profit (Loss) For The Period (ThousandTHB)	177,624.53	408,971.48	429,792.52
Net Profit (Loss) For The Period / Profit (Loss) For The Period From Continuing Operations (ThousandTHB)	177,624.53	408,971.48	429,792.52
Total Comprehensive Income (Expense) For The Period (ThousandTHB)	177,624.53	419,357.94	429,792.52
Net Profit (Loss) Attributable To : Owners Of The Parent (ThousandTHB)	177,624.53	408,971.48	429,792.52
Total Comprehensive Income (Expense) Attributable To : Owners Of The Parent (ThousandTHB)	177,624.53	419,357.94	429,792.52
Basic Earnings (Loss) Per Share (Baht/Share) (ThousandTHB)	0.06344	0.14606	0.15350

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
EBITDA (ThousandTHB)	887,742.07	1,279,050.59	1,425,985.28
Operating Profit (ThousandTHB)	439,742.00	741,922.30	783,486.26
Normalize Profit (ThousandTHB)	177,624.53	408,971.48	429,792.52

Summary of cash flow statement

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Cash flow statement			
Profit (Loss) Before Finance Costs And/Or Income Tax Expense (ThousandTHB)	338,748.25	631,098.15	650,951.72
Depreciation And Amortisation (ThousandTHB)	401,515.73	494,725.58	604,234.19
(Reversal Of) Expected Credit Losses (ThousandTHB)	(265.20)	(3,268.31)	(659.79)

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Share Of (Profit) Loss From Investments Accounted For Using The Equity Method (ThousandTHB)	(117.38)	576.23	325.76
(Gains) Losses On Disposal And Write-Off Of Fixed Assets (ThousandTHB)	(2,070.91)	(1,404.64)	49.54
Loss On Write-Off Of Fixed Assets (ThousandTHB)	91.70	25.60	49.54
Dividend And Interest Income (ThousandTHB)	(13,582.62)	(12,168.56)	(10,586.92)
Interest Income (ThousandTHB)	(13,582.62)	(12,168.56)	(10,586.92)
Finance Costs (ThousandTHB)	147,478.09	153,226.86	170,799.36
Employee Benefit Expenses (ThousandTHB)	4,938.38	2,128.83	3,173.37
Other Reconciliation Items (ThousandTHB)	(8,127.07)	606.33	1,227.62
Cash Flows From (Used In) Operations Before Changes In Operating Assets And Liabilities (ThousandTHB)	868,504.38	1,265,501.40	1,419,514.86

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
(Increase) Decrease In Trade And Other Receivables (ThousandTHB)	(14,700.49)	8,272.45	(12,413.21)
(Increase) Decrease In Other Operating Assets (ThousandTHB)	(54,181.34)	(5,479.27)	34,105.23
Increase (Decrease) In Trade And Other Payables (ThousandTHB)	17,970.28	99,813.74	(85,339.79)
Increase (Decrease) In Provisions For Employee Benefit Obligations (ThousandTHB)	(1,889.53)	-	(221.87)
Increase (Decrease) In Other Operating Liabilities (ThousandTHB)	98,141.31	10,825.50	38,518.44
Cash Generated From (Used In) Operations (ThousandTHB)	911,433.19	1,360,587.34	1,394,163.67
Income Tax (Paid) Received (ThousandTHB)	(107,699.26)	(194,315.07)	(224,997.03)
Net Cash From (Used In) Operating Activities (ThousandTHB)	803,733.93	1,166,272.27	1,169,166.64
Proceeds From Disposal Of Fixed Assets (ThousandTHB)	2,539.48	1,657.93	363.29

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Property, Plant And Equipment (ThousandTHB)	2,539.48	1,657.93	363.29
Payment For Purchase Of Fixed Assets (ThousandTHB)	(963,215.54)	(685,837.71)	(1,090,572.79)
Property, Plant And Equipment (ThousandTHB)	(493,732.18)	(382,638.32)	(240,406.51)
Intangible Assets (ThousandTHB)	(806.32)	(18,066.68)	(234.44)
Investment Properties (ThousandTHB)	(424,329.34)	(61,674.78)	(849,931.84)
Interest Received (ThousandTHB)	13,582.62	12,168.56	11,356.23
Other Items (Investing Activities) (ThousandTHB)	-	48.75	(215,297.52)
Net Cash From (Used In) Investing Activities (ThousandTHB)	(947,093.44)	(671,962.47)	(1,294,150.78)
Proceeds From Borrowings (ThousandTHB)	-	100,000.00	200,000.00
Proceeds From Long-Term Borrowings (ThousandTHB)	-	100,000.00	200,000.00

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Proceeds From Long-Term Borrowings - Financial Institutions (ThousandTHB)	-	100,000.00	200,000.00
Repayments On Borrowings (ThousandTHB)	(200,000.00)	-	(23,800.00)
Repayments On Long-Term Borrowings (ThousandTHB)	-	-	(23,800.00)
Repayments On Long-Term Borrowings - Financial Institutions (ThousandTHB)	-	-	(23,800.00)
Repayments On Lease Liabilities (ThousandTHB)	(210,955.50)	(214,390.00)	(219,184.87)
Net Cash From (Used In) Financing Activities (ThousandTHB)	(420,223.28)	(114,390.00)	(42,984.87)
Net Increase (Decrease) In Cash And Cash Equivalent (ThousandTHB)	(563,582.79)	379,919.80	(167,969.01)
Cash And Cash Equivalents, Beginning Balance (ThousandTHB)	1,196,944.21	633,361.42	1,013,281.22
Cash And Cash Equivalents, Ending Balance (ThousandTHB)	633,361.42	1,013,281.22	845,312.21

Remark : ⁽¹⁾ - The financial figures for 2023 presented comparatively in the 2024 financial statements differ from the 2023 financial statements as of the 2023 year-end due to a change in the estimation of construction progress. This has resulted in changes to the balances of Investment Property and Trade Payables.

- The line item labeled "Revenue From Sales And Rendering Services" in the table above refers to "Revenue from Hotel Operations" as presented in the financial statements.

Key financial ratios ⁽²⁾

	2023	2024	2025
Liquidity ratio			
Current ratio (times)	1.10	1.59	1.52
Quick ratio (times)	0.73	1.24	1.17
Cash flow liquidity ratio (times)	0.65	1.31	1.51
Average account receivable turnover (times)	42.77	53.26	52.43
Average collection period (days)	9.00	7.00	7.00
Average account payable turnover (times)	1.27	2.63	4.12
Average payment period (days)	288.00	139.00	89.00
Average cash cycle (days)	-280.00	-132.00	-82.00
Profitability ratio			
Gross profit margin (%)	43.56	50.34	49.16
Operating margin (%)	26.01	30.58	24.30
Other income to total income (%)	1.77	1.20	1.03
Cash from operation to operating profit (%)	170.09	153.14	144.08

	2023	2024	2025
Net profit margin (%)	9.61	15.99	15.88
Return on equity (ROE) (%)	2.35	5.21	5.20
Financial policy ratio			
Total debts to total equity (times)	0.51	0.46	0.62
Interest coverage ratio (times)	6.02	8.35	8.35
Interest bearing debt to EBITDA ratio (times)	3.10	2.21	3.12
Debt service coverage ratio (times)	55.43	24.38	21.11
Dividend payout ratio (%)	0.00	0.00	0.00
Efficiency ratio			
Return on asset (ROA) (%)	4.34	3.47	3.12
Return On Fixed Assets (%)	5.63	8.75	9.14
Asset turnover (times)	0.16	0.22	0.21

Remark : ⁽²⁾ The key financial ratios for the year 2024 presented for comparison in the table above differ from those previously reported as at the end of the 2024 accounting period. This is because, in 2025, the Company revised the presentation of deferred income tax by offsetting certain deferred tax assets and deferred tax liabilities in accordance with the applicable accounting standards. As a result, certain items in the 2024 financial statements have been reclassified to ensure appropriate comparability. Such reclassification has no impact on the statement of profit or loss or on shareholders' equity for the year 2024.

5. General information and other material facts

5.1 General information

General information

Securities registrar

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

Address/location : 93 Ratchadaphisek Road

Subdistrict : Din Daeng

District : Din Daeng

Province : Bangkok

Postcode : 10400

Telephone : 02-009-9000

Facsimile number : 02-009-9991

Auditing firm

Name of auditing firm* : EY OFFICE LIMITED

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

Subdistrict : LUMPHINI

District : PATHUM WAN

Province : Bangkok

Postcode : 10330

Telephone : +66 2264 9090

Facsimile number : +66 2264 0789-90

List of auditors : Mr VATCHARIN PASARAPONGUN

License number : 6660

List of auditors : Miss WATOO KAYANKANNAVEE

License number : 5423

List of auditors : Miss KESSIRIN PINPUVADOL

License number : 7325

5.2 Other material facts

5.2.1 Other information that may significantly influence investors' decision making

Other information that may influence investors' decision : No
making

5.2.2 Restrictions of foreign shareholders

Are there restrictions on foreign shareholders? : No

5.3 Legal disputes

Legal disputes

Is there any legal dispute? : No

5.4 Secondary market

Secondary market

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

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

Financial institution with regular contact

Are there any debt securities offered? : No

Part 2 Corporate Governance

6. Corporate governance policy

6.1 Overview of the policy and guidelines

Overview of the policy and guidelines

Corporate governance policy and guidelines : Yes

The Board of Directors places importance on adhering to good corporate governance principles, recognizing the roles and significance of directors, executives, and employees in the Company's operations. Therefore, the Company is not only committed to creating sustainable value for shareholders but also emphasizes fair treatment of all stakeholders. This policy will highlight shareholders' rights, equitable treatment of shareholders, consideration of stakeholders' roles, information disclosure and transparency, the Board's responsibilities, related party transactions, internal controls, and anti-corruption policies, as well as comprehensive disclosure of information to relevant parties on the Company's website, in order to achieve the goal of becoming a sustainably growing organization.

In the past year, the Board of Directors reviewed and supplemented the corporate governance policy to align with the Principles of Good Corporate Governance for Listed Companies (CG Code) 2017. This code has been reviewed and updated to be appropriate and consistent with changes in corporate governance both in Thailand and internationally, incorporating environmental, social, and governance (ESG) issues to integrate with business development processes for sustainable growth. As a result, the company received approval for the renewal of its membership in the Collective Action Coalition Against Corruption (CAC) on September 30, 2023, for a period of 3 years, as part of its commitment to combating corruption. Furthermore, the company received an "Excellent" rating in the Corporate Governance Report of Thai Listed Companies (CGR) assessment from the Thai Institute of Directors (IOD), supported by the Stock Exchange of Thailand, for the sixth consecutive year.

Application of the Principles of Good Corporate Governance for Listed Companies 2017

The Company has continuously implemented the Principles of Good Corporate Governance for Listed Companies 2017, or the Corporate Governance Code (CG Code), issued by the Securities and Exchange Commission, to create sustainable value for the Company. The Board of Directors has reviewed the application of the CG Code to suit the Company's business context, with the exception of certain cases that cannot yet be implemented, which are summarized as follows:

- The Board of Directors should establish a policy that independent directors may serve for no more than 9 consecutive years.

Clarification The Board of Directors has considered and determined that the Company's Independent Directors fully meet the qualifications stipulated by the Company, relevant laws, and regulatory bodies, and can provide independent opinions. Furthermore, all Independent Directors of the Company possess knowledge, ability, expertise, and experience, enabling them to offer beneficial recommendations for the Company's business operations.

Reference link for the full version of corporate governance : <https://investor.theplatinumgroup.co.th/en/corporate-governance/corporate-governance-policy>

6.1.1 Policy and guidelines related to the board of directors

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

directors

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

Nomination of directors

Selection of Directors

The Nomination and Remuneration Committee is responsible for considering and selecting suitable individuals to serve as company directors whose terms have expired or in other cases. This consideration is based on the names and profiles of individuals nominated as directors from the previous board, the use of external consulting firms, the consideration of individuals from the Director Pool, and providing opportunities for shareholders to nominate directors for election at the Annual General Meeting of Shareholders. The Nomination and Remuneration Committee will select qualified individuals to propose to the Board of Directors meeting and the Shareholders' Meeting for appointment, taking into account the following factors:

Guidelines for the selection of new directors

1. Possess full qualifications to be a director as per the Public Limited Company Act and the company's articles of association, and must not have any prohibited qualifications as per the Securities and Exchange Commission's announcement regarding the qualifications of executives of listed companies.
2. The structure, size, and composition of the Board of Directors shall be appropriate for the Company, considering suitable and diverse qualifications in terms of education, profession, skills, age, experience, gender, race, religion, origin, expertise, as well as contributions to the Company's benefits and providing opinions to the Board of Directors.
3. Specific expertise required on the Board of Directors to enable the formulation of short-term and long-term business strategies, as well as various company policies.
4. Necessary expertise of directors (Board Skill Matrix) that is still lacking in the Board of Directors, to ensure complete qualifications consistent with the Company's business strategy.
5. Possess leadership, broad vision, and an understanding of the Company's business operations to provide opinions to the Board of Directors.
6. Other qualifications deemed important by the Nomination and Remuneration Committee. In the past year, the Company provided an opportunity for shareholders to nominate directors for election at the Annual General Meeting of Shareholders, but no shareholder nominated any individual for election as a director of the Company. The Company nominated the existing directors for re-appointment.

Process and Procedures for the Nomination of New Directors

The Company has established a systematic, transparent, and fair process and procedures for the nomination of new directors, taking into account the best interests of the Company and all stakeholders. Such process is in compliance with the principles of good corporate governance of the Stock Exchange of Thailand. The key procedures are as follows:

Determination of Qualifications and Board Requirements

The Board of Directors and the Nomination and Remuneration Committee jointly consider the Board structure, required skills, knowledge, expertise, experience, diversity, and qualifications as prescribed by applicable laws and regulations, as well as alignment with the Company's strategies and business direction.

Sourcing of Suitable Candidates

The Company identifies qualified candidates from various sources, including the Company's director pool, nominations by the Board of Directors, nominations by shareholders (in accordance with the Company's prescribed criteria), and reputable external sources such as professional search firms.

Review and Screening of Qualifications

The Nomination and Remuneration Committee reviews and screens candidates by assessing their qualifications, knowledge, capabilities, experience, independence, integrity, and absence of any prohibited characteristics under applicable laws, as well as considering any potential conflicts of interest.

Nomination and Approval

Upon completion of the review process, the Nomination and Remuneration Committee proposes suitable candidates to the Board of Directors for consideration and approval, and subsequently submits the nomination to the shareholders' meeting for appointment, where shareholder approval is required.

Disclosure and Appointment

The Company discloses information relating to the appointment of new directors in accordance with the regulations of the Stock Exchange of Thailand and relevant laws. In addition, the Company arranges a director orientation program to ensure that newly appointed directors have an appropriate understanding of their roles, duties, and the Company's operations.

Selection of the President and Chief Executive Officer

1. The President and Chief Executive Officer shall be nominated by the Executive Committee, reviewed and approved by the Nomination and Remuneration Committee, and then proposed to the Board of Directors for approval. The selection shall be made from existing executive directors at the time of selection or from external individuals with suitable qualifications and without prohibited characteristics as per the Securities and Exchange Commission's announcement regarding the qualifications of executives of listed companies.
2. The Nomination and Remuneration Committee shall transparently consider, select, and screen individuals with suitable qualifications who can manage the Company to achieve its objectives and business goals, and who do not possess any qualifications prohibited by law. These individuals shall then be proposed to the Board of Directors for consideration and approval of appointment.

Succession Plan

The Company has established a Succession Plan policy for directors and senior executives from the level of Deputy Managing Director and above to ensure appropriate replacement in the event that any director or senior executive is unable to perform his or her duties or upon completion of his or her term of office. The Board of Directors has adopted a policy on succession planning and management continuity to ensure the ongoing stability and effectiveness of the Company's operations.

The Board of Directors has assigned the Nomination and Remuneration Committee to undertake the preliminary consideration of the qualifications of candidates to be appointed as successors. The selection process is clearly defined and transparent, taking into account knowledge, experience, competencies, ethical standards, and leadership qualities. In addition, the Company has established a talent development plan to ensure readiness in alignment with business expansion. The performance and potential of executives are regularly assessed, and they are encouraged to attend training programs relevant to the duties and responsibilities of directors and senior executives in order to enhance their knowledge and capabilities as potential successors. The readiness of successors is continuously evaluated based on performance results, leadership potential, and alignment with the Company's strategic direction to ensure that the Company's operations can continue efficiently and without disruption.

The succession plan for the Managing Director shall be reviewed regularly, at least once annually, to ensure alignment with the Company's strategic direction. Progress under the Succession Plan is reported to the Board of Directors for acknowledgement at least once a year. In 2025, progress under the Succession Plan was duly reported to the Board of Directors by the Nomination and Remuneration Committee.

Reference link for the nomination of directors policy and : [https://investor.theplatinumgroup.co.th/en/corporate-guidelines governance/charter-board-and-subcommittee](https://investor.theplatinumgroup.co.th/en/corporate-guidelines-governance/charter-board-and-subcommittee)

Determination of director remuneration

Remuneration for the Board of Directors and Sub-committees

The Company has established appropriate remuneration for the Board of Directors and various sub-committees, taking into consideration comparisons with the remuneration paid to directors of leading companies listed on the Stock Exchange of Thailand and within the same industry group, as well as the Company's performance. The Company has participated in the listed company remuneration survey project with the Thai Institute of Directors (IOD) to use the data for consideration, and proposals are submitted for approval at the shareholders' meeting annually to consider paying remuneration to the Board of Directors and sub-committees.

Reference link for determination of the director : [https://investor.theplatinumgroup.co.th/en/corporate-remuneration-policy-and-guidelines governance/corporate-governance-policy](https://investor.theplatinumgroup.co.th/en/corporate-remuneration-policy-and-guidelines-governance/corporate-governance-policy)

Independence of the board of directors from the management

Segregation of duties of the Board of Directors

The Company clearly defines and segregates the powers of the Board of Directors and management at various levels. In considering and making decisions on important matters, approval from the Board of Directors and sub-committees is required to ensure checks and balances, transparency, and fairness to all stakeholders.

Combination or Segregation of Positions

The Company has a policy to segregate the responsibilities of the Chairman of the Board, the Chairman of the Executive Committee, and the President and CEO. These individuals must possess appropriate knowledge, abilities, experience, and qualifications, and they must not be the same person, to ensure a balance of power by separating supervisory and management duties, as follows:

- **Chairman of the Board** is an independent director and not a member of management, and is not the same person as the Chairman of the Executive Committee or holding a position in any sub-committee. The Chairman of the Board is independent from management. There is a clear segregation of duties in policy-making, supervision, and daily

operations. The Chairman of the Board and all directors are independent in proposing meeting agendas and expressing opinions on various aspects of the Company's operations, including carefully considering matters that may involve conflicts of interest, to ensure accuracy, transparency, and accountability.

- **Chairman of the Executive Committee** is the head of the executive team responsible for overseeing the Company's management in accordance with the vision, mission, and policies of the Board of Directors. This involves managing and monitoring the operations of the executive and management teams. Joint meetings are scheduled monthly to report on the progress of the Company's performance and financial results. Authority is delegated to the executive or management teams for defining duties, responsibilities, and approving spending limits.

- **President and CEO** is not the same person as the Chairman of the Executive Committee but is considered a senior executive within the management team. Their duty is to conduct business operations and/or manage the Company's daily affairs in accordance with the guidelines set by the Board of Directors or the Executive Committee, to consider various transactions related to the Company's normal operations.

Director development

Orientation for New Directors

Newly appointed directors will receive an orientation to understand the roles, duties, and responsibilities of directors. The Company will prepare various documents related to company information, policies, code of conduct, various rules and regulations, minutes of Board of Directors meetings and past Audit Committee meetings, and business information essential for the performance of directors' duties. This serves as a guide for performing duties with understanding and responsibility, including introductions to the Board of Directors and management. Furthermore, directors are encouraged to attend training and seminars that enhance their knowledge for performing their duties.

Training courses or participation in seminars that enhance directors' knowledge

The Board of Directors places importance on developing the knowledge and potential of directors. This involves sourcing courses and facilitating applications for training programs related to enhancing the knowledge and capabilities in performing directors' duties from the Thai Institute of Directors Association and other institutions for the Company's directors continuously every year. This is to develop the knowledge and potential of directors and to broaden beneficial perspectives for application to the Company's business.

All members of the Board of Directors have attended training courses for company directors, namely the Director Accreditation Program (DAP) and/or Director Certification Program (DCP), organized by the Thai Institute of Directors Association (IOD). This is to learn about the roles and responsibilities in fostering sustainable growth and the legal liabilities of directors. Furthermore, all directors have participated in other courses to enhance their knowledge in their respective fields.

Reference link for the director development policy and : [https://investor.theplatinumgroup.co.th/en/corporate-guidelines governance/corporate-governance-policy](https://investor.theplatinumgroup.co.th/en/corporate-guidelines-governance/corporate-governance-policy)

Board performance evaluation

Performance Evaluation of the Board of Directors and Sub-Committees

The Company has a policy for the Board of Directors and sub-committees to conduct self-assessments of their performance, both collectively and individually, at least once a year. This is to enable the Board of Directors and sub-committees to review their performance and various issues over the past year, with the objective of utilizing the evaluation results to improve their duties, enhance efficiency, and increase the effectiveness of the Board of Directors and sub-committees.

Criteria for the Board of Directors' Self-Assessment

The Company has developed "Board of Directors' Self-Assessment Form (Collective)" and "Board of Directors' Self-Assessment Form (Individual)" based on good corporate governance principles, following the guidelines of the Stock Exchange of Thailand and the Thai Institute of Directors Association. The Company has adapted these to suit the nature and structure of its Board of Directors. The evaluation criteria include the following main topics:

1) Board of Directors' Self-Assessment Form (Collective)

1. Structure and Qualifications of the Board of Directors
2. Roles, Duties, and Responsibilities of the Board of Directors
3. Board Meetings
4. Directors' Performance of Duties
5. Relationship with Management
6. Directors' Self-Development and Executive Development

2) Board of Directors' Self-Assessment Form (Individual)

1. Structure and Qualifications of the Board of Directors
2. Roles, Duties, and Responsibilities of the Board of Directors
3. Board Meetings
4. Board of Directors' Responsibility in Implementing Anti-Corruption Policies for Company Oversight

Criteria for Sub-Committee Self-Assessment

The Company conducts performance evaluations for a total of three sub-committees: 1) the Audit Committee, 2) the Nomination and Remuneration Committee, and 3) the Executive Committee. This is done to review past performance with the objective of utilizing the evaluation results to improve duties and enhance work efficiency. The evaluation criteria include consideration of the following main topics:

1) Sub-Committee Self-Assessment Form (Collective)

1. Structure and Qualifications of the Board of Directors
2. Roles, Duties, and Responsibilities of the Board of Directors
3. Board Meetings

2) Sub-Committee Members' Self-Assessment Form (Individual)

1. Structure and Qualifications of the Board of Directors
2. Roles, Duties, and Responsibilities of the Board of Directors
3. Board's Responsibility in Implementing Anti-Corruption Policies for Company Oversight

Evaluation Process

The Company Secretary distributed evaluation forms to all directors to assess their performance, both collectively and individually. The summarized results were then presented to the Board of Directors' meeting for acknowledgment and discussion regarding comments, suggestions, and areas of interest from the directors, with the aim of further developing and improving their performance.

Evaluation Results and Utilization

In 2025, the performance evaluation results for the Board of Directors and sub-committees, both collective and individual, were rated as "Excellent". Upon review, the Board of Directors is of the opinion that the current structure and composition of the directors are appropriate, with a sufficient number of independent directors to ensure a balance in decision-making on various matters. The evaluation results for areas that can still be improved will be used to further develop the directors' performance. Additionally, the directors have provided opinions and suggestions regarding the recruitment of executives who can perform their duties to achieve the Company's defined goals.

Performance Evaluation of the Chief Executive Officer

The performance evaluation of the Chief Executive Officer is divided into 3 categories, following the evaluation guidelines from the Stock Exchange of Thailand, comprising:

Category 1: Progress of Work Plan

Category 2: Performance Measurement, consisting of the following evaluation topics:

1. Leadership
2. Strategy Formulation
3. Strategy Implementation
4. Financial Planning and Performance
5. Relationship with the Board of Directors
6. External Relations
7. Management and Personnel Relations
8. Succession Planning
9. Knowledge of Products and Services
10. Personal Attributes

Category 3: Development

1. What are the key strengths that the Chief Executive Officer should maintain?
2. What are the areas where the Chief Executive Officer should receive more development in the next year?

Reference link for the board performance evaluation : <https://investor.theplatinumgroup.co.th/en/corporate-policy-and-guidelines-governance/corporate-governance-policy>

Corporate governance of subsidiaries and associated companies

Oversight of the Operations of Subsidiaries and Associated Companies

The Board of Directors is responsible for approving the Company's vision, strategies, policies, business plans, and budget, to serve as a framework or target for management to achieve the results set by the Board of Directors. All approvals by the Board of Directors, including those for subsidiaries and associated companies, are based on appropriate management, with details as follows:

1. The Company has appointed individuals representing the Company to serve as directors in each subsidiary and associated company, in proportion to its shareholding in each company. The appointment of the Company's representatives as directors in each subsidiary and associated company must be considered and approved by the Board of Directors' meeting.
2. Management is responsible for reporting the operating results of subsidiaries and associated companies to the Board of Directors for periodic acknowledgment, as well as when there are significant operations or changes affecting the Company's financial position and operating results.
3. The Company shall establish plans and take necessary actions to ensure that subsidiaries and associated companies disclose accurate, complete, and reliable information regarding their operating results and financial position, as well as other information required to be disclosed to relevant regulatory bodies, government agencies, external investors, and the public.
4. In cases where a subsidiary or associated company needs to enter into a connected transaction or a transaction that may give rise to a conflict of interest, the Company shall monitor to ensure that the subsidiary or associated company enters into such transactions transparently and fairly. The Company shall strictly adhere to the rules regarding connected transactions and the acquisition or disposal of assets, as prescribed by the relevant regulatory authorities.
5. The Company shall take necessary actions and monitor its subsidiaries and associated companies to ensure they have adequate and appropriate disclosure systems and internal control systems for their business operations.
6. The Company's Internal Audit Department is responsible for auditing and reporting the effectiveness of internal controls of subsidiaries to the Audit Committee periodically, according to the established plan.

The Board of Directors of each subsidiary and associated company shall have key powers, duties, and responsibilities, including:

- Perform duties in accordance with the law, objectives, and regulations of the Company, as well as resolutions of the Board of Directors and shareholders' meetings, with honesty and integrity (Duty of Loyalty), due care (Duty of Care), accountability, and ethics.
- Monitor and provide necessary recommendations to ensure that the operations of subsidiaries and associated companies comply with relevant contracts and regulations.
- Continuously monitor the various operational results of subsidiaries and associated companies, and provide necessary recommendations to ensure that their operations align with established goals and that potential obstacles and problems can be managed promptly and appropriately.
- Consider, monitor, and provide necessary recommendations to ensure that subsidiaries and associated companies have internal control systems, including efficient and effective operational systems for their business.
- Consider, monitor, and take necessary actions to ensure that important policies and plans related to the business operations of subsidiaries and associated companies are regularly reviewed, updated, and made appropriate for the business environment.
- The Board of Directors of a subsidiary or associated company may delegate one or more directors, or any other person, to perform any act on behalf of the Board. However, such delegation shall not include the delegation of authority or sub-delegation that allows a director or a delegate of a director to approve transactions in which they or persons who may have a conflict of interest, a stake, or any other form of benefit that conflicts with the interests of the Company and/or its subsidiaries and/or associated companies.

Monitoring Compliance with Corporate Governance Policies and Practices

The Company places importance on the corporate governance of its subsidiaries and associated companies, and has therefore established consistent policies and practices across the entire group, while promoting genuine implementation to build confidence among all stakeholder groups. The Company has mandated monitoring to ensure compliance with policies, covering important issues such as fair treatment of stakeholders, oversight, and prevention of conflicts of interest, in accordance with the Company's practices, which include audit processes, internal control system evaluations, and channels for receiving information and complaints. In 2025, no violations were found.

Reference link for the corporate governance of subsidiaries : <https://investor.theplatinumgroup.co.th/en/corporate-and-associated-companies-policy-and-guidelines> governance/corporate-governance-policy

6.1.2 Policy and guidelines related to shareholders and stakeholders

The Company recognizes and acknowledges the rights of all stakeholder groups, including internal stakeholders such as shareholders and employees, and external stakeholders such as customers, business partners, creditors, competitors, government agencies, other organizations, and relevant local communities. This is because support from various stakeholder groups will sustainably enhance the Company's competitiveness and profitability. Furthermore, the Company has established channels for complaints or reporting misconduct and corruption, which include complaint procedures and protection for those who provide information or report misconduct or corruption, in accordance with the Company's publicly announced Whistleblower Policy. The Company's policies for treating various stakeholder groups are as follows:

Are there policy and guidelines and measures related to : Yes

shareholders and stakeholders

Guidelines and measures related to shareholders and : Shareholders, Employee, Customer, Business
stakeholders competitors, Suppliers, Creditors, Government
agencies, Community and society, Other guidelines
and measures related to shareholders and
stakeholders

Shareholders

1) Rights of Shareholders

The Company places importance on the equal rights of all shareholders and groups to receive accurate, complete, sufficient, and timely Company information for decision-making on various matters. The Company has also established a code of conduct for investor relations as a guideline in accordance with good corporate governance principles. The Company will not commit any act that violates or infringes upon the rights of shareholders and will treat all shareholders equally. It also encourages shareholders to fully exercise their rights to attend, vote, and express opinions at the Annual General Meeting of Shareholders. Therefore, the Board of Directors has a policy to proceed as follows:

1. Providing clear and timely information about the Company that significantly affects its operations and is essential for shareholders, by disclosing such information through the Company's website and the website of the Stock Exchange of Thailand.
2. To ensure that all shareholders receive clear, equal, and sufficient information, and have adequate time to study the information in advance of the shareholders' meeting, the Company has clearly published information regarding the date, time, venue, and agenda of the shareholders' meeting item by item. This information is disseminated in both Thai and English through the SETLink system of the Stock Exchange of Thailand and on the Company's website, 30 days in advance of the meeting.
3. For the invitation letter to the shareholders' meeting, the Company has provided details and information for each agenda item, along with explanatory reasons and the Board of Directors' opinions. The Company has published the invitation letter and related documents, such as registration forms, documents and evidence required for attendees before the meeting, proxy appointment methods, registration procedures, and proxy forms, on the Company's website in both Thai and English, 30 days in advance of the shareholders' meeting, and such documents are sent to shareholders at least 21 days before the meeting.
4. Promote shareholders' exercise of their rights and not infringe upon them, including facilitating shareholders' attendance at shareholders' meetings.
5. In cases where shareholders cannot attend the meeting in person, the Company provides an opportunity for shareholders to appoint an independent director or any other person to attend the meeting on their behalf, using the proxy form that the Company sent along with the invitation letter for the shareholders' meeting and published on the Company's website.
6. At the shareholders' meeting, the Company will consider and vote on agenda items in the prescribed order, without changing important information or adding new agenda items abruptly. Shareholders will be given equal rights to scrutinize the Company's operations by asking questions, expressing opinions, and making suggestions. The relevant directors and executives of the Company attending the meeting will clarify or answer such questions at the shareholders' meeting.
7. The Company has a policy that all directors shall attend and vote at shareholders' meetings to participate in decisions regarding significant changes in the Company's policies, and to grant shareholders rights by requiring the Board of Directors to seek approval from the shareholders' meeting for various decisions.

8. The Company will disclose the voting results for each agenda item at the shareholders' meeting through the SETLink system of the Stock Exchange of Thailand and on the Company's website, for the awareness of shareholders and the public, no later than the next business day after the shareholders' meeting.
9. Meeting minutes shall be recorded completely, accurately, promptly, transparently, and shall include important questions and comments, allowing shareholders to review them. Furthermore, the Company has recorded video footage of the meeting for reference. The Company also publishes the shareholders' meeting minutes on its website and the website of the Stock Exchange of Thailand within 14 days from the date of that shareholders' meeting, to allow shareholders to review the content of the meeting minutes for transparency.
10. Have the right to receive share certificates and the right to transfer shares.
11. Have the right to attend and vote at shareholders' meetings to decide on significant changes in the Company's policies, and on shareholder rights for which the Board of Directors must seek approval from the shareholders' meeting.
12. Have the right to elect and remove directors, and to approve the appointment of independent auditors and determine their remuneration.
13. Have the right to consider and approve directors' remuneration and dividend payments.
14. Have the right to propose matters for inclusion as agenda items for the Annual General Meeting of Shareholders, according to the criteria specified by the Company.
15. Have the right to nominate individuals for consideration as directors, according to the criteria specified by the Company.
16. Have the right to submit questions or comments regarding the agenda of the shareholders' meeting to the Company in advance, through the channels specified by the Company.

At the Annual General Meeting of Shareholders 2025, the Company implemented various good corporate governance principles that promote the exercise of shareholder rights, as follows:

- **Setting the date, time, and format of the Annual General Meeting of Shareholders**

The Company holds an Annual General Meeting of Shareholders once a year, within 4 months from the end of the Company's fiscal year. Extraordinary General Meetings of Shareholders may be called on a case-by-case basis if there is an urgent need to propose special agenda items that affect shareholders' interests. In 2025, the Company held its Annual General Meeting of Shareholders 2025 on Thursday, April 24, 2025, at 2:00 PM, as an electronic meeting (E-AGM) in accordance with the Emergency Decree on Electronic Meetings B.E. 2563 (2020), as well as other relevant laws and regulations, to facilitate shareholders.

- **Providing opportunities for shareholders to nominate individuals for consideration as company directors and to propose agenda items, including submitting questions in advance of the meeting**

Between October 1, 2024, and December 31, 2024, the Company informed shareholders through the Stock Exchange of Thailand's newsletter and on the Company's website, providing an opportunity for shareholders to nominate individuals for consideration as company directors in 2025 and to propose agenda items. Upon the expiration of this period, no shareholder nominated any individual for consideration as a company director or proposed any agenda items. Additionally, the Company provided an opportunity for shareholders to submit questions in advance regarding the content of the Annual General Meeting of Shareholders' agenda. The relevant directors and executives of the Company attending the meeting were assigned to clarify and answer these questions. The questions and answers were recorded in the meeting minutes, which were made available for shareholders' review within 14 days from the date of that shareholders' meeting on the Company's website.

- **Sending out meeting notices**

The Board of Directors has a policy to encourage shareholders' participation in decision-making by ensuring they receive sufficient and appropriate information and time to study it before the meeting. The Company has sent out invitation letters for shareholders' meetings along with supporting information for each agenda item in both Thai and English, which sufficiently detail the background of each matter for decision-making. Furthermore, each agenda item clearly states whether it is for acknowledgment or consideration, as appropriate, and includes the Board of Directors' opinion on each item. In 2025, the Company sent out meeting notices to shareholders more than 21 days before the meeting, and has published the details of the invitation letter for the shareholders' meeting, along with supporting information for each agenda item, on the Company's website 30 days before the meeting, to allow shareholders sufficient time to study and understand important matters. This is announced through the Stock Exchange of Thailand and published on the Company's website to inform shareholders of the date, time, meeting format, and agenda for 3 consecutive days, at least 3 days before the meeting, along with providing a contact telephone number for further inquiries in case of questions.

- **Appointing a proxy to attend and vote at shareholders' meetings on one's behalf**

In cases where shareholders cannot attend the meeting in person, the Company provides an opportunity for shareholders to appoint another person to attend and vote on their behalf, or to appoint an independent director of the Company. The Company has provided complete information on all 5 independent directors in the invitation letter to allow shareholders to consider appointing them as proxies. Shareholders can fill out proxy form B according to the proxy appointment details provided by the Company along with the meeting notice, or shareholders can download the proxy form from the Company's website to facilitate them.

- **Advance registration and meeting attendance**

The Company allows shareholders who wish to attend the meeting via electronic media to notify their intention in advance via email or postal mail. Forms and details of supporting documents for identity verification are provided, based on legal criteria and company regulations. The Company will send a link and a detailed meeting participation guide. On the day of the meeting, the Company opened the system from 1:00 PM to allow for advance registration before the meeting, which commenced at the scheduled time of 2:00 PM. An emergency contact number was also provided to facilitate shareholders in case of any issues.

- **Attendance of the Board of Directors at shareholders' meetings**

The Board of Directors places importance on shareholders' meetings and considers it a duty to attend every meeting, along with the Company's executives, to clarify facts in case of questions during the meeting. The Chairman of the meeting will provide shareholders with full opportunities to ask questions and express opinions on all agenda items. Questions and important comments are recorded in the minutes of every meeting. At the Annual General Meeting of Shareholders 2025, all 8 members of the Board of Directors, executives, and external auditors attended to listen to opinions and answer shareholders' questions.

2) Equitable Treatment of Shareholders

The Company has stipulated equal treatment for all shareholders, including individual and institutional shareholders, as well as foreign shareholders. For the Annual General Meeting of Shareholders 2025 held via electronic media, all 8 company directors attended, comprising 3 executive directors and 5 non-executive directors (all 5 of whom are Independent Directors). The Company also invited its certified public accountant to witness the vote counting for transparency. At this meeting, all attending shareholders had equal rights in every respect.

The Board of Directors has a policy to promote equitable treatment of shareholders as follows:

1. Emphasize the accurate, complete, and timely disclosure of information and news about the Company to all shareholders through the Company's website and the website of the Stock Exchange of Thailand.
2. The Company facilitates shareholders who cannot attend the meeting in person by allowing them to appoint a proxy, either an individual or an independent director. The Company has arranged for at least one independent director to attend and vote on behalf of shareholders, using the proxy form prescribed by the Department of Business Development, Ministry of Commerce. The Company has sent three types of proxy forms along with the invitation letter and has published them on the Company's website.
3. To ensure that all shareholders receive clear and equal information, have sufficient data, and adequate time to study the information in advance of the shareholders' meeting, the Company has prepared an invitation letter for the shareholders' meeting detailing the Board of Directors' opinions, along with explanations and supporting reasons. Additionally, the Company has published the invitation letter and related documents, such as registration forms, documents and evidence required for attendees before the meeting, proxy appointment methods, registration procedures, and proxy forms, on the Company's website in both Thai and English, 30 days in advance of the shareholders' meeting, and has sent the aforementioned documents to shareholders at least 21 days before the meeting.
4. The meeting allocates appropriate time for various agenda items, with no additional agenda items beyond those stated in the invitation letter for the Annual General Meeting of Shareholders. Shareholders are encouraged to fully express their opinions and ask questions, both by submitting questions in advance of the meeting (for which the Company has clearly specified the methods and channels in the invitation letter) and by being given the opportunity to ask questions and express opinions during the meeting.

At the meeting, and the Company has recorded all comments and questions related to the Company's operations raised or expressed by shareholders in the meeting minutes. The Company stipulates that every shareholder has the right to one vote per share held at the meeting. Voting is conducted using an electronic voting system via the e-Shareholder Meeting platform, and the results for each agenda item are accurately and transparently summarized, with the vote count displayed on screens at the meeting for general awareness. Furthermore, for the election of company directors, individual voting for each director is conducted. The Company also provides shareholders with the option to appoint more than one independent director attending the meeting as their proxy to cast votes on their behalf. Details of the independent directors attending the meeting are clearly provided in both the invitation letter sent by mail and on the Company's website, to facilitate shareholders who cannot attend the meeting in person.

5. The Company has a policy requiring any director who has an interest in a particular agenda item to abstain from voting and from participating in the consideration of that agenda item. For the sake of transparency and to avoid any potential conflicts of interest, such interested director shall be requested to leave the meeting room during the deliberation of the relevant agenda item.
6. Prevention of Insider Trading, for which the Company has the following policy:
 - Not to disclose Company secrets or information, or use Company information for personal gain or for the benefit of others, or cause damage to the Company, unless it is information communicated in normal operations or information intended for public dissemination.
 - Directors and executives sign an acknowledgment of their duty to report their holdings of the Company's securities by submitting Form 59 to the SEC upon their initial appointment to the Company within 30 business days from the date of appointment, and to report changes in their holdings of the Company's securities when buying, selling, transferring, or receiving transfers of the Company's securities by submitting online to the SEC within 3 business days from the date of change, according to the criteria set by the office as prescribed by the SEC, and has a policy requiring directors and

senior executives to notify the Company's Board of Directors, through the Company Secretary, of any trading in the Company's securities at least 1 day in advance of the transaction. The Company Secretary will report to the Board of Directors and disclose information in One-Report.

- Conflict of Interest: The Company has a policy regarding connected transactions. The Company conducts and discloses all connected transactions correctly in accordance with official regulations and executes transactions based on principles as if dealing with external parties, to avoid potential conflicts of interest.
- The Company has a voluntary policy for its directors and executives not to trade the Company's securities during the 1-month period before the announcement of quarterly and annual financial statements, and not to use inside information they have acquired for the benefit of trading the Company's securities.

3) Policy on Treatment of Shareholder Groups

The Company always recognizes that shareholders are the owners of the business. The Company's duty is to create long-term economic value for shareholders, and therefore requires directors, executives, and employees to adhere to the following guidelines:

1. Perform duties with honesty and integrity, and make decisions and take actions in accordance with professional principles, with care, prudence, and fairness to all shareholders, both major and minor, prioritizing the best interests of shareholders as a whole.
2. Present reports on the Company's status, operating results, financial position, financial and accounting information, and other reports regularly and completely, based on facts.
3. Inform all shareholders equally about the Company's future trends, both positive and negative, based on feasibility, supported by data, and with sufficient justification.
4. Prohibit the use of any undisclosed Company information for personal gain and/or for the benefit of others, or engaging in any actions that may create a conflict of interest with the Company.
5. The Company will not commit any act that violates or infringes upon the rights of shareholders, such as failing to send important information or documents to shareholders in advance of the shareholders' meeting, or adding significant agenda items, or changing important information without notifying shareholders in advance of the shareholders' meeting.
6. The Company has a duty to encourage shareholders to exercise their rights in various matters at shareholders' meetings, such as the right to nominate individuals for election as company directors, and the right to express important opinions and ask questions related to the agenda of the shareholders' meeting.

Reference link for the policy, guidelines and measures : [https://investor.theplatinumgroup.co.th/en/corporate-related to shareholders governance/corporate-governance-policy](https://investor.theplatinumgroup.co.th/en/corporate-related%20to%20shareholders%20governance/corporate-governance-policy)

Employee

The Company is firmly committed to treating all employees fairly in all aspects, including career advancement opportunities, remuneration, benefits, appointments, transfers, and the development of employees' capabilities. Accordingly, the Company has established an employment policy that emphasizes equality, recognizing that employees are a vital resource that significantly contributes to the Company's ability to achieve its objectives. In order to enhance organizational readiness and support the sustainable expansion and long-term growth of the Company, as well as to foster employee engagement, the Company promotes and supports human resource development at all levels. The Company is also committed to treating employees equitably, respecting human rights, creating a positive and safe working environment, and providing appropriate and fair remuneration and benefits in accordance with employees' positions, duties, and responsibilities. The Company's practices are as follows:

1. The Company has a policy to provide appropriate remuneration and annual salary adjustments to employees at all levels, taking into consideration the Company's operating performance as well as other relevant factors, including the consumer price index, inflation rates, and regular benchmarking of positions and compensation within the same industry. The Company conducts clear and systematic performance evaluations through the use of key performance indicators (KPIs) and competency-based assessments. In addition, the Company has established a provident fund for employees to encourage long-term savings among all employees.

2. The Company prioritizes the well-being of its employees by providing various welfare benefits as follows:

- Employee uniforms to alleviate the burden of clothing expenses for employees
- Health insurance card, which covers medical expenses for both inpatient and outpatient cases
- Group life and accident insurance policies for employees
- A medical room staffed by professional nurses to provide consultation, advice, and basic first aid
- Get-well baskets to encourage employees who are ill and hospitalized, and congratulatory baskets for new parents to celebrate new family members
- Provident Fund to promote savings and create financial security for employees. Member employees contribute monthly to the fund at a rate of 4% to 6% of their salary, and the Company contributes monthly to the fund at a rate of 4% to 6% of the salary, depending on the employee's length of service
- Other welfare benefits that cover employees' family members, such as financial assistance in case of a family member's death, scholarships for employees' children, etc.

3. The Company has defined a total of 5 Key Success (KS) factors, abbreviated as "PATCM", which are established as the organization's Core Competencies to serve as a guideline for aligning the behavior of personnel within the organization and supporting future business growth. PATCM consists of:

- **Passion (The determination to achieve success)** Encouraging employees to be determined and dedicated to successfully performing their assigned duties, without giving up or abandoning them when encountering problems or obstacles in their work.
- **Accountability (Having a sense of responsibility by looking at the bigger picture rather than just one's specific part)** Fostering a sense of shared ownership of the organization and having a stake in the outcomes of one's actions that will affect the organization.
- **Trust (Confidence and reliance)** Building confidence and trust within the organization, among supervisors, colleagues, and subordinates, for the collective success of everyone in the organization.
- **Confrontation (Having the courage to express opinions and to argue for what is right)** Building confidence in employees to dare to express opinions and to dare to argue for what is right for the benefit of the organization, by referencing factual data to support such opinions or arguments.
- **Make it Happen (Making it real and achieving it)** Creating a commitment to do everything possible to achieve success and expressing an attitude of "We can do it", by striving to perform work in accordance with the organization's goals.

Furthermore, the Company provides channels for receiving employee-related complaints. If it is proven that an employee acted in good faith, the employee will be protected, and there will be no adverse effects on the employee or any related parties. The Company also has a labor relations department responsible for developing operational plans to oversee, control, and evaluate labor relations activities with relevant agencies.

With details of various activities undertaken by the Company under the topic of **"Social Dimension of Sustainability Management"**.

Reference link for the policy, guidelines and measures : <https://investor.theplatinumgroup.co.th/en/corporate-related-to-employee-governance/corporate-governance-policy>

Customer

The Company recognizes the importance of customers and has therefore established the following policy for customer treatment:

1. Serve customers with courtesy, be enthusiastic and ready to serve, welcome with sincerity, willingness, dedication, and care for service recipients as if they were close relatives, and provide services quickly, accurately, and reliably.
2. Maintain customer confidentiality and not use it for personal gain or for the undue benefit of related parties.
3. Provide accurate, sufficient, and up-to-date information to customers to inform them about the services, without exaggerated advertising that could mislead customers regarding the quality or any terms of the Company's services.
4. Provide recommendations on the Company's service methods to ensure maximum efficiency and benefit for customers.

Reference link for the policy, guidelines and measures : [https://investor.theplatinumgroup.co.th/en/corporate-related to customer governance/corporate-governance-policy](https://investor.theplatinumgroup.co.th/en/corporate-related%20to%20customer%20governance/corporate-governance-policy)

Business competitors

The Company has a policy to treat trade competitors without violating or acquiring trade secrets of business competitors through fraudulent means. Therefore, the Company has established the following key policies:

1. Operating within the framework of fair competition rules.
2. Not seeking confidential information of trade competitors through dishonest or inappropriate means.
3. Not damaging the reputation of trade competitors through malicious accusations.
4. The Company has a policy to support and promote free and fair trade competition.

In 2025, the Company has fully complied with its policies and practices regarding competitors. Therefore, there have been no disputes or lawsuits between the Company and its subsidiaries and trade competitors as stipulated by the policy.

Reference link for the policy, guidelines and measures : [https://investor.theplatinumgroup.co.th/en/corporate-related to business competitors governance/corporate-governance-policy](https://investor.theplatinumgroup.co.th/en/corporate-related%20to%20business%20competitors%20governance/corporate-governance-policy)

Suppliers

The Company has a policy for equitable partner procurement through its Partner Code of Conduct, which is developed in alignment with the principles of The United Nations Global Compact (UNGC). This serves as a common guideline for the Company and its partners to achieve sustainable development goals throughout the business supply chain, based on fair, transparent, and prudent competition. This involves selecting potential partners to compete, comparing qualifications, quality, and services, alongside analyzing lifetime costs. The Company avoids doing business with partners who engage in unlawful behavior, violate ethics, or act irresponsibly towards society and the environment. To support the development of quality, services, and price competitiveness, alongside corporate governance towards sustainability, and to uphold good values, the Company has established the following guidelines for partners:

1. Establish a Procurement Committee comprising executive-level representatives: the Deputy Managing Director, Project Owner Department Director, Procurement Department Director, Finance Department Director, and Legal Department Director. Their role is to jointly consider and decide on the selection of bidders, review draft details of the bidding process, and select the winning bidder for high-value or high-risk projects. This ensures checks and balances and accountability.
2. The Procurement Committee is responsible for drafting the regulations and the detailed terms of reference (Term of Reference) for the bidding process. These must be approved before being sent to the bidders. All selected bidders will

receive the same information within the same timeframe and under the same conditions. There must be at least 3 bidders to avoid monopolization. The names of each invited bidder who has passed the consideration will be kept confidential to prevent price collusion.

3. The criteria for selecting bidders and partners will consider their ability to perform according to the objectives of the required terms of reference (Term of Reference), past performance, work experience, financial stability, readiness to work, personnel, innovation in work, and competitive pricing. Furthermore, they must not engage in unlawful behavior, behavior that violates good ethics, or actions that are irresponsible towards society or the environment.

4. Partner performance is evaluated and monitored to ensure they meet objectives and demonstrate excellence, with careful resource utilization and expenditure. If the delivery of goods or services does not comply with the required specifications or terms of reference (Term of Reference), based on undisputed results in accordance with procurement principles, the Company reserves the right to take action against the partner, including suspending purchases, reducing purchases, canceling purchases, or terminating the partnership with the Company group.

5. The Company categorizes various groups of partners and identifies important work groups. Potential partners from each group are selected and registered, with no fewer than 3 partners, to ensure continuous business operations. Long-term good relationships are fostered with partners by providing useful operational data to help them improve their work processes, enhance quality, and increase efficiency. This leads to development, improvement, and the promotion of new innovations in the future. Concurrently, important information received from partners through consultation or operational procedures will be kept confidential and not disclosed, especially to trade competitors.

6. Employees are not permitted to enter into business contracts beyond their authorized scope of responsibility. They are also not allowed to accept any gifts or benefits, whether direct or indirect. All employees are responsible for performing their duties in the best interest of the Company group. This must be in accordance with legal provisions and not contrary to good ethics.

Reference link for the policy, guidelines and measures : <https://investor.theplatinumgroup.co.th/en/corporate-related-to-suppliers-governance/corporate-governance-policy>

Creditors

The Company adheres to the principle of treating creditors with equality, fairness, and transparency, with the following operational guidelines:

1. The Company will treat all creditors equally and fairly.
2. The Company will consider the reasons and necessity for borrowing or providing guarantees to the best extent necessary and will strictly use the funds for the intended borrowing purposes.
3. The Company will repay loans and interest to all types of creditors and fully and accurately comply with all contracts and terms of borrowing agreements.
4. The Company intends to manage its operations efficiently to maintain its ability to repay debts and prevent defaults, by establishing measures to prevent defaults.
5. The Company has procedures for considering and approving the execution of legal agreements for borrowing and various guarantee contracts to ensure transparency and accuracy.
6. In the event of significant changes to commercial terms or other events that materially affect the Company's financial status, potentially impacting its ability to repay debts, the Company will promptly inform creditors to jointly seek solutions and remedies.
7. The Company will not commit fraud or conceal any important information or facts that may cause damage to creditors, and will report its financial status to creditors fully, accurately, and in accordance with the principles of good corporate governance, as stipulated in the contract.

The Company has never had any issues with defaulting on debt payments as stipulated in the contract.

Reference link for the policy, guidelines and measures : <https://investor.theplatinumgroup.co.th/en/corporate-governance/corporate-governance-policy>

Government agencies

The Company adheres to and complies with government policies, as well as strictly observes all laws and regulations related to business operations with responsibility, accuracy, and transparency. The Company operates under good corporate governance principles, combats all forms of corruption, and cooperates with and supports government policies that benefit both the Company and the nation.

The Company regularly monitors and reviews laws and regulations annually to ensure appropriate and accurate compliance with government-mandated rules and criteria. Furthermore, the Company actively solicits feedback and suggestions from government agencies to refine its operational guidelines in alignment with business practices.

Community and society

The Company has a policy to conduct business that benefits the economy and society, by adhering to good corporate citizenship and fully complying with relevant laws and regulations. The Company is committed to developing, promoting, and improving the quality of life for the society and communities where it operates, in parallel with the Company's growth. It also prioritizes business operations that are socially and environmentally responsible, by striving to manage operations to increase positive impacts and reduce negative impacts on surrounding communities, for the creation of a sustainable society. Details of various activities undertaken by the Company are presented under the heading **"Social Dimension of Sustainability Management"**.

Reference link for the policy, guidelines and measures : <https://investor.theplatinumgroup.co.th/en/corporate-governance/corporate-governance-policy>

Other guidelines and measures related to shareholders and stakeholders

Environmental Policy

The Company has a policy to support various activities that enhance occupational health and environmental quality, as well as to always maintain a safe working environment for the lives and property of its employees. The Company has also established an environmental policy as part of its corporate sustainability development policy and provides channels for receiving suggestions and complaints related to the Company's business operations, with a process for handling suggestions and complaints quickly, fairly, and transparently. Details are presented in the section **"Environmental Dimension of Sustainability Management"**.

Reference link for the other policy and guidelines : <https://investor.theplatinumgroup.co.th/en/corporate-governance/corporate-governance-policy>

Intellectual Property Policies and Practices

The Company has established intellectual property policies and guidelines as part of its information technology security governance policy, recognizing the importance of not infringing upon intellectual property or copyrights, and encouraging personnel to perform duties in accordance with laws or regulations concerning intellectual property rights. In performing work through computer systems, the Company promotes and complies with copyright and intellectual property laws by using only licensed computers and software. Furthermore, the installation of any programs must be approved by the Information Technology Department.

Reference link for the other policy and guidelines : <https://investor.theplatinumgroup.co.th/en/corporate-governance/corporate-governance-policy>

Stakeholder Contact Channels

To care for and be responsible to all stakeholder groups, the Company provides a channel for all stakeholder groups to submit complaints, opinions, or suggestions to the Company via Investor Relations. These complaints, opinions, or suggestions will be presented to senior management and the Audit Committee, and will subsequently be reported to the Board of Directors in accordance with the Company's established regulations. The contact channels for Investor Relations are as follows:

Investor Relations Department

The Platinum Group Public Company Limited
111, PIER 111 Building (M2), 21st Floor, Ratchadamri Road
Lumphini Subdistrict, Pathum Wan District, Bangkok 10330
Phone: 0-2121-9999
Email: ir@theplatinumgroup.co.th

The Company prioritizes adherence to good corporate governance principles, transparency, integrity, and ethics, as well as strict compliance with relevant laws and regulations. Therefore, the Board of Directors has established a Whistleblower Policy to be implemented. This is to protect and ensure fairness for employees and external stakeholders who report information or provide tip-offs regarding misconduct or corruption within the Company, as follows:

1. Complaints or tip-offs can be made verbally or in writing.
2. Lodge a complaint or report a tip-off via the company's email channel: internalaudit@theplatinumgroup.co.th or
3. Lodge a complaint or report a tip-off via a complaint box or other designated tip-off channels established by the Company, or
4. Send a letter to the Chairman of the Audit Committee (Independent Director) at the following mailing address:

Internal Audit Department

The Platinum Group Public Company Limited
111, PIER 111 Building (M2), 21st Floor, Ratchadamri Road
Lumphini Subdistrict, Pathum Wan District, Bangkok 10330
Phone: 0-2121-9999
Email: internalaudit@theplatinumgroup.co.th

5. In cases where the complainant does not wish to disclose their name, they must provide sufficient factual details or clear evidence to demonstrate that there is reasonable cause to believe that an act violating laws, rules, regulations, or the Company's business ethics, or an act of corruption, has occurred.

All complaints or tip-offs are treated as confidential, and complainants or whistleblowers may submit them through more than one channel. Complainants are not required to disclose their identity. However, disclosing one's identity will enable the Company to inform them of the outcome or provide further details regarding the complaint. The Company has published the full procedures and guidelines for fact-finding in the Whistleblower Policy on its website, www.theplatinumgroup.co.th, under the Investor Relations menu. No complaints were found in the past year.

6.2 Business code of conduct

Business code of conduct

Business code of conduct : Yes

The Company and its subsidiaries are committed to conducting business in accordance with applicable laws and regulations. Therefore, the Company has established a written Code of Business Conduct and reviews it regularly to set standards for the conduct and behavior of its personnel. It also serves as a guideline for the Board of Directors, executives, and employees in performing their duties to achieve sustainable business goals. The Company has processes in place to promote, oversee, and monitor compliance, covering the following topics:

Policy and guidelines related to business code of conduct : <https://investor.theplatinumgroup.co.th/en/corporate-governance/code-of-conduct>

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of conflicts of interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Preventing the misuse of inside information, Money laundering prevention, Gift giving or receiving, entertainment, or business hospitality, Compliance with laws, regulations, and rules, Information and assets usage and protection, Anti-unfair competitiveness, Information and IT system security, Environmental management, Human rights, Safety and occupational health at work, Other guidelines related to business code of conduct

Prevention of conflicts of interest

Conflict of Interest

All directors, executives, and employees must perform their duties with the best interests of the Company in mind, under the principles of legality and ethics. Therefore, any action that does not consider the Company's interests or is taken for the benefit of any particular individual is considered an act that creates a conflict of interest with the Company.

Principles of Conduct

1. Do not engage in any business that competes with, partners with, or holds a controlling interest in, or serves as a director or executive in a business that is a competitor or similar in nature to the Company's business.
2. Do not engage in transactions with the Company's counterparties with whom they have a relationship, such as family members, close relatives, or close associates, or in which they have ownership or partnership, even if it is beneficial to the Company.
3. Do not seek to benefit from information or matters that they or others are aware of due to their position, duties, and responsibilities. All actions must be carried out as required by law.

4. Avoid engaging in any actions, whether with the Company's business associates or employees, that may create conflicts of interest with the Company.
5. In the event that directors, executives, employees, or family members of such individuals participate in or hold shares in businesses that compete with the Company's business or any business that may create a conflict of interest with the Company, such individuals must notify the Chairman of the Board of Directors or the President or Managing Director in writing.
6. In the event that it is a connected transaction under the regulations of the Stock Exchange of Thailand, the Company must comply with the criteria, procedures, and disclosure requirements for connected transactions of listed companies as prescribed.

Connected Transactions

The Company places importance on considering various transactions transparently and for the benefit of the Company. Therefore, the Company prioritizes the prevention of transactions that may involve conflicts of interest, connected transactions, or intergroup transactions. In summary, the key policies and monitoring are as follows:

1. Executives and employees must comply with the Company's Code of Conduct, which is an important matter that must be strictly adhered to in order to build trust and trust among all stakeholders of the Company. Orientation and communication of information regarding compliance with the Code of Conduct are provided to ensure that new employees of the Company are aware of the importance of this matter.
2. The Board of Directors and executives must report to the Company any conflicts of interest or related party transactions that may arise by completing the Conflict of Interest Disclosure Form for Directors and Executives and submitting it to the Company Secretary for compilation and submission of a copy of the Conflict of Interest Report to the Chairman of the Board and the Chairman of the Audit Committee within 7 days from the date of receipt of the report. This is to prevent transactions that may create conflicts of interest with the Company and to comply with relevant rules and regulations.
3. Connected transactions are presented to the Audit Committee for approval before being submitted to the Board of Directors or the Shareholders' Meeting for consideration and approval to prevent transactions that may create conflicts of interest and to comply with good corporate governance principles. The Company also ensures compliance with the regulations set forth by the Stock Exchange of Thailand and the Securities and Exchange Commission.
4. In considering connected transactions, the Company may appoint an independent appraiser or financial advisor (as appropriate) to provide opinions on material connected transactions.
5. In connected transactions, the Company will determine the price and conditions as if the transaction were with an unrelated party (Arm's Length Basis) that are fair, reasonable, and in the best interests of the Company.
6. Stakeholders involved in the connected transactions will not be able to approve and vote on such matters.

During the year 2025, the Company did not identify any actions that constituted a violation of its Conflict of Interest Policy. In this regard, the Board of Directors' Meeting No. 3/2025 of The Platinum Group Public Company Limited, held on 13 August 2025 (with no interested directors participating in the consideration of this agenda), resolved to approve The Platinum Samui Company Limited, a subsidiary of the Company, to enter into a long-term land lease agreement with S.P.C. Wealth Development Company Limited, which has common directors and major shareholders. The transaction involves the lease of vacant land located in Bo Phut Subdistrict, Koh Samui District, Surat Thani Province, adjacent to Holiday Inn Resort Samui, for the purpose of developing an extension project of Holiday Inn Resort Samui. The aforementioned long-term land lease constitutes a material connected transaction under the Notification of the Capital Market Supervisory Board No. TorJor. 21/2551 re: Rules on Connected Transactions dated 31 August 2008 (as amended), and the Notification of the Stock Exchange of Thailand re: Disclosure of Information and Other Acts of Listed Companies Concerning Connected Transactions B.E. 2546 dated 19 November 2003 (as amended). The transaction size is equivalent to 0.62 percent of the Company's net tangible assets, based on the Company's consolidated financial

statements as of 30 June 2025. The Company had no other connected transactions during the preceding six-month period. Accordingly, this transaction is classified as a medium-sized transaction, with a value exceeding 0.03 percent but not exceeding 3.00 percent of the Company's net tangible assets. Therefore, the transaction is subject to approval by the Board of Directors and disclosure of information to the Stock Exchange of Thailand.

The Board of Directors carefully considered the transaction, taking into account the best interests of all stakeholders, and was of the opinion that the transaction is appropriate in terms of the long-term land rental rate and other contractual conditions, which are reasonable and justified. The rationale and necessity for entering into the transaction are as follows:

1. The Company entered into this transaction with the objective of developing an extension project of Holiday Inn Resort Samui in order to generate additional sources of revenue for the Company in line with its long-term growth strategy.
2. Holiday Inn Resort Samui is highly popular among family travelers, and during certain periods of the year, demand for this type of accommodation exceeds the current available room capacity.
3. The long-term land rental rate is reasonable and in line with the land valuation assessed by an independent appraiser approved by the Securities and Exchange Commission, and the lease terms are fair and customary.

Further details are provided in Section 9.2 Related party transactions.

Reference link for prevention of conflicts of interest : <https://investor.theplatinumgroup.co.th/en/corporate-governance/code-of-conduct>

Anti-corruption

Anti-Corruption Policy

The Company participates in the "Thai Private Sector Collective Action Against Corruption" project. The Board of Directors has established an Anti-Corruption Policy as announced by the Company. The Company prohibits directors, sub-committees, executives, and all employees from engaging in or accepting corruption, both directly and indirectly, in all forms. This policy covers all of the Company's businesses. The Company also conducts regular reviews of compliance with the Anti-Corruption Policy, as well as reviews of practices and operational guidelines to ensure they are in line with business changes, rules, regulations, and legal requirements in a concrete manner.

Responsibilities

1. The Board of Directors is responsible for setting policies and ensuring that there is an effective system in place to support anti-corruption efforts. This is to ensure that the management recognizes and places importance on anti-corruption and instills it as a corporate culture.
2. The Audit Committee is responsible for reviewing financial and accounting reports, as well as the internal control system related to anti-corruption measures, fraud or corruption.
3. The Executive Committee and the President are responsible for establishing a system and supporting the Anti-Corruption Policy to communicate to employees and all stakeholders. This includes reviewing the policy to ensure it aligns with changes in business, rules, regulations, and legal requirements.
4. The Head of Internal Audit is responsible for inspecting and reviewing operations to ensure compliance with policies, practices, rules, regulations, and legal requirements. This is to ensure that the Company's internal control and audit system aligns with the Anti-Corruption Policy. The Head of Internal Audit is also responsible for reporting such matters to the Audit Committee.

Guidelines and Procedures

1. The Board of Directors, sub-committees, executives, and all employees of the Company must comply with the Anti-Corruption Policy strictly and must not engage in any acts of fraud or corruption, both directly or indirectly.
2. The Board of Directors, sub-committees, executives, and all employees of the Company should not neglect or ignore any acts that may be considered fraud or corruption. They must report such acts to the relevant authorities and cooperate in the investigation of facts.
3. The Company will provide fairness and protection to employees who refuse or report fraud or corruption by using measures to protect whistleblowers.
4. The Company will consider disciplinary action against those who commit fraud or corruption in accordance with the Company's rules and regulations. If such actions are deemed unlawful, according to the law, that person may also be subject to legal penalties.
5. The Company disseminates, educates, and ensures understanding among relevant individuals regarding the guidelines for compliance with the Anti-Corruption Policy.
6. The Company is committed to creating a corporate culture where stakeholders act with integrity and refrain from engaging in fraud or corruption, both in the public and private sectors.
7. This Anti-Corruption Policy covers the human resources management process, from recruitment and selection of personnel promotions, training, performance evaluations, and compensation. All supervisors must ensure that employees in their departments understand and comply with the Company's policies, rules, and regulations strictly.
8. The Company has established guidelines and considerations on various matters for the Board of Directors, sub-committees, executives, and employees at all levels for clarity in conducting operations in areas that are high risk or may involve fraud or corruption, the following guidelines are provided with caution:

- 8.1 Gifts, Gratuities, Entertainment, and Similar Expenses giving, offering, or accepting gifts, gratuities, entertainment, and similar expenses are in accordance with the policies and the Company's Code of Conduct is as follows:

Practices

1. Must be in accordance with customary practices.
2. The Board of Directors, sub-committees, executives, and employees shall not solicit or promise to accept any personal benefits from customers or business partners of the Company or from any person in connection with their work on behalf of the Company.
3. The Board of Directors, sub-committees, executives, and employees may accept gifts, gratuities, or any other benefits in accordance with customary practices and do not violate the law. However, if the (estimated) value of the received items exceeds 5,000 baht (five thousand baht), the recipient must submit the received items to the Human Resources Department, and it shall be deemed that the received items are the property of the Company.
4. Must not violate laws or regulations and must be in accordance with good corporate governance and relevant Company policies.
5. In the event that the approver or supervisor deems it inappropriate to accept gifts, gratuities, or any other benefits, the recipient must return the gift to the giver immediately. If the gift cannot be returned, it must be submitted to the Human Resources Department, and it shall be deemed that the received items are the property of the Company.
6. Gifts or souvenirs given to the Company's representatives that are considered mementos of significant Company events, such as the signing of joint venture agreements, receiving prestigious awards, receiving souvenirs from social contribution activities, etc., are permitted for employees at all levels on behalf of the Company. They must report the receipt and storage of such gifts as Company property.

8.2 Charitable Donations or Sponsorships

Giving or receiving donations or sponsorships must be transparent and in accordance with the law. It must be ensured that such actions shall not be considered as support or bribery.

8.3 Business Relationships with Government Agencies

Prohibiting the giving or receiving of bribes, covering all businesses and transactions in all countries and all entities related to the Company. Communication with interactions with government agencies must be transparent and comply with the requirements of relevant laws.

8.4 Political Activities

The Company maintains a neutral political stance, not siding with any particular party. At the same time, the Company respects the rights of the Board of Directors, directors, sub-committees, executives, and employees at all levels who will participate in the political activities of individuals under the Constitution such actions must not affect their roles and responsibilities to the Company and must comply with relevant laws.

Communication and Monitoring Practices for Anti-Corruption Risk Prevention

The Company has established governance and oversight practices to prevent and monitor the risk of fraud and corruption, as summarized below:

1. Establish an audit process where the Internal Audit Department is responsible for assessing the internal control system and risk management that covers various critical systems, such as sales and marketing, procurement, contracting, budgeting and financial control, accounting records, payments, etc. This is to prevent and monitor the risk of fraud and corruption, as well as to provide recommendations on appropriate corrective actions.

The Company conducts audits according to the annual audit plan, which has been reviewed by the Audit Committee, and reports the results significant audit findings and recommendations to the Audit Committee.

2. Establish channels for receiving information, tips, or complaints regarding violations, illegal activities, breaches of the Company's business ethics or anti-corruption practices, or suspicions regarding financial reports or the internal control system. The Company has a policy to protect informants or whistleblowers. The Company will keep the informant's information confidential and has measures in place to investigate and impose disciplinary actions disciplinary actions of the Company and/or relevant laws. In cases where the complainant or informant can be contacted, the Company will notify them of the outcome in writing.

3. The relevant department head is responsible for monitoring the work, correcting any errors (if any), and reporting to the authorized person respectively.

4. If the fact-finding investigation reveals that the audit findings or complaints have reasonable grounds to believe that there are transactions or actions that may have a significant impact on the Company's financial position and operating results, including violations of laws, regulations, or ethical standards, the Company's business or anti-corruption practices, or suspicions regarding financial reports or the internal control system. The Audit Committee will report to the Board of Directors for corrective actions within the timeframe deemed appropriate by the Audit Committee deems appropriate.

The Company has developed a training course on Anti-Corruption Policies and Measures. The Company also provides communication through training on anti-corruption practices involvement in corruption, disseminated through various channels such as the Company's website. This is to ensure that executives, and all employees are aware of and adhere to the policy. It is also included as an important topic in the orientation program for all new employees. The Company's employees have been trained at a rate of 100% and have passed the test according to the specified criteria. Furthermore, the Company did not identify any issues or deficiencies related to incidents of fraud or corruption.

Whistleblowing and Protection of Whistleblowers

Whistleblower Policy

The Platinum Group Public Company Limited and its subsidiaries (“the Company”) are committed to operating in accordance with good corporate governance principles, transparency, honesty, and ethics, as well as strictly complying with relevant laws and regulations. Therefore, the Board of Directors has established this Whistleblower Policy to protect and provide fairness to employees who report information or provide clues about wrongdoing or fraud to the Company.

Methods of Complaint and Whistleblowing

The Company has established methods and channels for complaints and whistleblowing, which complainants or whistleblowers can proceed with as follows:

1. Complaints or whistleblowing can be made verbally, in writing, or
2. Through the Company's email channel: Internalaudit@theplatinumgroup.co.th or
3. Submit a complaint or whistleblowing letter as prescribed by the Company, or
4. Send a letter to the Chairman of the Audit Committee (Independent Committee) at the following address:

Internal Audit Department

The Platinum Group Public Company Limited
111 PIER 111 (M2) Building, 21st Floor,
Ratchadamri Rd., Lumpini, Pathumwan, Bangkok 10330

5. In the event that the complainant chooses not to disclose their name, it is necessary to specify sufficient factual details or evidence to show that there is reasonable cause to believe that there has been an act that violates the law, regulations, rules, or code of conduct of the Company, and fraud or corruption.

All complaints or whistleblowing will be kept confidential, and complainants or whistleblowers can complain through more than one channel without having to reveal their identity. However, if they choose to disclose their identity, the Company will inform them of the outcome, including asking for further details on the matter complained of the following:

Fact-Finding Process

1. The complaint and whistleblowing recipient will conduct an investigation or may assign a trusted person or agency to investigate the facts and gather facts and evidence of wrongdoing or fraud as appropriate, on a case-by-case basis, with independence and impartiality. In addition, the Company will take disciplinary action or legal action against the wrongdoers in accordance with the Whistleblower Policy.
2. In the event that the supervisor or complaint recipient becomes aware of wrongdoing or fraud, including finding that such wrongdoing or fraud has occurred, truthfulness, notify the Internal Audit Department within 7 days to proceed with the investigation process. The Internal Audit Department shall keep a record of receiving complaints and whistleblowing of wrongdoing and fraud, and prepare a summary report to the Audit Committee and the Executive Committee acknowledged at least once a quarter.
3. The complaint recipient or assignee may invite any employee or related person to provide information or request the submission of any relevant documents to investigate the facts as appropriate on a case-by-case basis.
4. If the investigation reveals that the allegations are true, the Company will take the following measures:

- In the event that the complaint is a matter where the Company has violated the law, regulations, rules, or the Company's code of conduct, and the complainant presents the matter found the wrongdoing along with opinions and set guidelines for proper conduct for the competent authority to consider. In the case of important matters, such as matters affecting the company's reputation, image, or financial standing, contrary to the Company's business policies, or related to senior executives, etc. The head of the internal audit department shall report such matters or facts and propose guidelines for proceeding to the Audit Committee for preliminary consideration before presenting it to the Board of Directors for acknowledgment and further action as appropriate.

- In the event that the complaint results in damage to any person, the Company will propose appropriate remedies and fairness to the aggrieved party.

- The Internal Audit Department is responsible for notifying the complainant of the progress and results of the complaint / whistleblowing of wrongdoing and fraud acknowledgment.

Protection of Whistleblowers

1. Complainants or whistleblowers may choose not to identify themselves if they believe that disclosure may cause them harm, but must specify factual details or evidence sufficient to show that there is reasonable cause to believe that there has been an act that violates the law, rules, regulations, or code of conduct have occurred, including fraud or corruption. However, choosing to disclose oneself will the complaint recipient can proceed more quickly.
2. Information related to the Company is considered confidential and will only be disclosed as necessary, taking into account the safety and damage to the complainant or whistleblower. The source of information or the individuals involved. All those responsible at every stage must keep the information received strictly confidential and not disclose it to unauthorized persons. Violation of this policy is considered a disciplinary offense.
3. The Company will provide protection and will not tolerate any threats, intimidation, or retaliation against employees or complainants or whistleblowers who have filed complaints or whistleblowing, wrongdoing and fraud, including those who cooperate or assist in the investigation in good faith.
4. The Company will provide protection and will not demote, punish, or give negative consequences to employees who refuse to commit wrongdoing or fraud, even if such action will cause the company to lose business opportunities.
5. The Company will provide protection to complainants or whistleblowers who have a stake in commercial transactions with the Company or other transactions even if such action would cause the Company to lose business opportunities.
6. If the complainant believes that they may be unsafe or may suffer damage, the complainant may request the Company to set measures appropriate protection, or the Company may provide protection without the complainant having to request if it is deemed likely to cause harm or insecurity.
7. Employees who treat others unfairly, choose to act inappropriately, or cause harm to others for reasons from the fact that the person has filed a complaint, provided complaint information, or provided clues about fraud or non-compliance with laws, rules, regulations or code of conduct in doing business, including other persons filing lawsuits, being witnesses, giving statements, or cooperating with the court or government agencies is considered a disciplinary offense punishable by law. Penalties may be imposed according to the law if it is an offense according to the law.
8. The aggrieved party shall be remedied by appropriate and fair means or processes.
9. The respondent or whistleblower has the right to be notified of the outcome of the investigation if the complaint is not pursued.

The Company has published the Whistleblowing and Anti-Corruption Policy (Full version) on the Company's website at www.theplatinumgroup.co.th under the "Investor Relations" section.

In the past year 2025, there were no complaints or whistleblowing regarding wrongdoing and fraud. In summary, the measures that the Company uses to prevent whistleblowing are transparent and auditable operations, effective internal audits, clear policies and strict enforcement of policies, which will help build confidence among all stakeholders and reduce the chances of problems arising.

Reference link for whistleblowing and protection of : <https://investor.theplatinumgroup.co.th/en/corporate-whistleblowers-governance/anti-fraud-and-anti-corruption-policy>

Preventing the misuse of inside information

Internal Control

The Board of Directors shall ensure that the Company has an internal control system that covers all aspects, including strategy, finance, operations, laws, regulations, or requirements and to establish an effective system of checks and balances to safeguard the Company's assets on a regular basis, and to establish a chain of command and responsibilities of executives and employees with checks and balances to define written operating procedures, and to have an independent internal audit function that reports directly to the Audit Committee, which is responsible for auditing the operations of all departments to ensure compliance with established rules and regulations, including assessing the effectiveness and adequacy of internal control of the Company's various departments.

Practices for Communication and Monitoring to Prevent Insider Trading

The Company has established policies and practices for directors, executives, and employees to prevent the use of the Company's inside information, which has not yet been disclosed to the public, for personal gain. These policies and practices are set forth in writing in the Code of Conduct and Corporate Governance, as well as in the manual of roles, responsibilities, and liabilities of directors, executives, and employees, in order to educate directors, executives, and employees about the use of inside information. The details are as follows:

1. The Company shall provide training to directors and executives on their duties in reporting the Company's securities holdings by themselves, their spouses, children, and unemancipated children to the Office of the Securities and Exchange Commission pursuant to Section 59 and the penalties under Section 275 of the Securities and Exchange Act B.E. 2535 (including amendments), including the reporting of the acquisition or disposal of securities of the Company by themselves, their spouses, and unemancipated children to the Office of the Securities and Exchange Commission pursuant to Section 246 and the penalties under Section 298 of the Securities and Exchange Act B.E. 2535 (including amendments).
2. The Company requires directors and executives, including their spouses and unemancipated children, to prepare and disclose reports on the holding of securities and reports on changes in the holding of the Company's securities to the Office of the Securities and Exchange Commission pursuant to Section 59 and the provisions penalties under Section 275 of the Securities and Exchange Act B.E. 2535 (including amendments), and shall send a copy of this report to the Company on the same date as the date of submission of the report to the Office of the Securities and Exchange Commission, including the report on the holding of to the Board of Directors meeting every quarter.
3. The Company prohibits directors, executives, and employees who have access to the Company's inside information from using such information for their own benefit by trading in securities, and individuals mentioned above, must not disclose such information to other persons who may use such information for their own benefit. If such disclosure occurs, both the discloser and the Company's work rules, and the Company will consider imposing disciplinary action

commensurate with the severity of the offense, such as a verbal warning, written reprimand, disciplinary action, including termination of employment for cause or dismissal or to be removed or to resign from the Board of Directors, as the case may be.

In addition, the Company requests the cooperation of directors and executives to refrain from trading in the Company's securities during the 1-month period prior to the quarterly or annual or such inside information will be made public and within 24 hours after the Company's inside information has been disclosed to the public, and those involved with the inside information must not disclose it to others until the Company has disclosed it through the website of the Stock Exchange of Thailand, the company secretary will notify the relevant persons by email and/or announcement at the meeting of the period Blackout Period in advance, and all parties are aware of their duties and responsibilities as set forth in the policy.

4. The Company prohibits directors, executives, employees, or former directors, executives, and resigned employees from disclosing inside information or secrets of the Company, as well as confidential information of the Company's customers that they have learned from performing their duties to outside parties, even if such disclosure does not cause damage to the Company and/or the Company's business partners.

5. Directors, executives, employees, or former directors, executives, and employees have a duty to maintain the confidentiality and/or inside information of the Company and have a duty in using the Company's inside information for the purpose of conducting the Company's business only, and shall not do anything that is contrary to the Securities and Exchange Act, Securities and Exchange Commission, and directors, executives, and employees of the Company are prohibited from using the Company's confidential and/or inside information for benefit of other companies in which they are shareholders, directors, executives, or employees.

6. The Company shall provide orientation and acknowledgement of the Company's insider trading policy to directors, executives, and all new employees, and disclose such policy on the Company's website.

The Company provides training and communication on the Code of Conduct and the Anti-Corruption and Anti-Bribery Policy, which covers the prevention of insider trading and conflicts of interest, to the Board of Directors, executives, and all employees of the Company in order to raise awareness, understanding, and awareness of the potential impact and damage that may occur. It is also included in the curriculum for new employees on Orientation Day. The total number of directors, executives, and employees who attended the training and signed their acknowledgement of the guidelines was 100%, and they passed the test according to the specified criteria.

In addition, the Company continuously raises awareness of the policy among directors, executives, and employees through various internal communication channels such as email, the Company's website, and bulletin boards every quarter/year (as the case may be). In addition, the use of inside information and the prevention of conflicts of interest are emphasized before the start of every Board of Directors meeting and every management meeting.

In 2025, the Company did not have any cases or complaints regarding any wrongdoing by the Company's directors, executives, or employees regarding the misuse of inside information or conflicts of interest.

Reference link for misuse of inside information : <https://investor.theplatinumgroup.co.th/en/corporate-governance/insider-information-disclosure-policy>

Money laundering prevention

The Company adheres to the principles and laws related to anti-money laundering, meaning that the Company will not accept, transform assets, or support to transfer or transform assets related to the offense to prevent anyone from using the company as a channel or tool in the transfer, concealment, or disguise of the source of property acquired illegally.

Principle

1. Choose a trustworthy counterparty, and before conducting any transaction, ensure that the source of the counterparty's funds is legitimate.
2. Do not transfer money to accounts unrelated to the transaction or accept transfers with unusual payment patterns, especially from countries not involved in the transaction.
3. If any unusual transactions are found, report them to the supervisor immediately.

Reference link for money laundering prevention : <https://investor.theplatinumgroup.co.th/en/corporate-governance/code-of-conduct>

Gift giving or receiving, entertainment, or business hospitality

Guidelines on Gifts, Presents, Charitable Donations, and Sponsorships

The acceptance of gifts or presents must be in accordance with appropriate customs and traditions to maintain good relationships with partners or business associates, without expecting to receive services or benefits that are unethical to the Company. It also includes compliance with the Company's anti-corruption policy as defined and announced.

Receiving Gifts and Presents

Principles

1. Must be in accordance with customs and traditions.
2. The Board of Directors, subcommittees, executives, and employees must not demand or promise to receive any personal benefits from customers, the Company's clients or from any person in connection with the performance of their duties on behalf of the Company.
3. The Board of Directors, subcommittees, executives, and employees may accept gifts, presents, or other benefits arising from the performance of their duties on behalf in accordance with customs and traditions and not in violation of the law. However, if the estimated value of the received items exceeds 5,000 Baht (Five Thousand Baht), the recipient must submit the received items to the Human Resources Department and they shall be considered the Company's property.
4. Must not violate any laws or regulations and must comply with good corporate governance and relevant company policies.
5. In the event that the approver or supervisor deems it inappropriate to accept such gifts, presents, or other benefits, the recipient shall immediately return them to the giver. If the return is not possible, the recipient shall submit them to the Human Resources Department and they shall be considered the company's property.
6. Gifts or presents given to company representatives that are of commemorative value for significant company events, such as the signing of a joint venture agreement, receiving prestigious awards, receiving souvenirs from social welfare activities, etc., are permitted for employees at all levels to accept on behalf of the Company. A report must be filed and store of such gifts are the property of the Company.

Giving or Receiving Charitable Donations and Sponsorships

Principles

1. Monetary donations or sponsorships must be approved by the company's top management in accordance with the anti-corruption policy. A receipt or other clear and accurate evidence of such matters must be presented every time.
2. Giving or receiving charitable donations or sponsorships must be transparent and lawful. It must be ensured that it will not encourage bribery.

Reference link for gift giving or receiving, entertainment, or : <https://investor.theplatinumgroup.co.th/en/corporate-business-hospitality-governance/code-of-conduct>

Compliance with laws, regulations, and rules

Compliance with Laws, Regulations, Rules, Announcements, and Orders

All executives and employees of the Company are obligated to comply with the laws, regulations, rules, announcements, and orders of the Company, including all policies of the organization.

1. External Laws and Regulations

As the Company is listed on the Stock Exchange of Thailand, all directors, executives, and employees of the Company are obligated to comply with the rules and regulations of The Stock Exchange of Thailand and the Office of the Securities and Exchange Commission, as well as other relevant laws and regulations such as laws related to the prevention and suppression of corruption, laws related to the prevention of money laundering, etc.

2. Regulations, Rules, Announcements, and Orders within the Organization

All employees of the Company are responsible for performing their duties in accordance with regulations, rules, and orders to ensure efficient work performance and sustainable. If employees of the Company and subsidiaries violate any regulations, rules, announcements, and orders of the Company and subsidiaries, they will be subject to disciplinary action as appropriate.

The Board of Directors, subcommittees, and executives are responsible for establishing and reviewing policies and working procedures to ensure that the Company's business operations are efficient and have adequate internal control to prevent potential damage to the Company. In addition, the Board of Directors and executives must ensure that all employees are aware of the policies and procedures of their work and that there is appropriate monitoring of work performance in accordance with policies and procedures.

Principles of Conduct

1. All employees of the Company are responsible for studying and understanding all policies and will strictly comply with them.
2. All employees of the Company are responsible for seeking knowledge and understanding the laws and regulations related to their work processes.
3. If any employee has any doubts about the regulations, rules, announcements, or orders within the organization, the employee must seek advice from their supervisor or relevant departments, such as the Legal department, Human Resources department, etc., for compliance with regulations, rules, announcements, or orders within the organization correctly.
4. All employees must not behave or perform work in a manner that violates or breaches the law.

Reference link for compliance with laws, regulations, and : <https://investor.theplatinumgroup.co.th/en/corporate-rules-governance/code-of-conduct>

Information and assets usage and protection

Use and Safeguarding of Company Assets and Information

Company assets are intended to generate benefits and value for the Company and should not be used for personal gain. The term "assets" includes cash, land, real estate, equipment, inventory, goods in the Company's possession, and intellectual property such as company names, logos, patents, copyrights, customer data, and other assets owned or possessed by the Company. All company employees are responsible for safeguarding company assets and shall not appropriate, misuse, or exploit company assets for personal gain, nor shall they assist others in doing so.

Principles of Conduct

1. All company employees must use company assets appropriately and solely for the Company's business purposes.
2. All company employees have a duty to protect and safeguard company assets and information and to prevent unauthorized access to company information or to prevent any action that may cause damage to the Company. Exercise caution in using or storing company assets, especially portable assets such as laptop computers, portable electronic devices, etc., or do not leave them in places where there is no security.
3. Do not use company assets for personal gain.

Reference link for information and assets usage and : [https://investor.theplatinumgroup.co.th/en/corporate-protection governance/code-of-conduct](https://investor.theplatinumgroup.co.th/en/corporate-protection-governance/code-of-conduct)

Anti-unfair competitiveness

Policies and Practices towards Competitors

The Company has a policy of treating competitors without violating or infringing upon the trade secrets of business competitors by fraudulent means. The Company has therefore established the following main policies:

1. Conducting business within the framework of good competition.
2. Not seeking confidential information of competitors by dishonest or inappropriate means.
3. Not damaging the reputation of competitors by making false accusations.
4. The Company has a policy to support and promote free and fair trade competition.

Reference link for anti-unfair competitiveness : <https://investor.theplatinumgroup.co.th/en/corporate-governance/corporate-governance-policy>

Information and IT system security

IT Security Policy

The Company places great importance on information systems and communication, including recognizing cyber threats, which are diverse and have a more severe impact today. Therefore, the Company has implemented various measures to ensure that the information technology systems, network systems, and computers of the Company Group that share information technology systems, network systems, and computers are appropriate, secure, and can support the operations of the Company Group continuously. The system is used correctly in accordance with the provisions of the Computer Crime Act and other relevant laws, as well as to prevent threats that may cause damage to the Company Group. The Company has therefore established an Information Technology Governance Policy and implemented computer security control measures, including the use of firewalls. In addition, the Company systematically monitors compliance with its Information Technology Security Policy (IT Security Policy) by clearly defining the governance structure and assigning responsibilities for information security management, in order to ensure that operations are conducted in accordance with the established policies. In this regard, the Company places emphasis on controlling access to systems and data by granting user access rights in alignment with employees' roles and responsibilities, as well as conducting periodic reviews of access privileges to mitigate the risk of unauthorized access to information.

Furthermore, the Company has implemented measures to safeguard its information systems and critical data, including regular data backup and scheduled testing of data recovery procedures. The Company also maintains system security through continuous software updates and vulnerability remediation, together with measures to prevent cyber threats. In addition, the Company appropriately monitors and reviews the use of information technology systems by maintaining

and examining key system usage logs, enabling the timely detection of abnormal events or information security risks. The Company has also established clear procedures for managing and reporting information security incidents. In the event of an incident, the Company is able to promptly take corrective actions and restore systems in order to minimize any potential impact on business operations.

At the same time, the Company emphasizes the enhancement of employees' awareness of information technology security through ongoing communication of relevant policies and guidelines, as well as the provision of regular training to ensure that employees perform their duties in compliance with the established policies. The Company periodically reviews and evaluates compliance with the IT Security Policy and follows up on the remediation of identified deficiencies, thereby ensuring that the management of IT security is effective.

Guidelines

1. Do not use computer resources and networks to commit illegal acts and violate the good morals of society, such as creating websites to conduct trade or disseminate illegal or immoral content, etc.
2. Do not access the computer network or computer with the username, password, or authentication information of others, even with permission and without permission from the account owner
3. Do not access computer systems and data that have access control measures in place by others or access control measures defined by the Company Group to modify, delete, additionally, copy or perform any other act without authority or exceeding authority.
4. Do not disclose information of others, the organization, or any personal information without permission from the Company Group.
5. Do not interfere with, obstruct, or intentionally cause any damage or destruction to the Company Group's computer resources and network or cannot be used normally, such as sending any unwanted commands, entering programs that cause computers or network devices to refuse work (Denial of Service), etc.
6. Do not eavesdrop on data on the Company Group's computer network and that of others during transmission over the computer network.
7. Before using any portable storage media or opening files attached to emails or files downloaded from the Internet, there must be an inspection to detect unwanted commands such as viruses, antivirus software must be used every time.
8. Users must not allow others to use their accounts and passwords, which the Company has granted permission to use specifically.

Reference link for information and IT system security : <https://investor.theplatinumgroup.co.th/en/corporate-governance/information-and-technology-governance-policy>

Environmental management

Environmental Management

Sustainable natural resource and environmental management, prioritizing the use of natural resources, environmental care throughout the business process by using appropriate technology to prevent environmental impacts that may arise from business operations.

- Promote efficient work management, water usage, resource utilization, waste management with a waste management process to achieve maximum efficiency and reduce waste generated from the company's operations by using

the Reduce, Reuse and Recycle to minimize the amount of waste going to landfill, to adapting to climate change, through the management of risks related to greenhouse gas emissions to reduce carbon dioxide emissions from business operations.

- Establish a Sustainable Development Working Group and promote awareness and training on environmental care for employees. Provide opportunities for employees to participate in environmental management and care, which helps create an atmosphere of participation and provides a channel for employees to jointly demonstrate their power and awareness of environmental care.
- The Company has allocated an annual budget to support any activities to promote and preserve environmental quality.

Reference link for environmental management : <https://investor.theplatinumgroup.co.th/en/corporate-governance/corporate-sustainability-development-policy>

Human rights

Human Rights and Labor

Human Rights means the fundamental rights that all human beings are guaranteed or protected from being discriminated against solely on the basis of differences in physical, mental, racial, national, religious, sex, language, age, skin color, education, social status, or any other matter, in accordance with the laws of each country or treaties to which each country is obligated.

Code of Conduct

1. Treat each other with respect, give each other dignity, and treat each other equally without discriminating on the basis of physical, mental, racial, nationality, religion, sex, language, age, skin color, education, social status, or any other matter.
2. Exercise caution in performing duties to prevent the risk of human rights violations in business operations, including from those involved in conducting business, monitor respect for human rights and report to supervisors to prevent acts that violate human rights.
3. Treat everyone equally in all employment processes. The company provides a consideration process from recruitment, transfer, termination, compensation, welfare, working hours and holidays, work assignments, performance evaluations, training and development, planning advancement, safety in the workplace, etc., equally and fairly without discrimination.
4. Do not use forced labor, labor from human trafficking, or child labor that is against the law, including punishment that is cruel to the body or employees' minds by means of threat, detention, intimidation, violation, or any form of violence.

Reference link for human rights : <https://investor.theplatinumgroup.co.th/en/corporate-governance/code-of-conduct>

Safety and occupational health at work

Occupational Safety, Health and Working Environment Policy and Practices

The Company places great importance on taking care of its employees to ensure their safety and good hygiene because employees are valuable resources and the foundation of sustainable growth. The Company is therefore committed to taking care of all employees to have a good and safe working environment. The Company has established a safety and occupational health policy in accordance with the Occupational Safety, Health and Working

Environment Act B.E. 2554 (2011), as well as other laws and regulations related, through the operations of the Occupational Safety, Health and Working Environment Committee (OSH Committee) in collaboration with the 55 Committee. It is responsible for training and educating employees, as well as campaigning and organizing activities related to occupational safety, along with monitoring and evaluating the results of the operations.

Occupational Health Measures

- Regularly review policies, improve, and develop safety and occupational health management approaches.
- Control, maintain, and manage the working environment to be safe and have a good atmosphere, such as measuring light intensity in the work area, measuring noise levels, measuring air quality, etc.
- Promote, support, and create a Safety Culture within the organization.
- Allocate sufficient and appropriate tools and install safety equipment to reduce risks that may occur during employees' work.
- Provide training on occupational safety, health, and working environment to employees.
- Provide training on occupational safety for supervisors and executives.
- Organize basic fire extinguisher training, fire evacuation drills, and other emergency drills annually.
- Provide basic first aid training to operational employees to be prepared to deal with situations that may be life-threatening to themselves and others in a timely manner.
- Provide annual health check-ups and health check-ups based on risk factors to employees continuously every year.

In 2025, the Company recorded no work-related accidents, work stoppages, or occupational illnesses, and there were no fatalities arising from work-related activities. As a result, the Company was awarded the ZERO Accident Award for the 11th consecutive year.

Reference link for safety and occupational health at work : <https://investor.theplatinumgroup.co.th/en/corporate-governance/corporate-governance-policy>

Other guidelines related to business code of conduct

Political Practice Guideline

The Company is politically neutral, not taking sides, and supports the directors, executives, and employees to exercise their rights as good citizens under the law. However, directors, executives, and employees are prohibited from participating in any activities that may cause misunderstanding that the Company is involved with or supports any political party. The Company respects the rights of employees to participate in individual political activities under the Constitution. The actions or participation in political activities of such directors, executives, and employees must not affect their roles and responsibilities towards the Company and must comply with relevant laws.

Principles of Conduct

1. Should exercise their rights as good citizens under the Constitution and other relevant laws outside of company working hours and not in the name of the Company.
2. Exercise political rights in their own name and avoid actions that lead others to believe that they are acting on behalf of the Company.
3. It should not be expressed in any way that leads others to believe that the Company is involved with, affiliated with, or supports political activities, political parties, political alliances, political figures, or political candidates.
4. Do not wear employee uniforms or use any symbols that lead others to believe that they are employees of the Company when participating in political activities.

5. Should avoid expressing or commenting on politics in the workplace or during working hours, which may cause conflicts at work.

Reference link for other guidelines related to business : [https://investor.theplatinumgroup.co.th/en/corporate-code of conduct governance/code-of-conduct](https://investor.theplatinumgroup.co.th/en/corporate-code-of-conduct-governance/code-of-conduct)

Protection of Personal and Business Information

The Company shall protect the information of stakeholders that the Company has obtained due to or related to its business operations, such as personal data of customers, personal data of employees, personal data of trade creditors, and personal data of other stakeholders of the Company. The Company shall proceed in accordance with the Personal Data Protection Act B.E. 2562 (2019) in all respects and shall use its best efforts to protect the information and shall exercise caution in processing, storing, transferring, or sharing the use of information with persons authorized by the data subject or as prescribed by law or the Personal Data Protection Policy for legitimate business purposes only. When such information is no longer required for business purposes or upon the request of the data subject in accordance with their rights under the law, and approval for data destruction has been granted by the authorized person, the Company shall destroy such information in a secure manner, in accordance with the procedures prescribed by the Company's policy and relevant laws.

Principles of Conduct

1. Data processing, disclosure, storage, or use. The Company only permits relevant employees who have a need to know in order to perform their duties or as Company policy or as required by law only.
2. The destruction of unused data must be carried out appropriately to prevent data leakage.
3. When it is necessary to disclose information, consent must be obtained from the data subject, unless the Company must comply with relevant laws.
4. Carefully check messages to be sent to external parties and do not send information about internal company discussions or decisions to external parties because such information may put the Company at a disadvantage or damage, except for disclosing or forwarding such information to regulatory agencies as required by law or regulations, including disclosing or transferring information to the Company's auditors or consultants as a business necessity or for transparency or as required by relevant laws or regulations.
5. Do not bring confidential information of the data subject to discuss or disclose to others in public without the consent of the data subject.
6. Do not install unauthorized software on the Company's computers and do not forward inappropriate information.
7. Do not set passwords for accessing the Company's computers or other electronic devices that are too simple to help protect the Company's information and data.
8. The Company shall conduct its operations in full compliance with the Personal Data Protection Act B.E. 2562 (2019). To ensure adherence, the Company will formally disseminate the relevant criteria and diligently impress upon all employees the significance of, and obligation to, strictly adhere to both Company policies and the aforementioned Act.

Reference link for other guidelines related to business : [https://investor.theplatinumgroup.co.th/en/corporate-code of conduct governance/code-of-conduct](https://investor.theplatinumgroup.co.th/en/corporate-code-of-conduct-governance/code-of-conduct)

Information Disclosure

The Company's information disclosure adheres to the principles of fairness, transparency, and verifiability. It must be ensured that the information is disclosed accurately, clearly, and in accordance with the law. and equally, whether disclosed in writing or verbally, press release, or by any other means.

Principles of Conduct

1. Any disclosure of information that may affect the company must be made by the person directly authorized in that matter, unless authorized by the authorized person to disclose such information or have been ordered by the regulator to disclose the information for transparency after receiving approval from the authorized person of the Company.
2. Disclosure of material information not yet disclosed to the public, the person entitled to disclose the information must disclose it carefully, accurately, completely, timely, and ensure that stakeholders receive adequate and equal information.
3. Other information disclosures must be disclosed based on facts and must not be intended to mislead others.

Reference link for other guidelines related to business : [https://investor.theplatinumgroup.co.th/en/corporate-code of conduct governance/code-of-conduct](https://investor.theplatinumgroup.co.th/en/corporate-code-of-conduct-governance/code-of-conduct)

Promotion of compliance with the business code of conduct

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

The Company encourages the Board of Directors and executives to act as role models in adhering to the Code of Conduct and to communicate regularly within the organization to create a strong corporate culture. The details are as described in the aforementioned Code of Conduct and have been published on the Company's website, www.theplatinumgroup.co.th, under the Investor Relations menu, Corporate Governance section, in both Thai and English. The Code of Conduct has also been disseminated to the Board of Directors and all of executives and employees are aware of the Code of Business Conduct and Guidelines. This topic has also been incorporated into the new employee training curriculum to ensure that the Board of Directors, executives, and employees of all departments of both the Company and its subsidiaries are aware of, acknowledge, and comply with business ethics and guidelines. In 2025, there were no violations of the Code of Business Conduct.

In addition, the Company has developed and issued a Supplier Code of Conduct for its business partners to use as a guideline for conducting business together responsibly throughout the supply chain.

Participation in anti-corruption networks

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

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

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

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

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

Material changes and developments in policy and : Yes
guidelines over the past year

The Board of Directors has overseen the company's operations to comply with corporate governance principles and align with the objective of creating sustainable growth, including establishing regular monitoring of adherence to corporate governance policies and best practices. In 2025, the Board of Directors undertook the following significant actions:

- Review the company's vision, mission, and strategies to guide management in implementation, and monitor management's performance at every Board of Directors meeting.
- Review actual operating results compared to economic conditions, market conditions, and competition on a quarterly basis, including the progress of projects under development as reported by management.
- Consider investments and the development and improvement of various company projects, including existing businesses and new project investments, to align with the company's objectives, while prioritizing the benefits of shareholders and all stakeholder groups of the company. In 2025, a significant transaction is the acquisition of assets and related party transactions concerning the long-term lease of land from S.P.C. Wealth Development Co., Ltd., which is a related party, for the development of the Holiday Inn Resort Samui expansion project. which is considered one of the company's strategies for long-term growth.
- Review the company's various policies, code of conduct, and charters of the Board of Directors and all sub-committees, which have been disseminated to all stakeholders are informed via the company's website www.theplatinumgroup.co.th, Investor Relations menu, under the topic of Corporate Governance.
- Consider significant sustainability risks in economic, environmental, social, and governance aspects, prioritizing all stakeholder groups, as well as risks that may affect the company's plans.
- Acknowledge changes in securities holdings of directors and executives on a quarterly basis.

In the past year, the company has not committed any actions that violate regulations of various regulatory bodies, and the company has been assessed in the Corporate Governance Report (CGR) project by the Thai Institute of Directors (IOD) with the support of the Stock Exchange of Thailand, where the company was rated as **"Excellent"** for the 6th consecutive year.

6.3.2 Implementation of the CG Code for listed companies

Implementation of the CG Code as prescribed by the SEC : Mostly used in practice

Application of the Principles of Good Corporate Governance for Listed Companies 2017

The Company has continuously applied the Principles of Good Corporate Governance for Listed Companies 2017, or the Corporate Governance Code (CG Code), issued by the Securities and Exchange Commission, to create sustainable value for the Company. In this regard, The Board of Directors has reviewed the application of the CG Code to suit the Company's business context, with the exception of certain cases that cannot yet be implemented, the details of which are summarized as follows:

- The Board of Directors should establish a policy for independent directors to serve continuously for no more than 9 years.

Clarification The Board of Directors has considered and determined that the Company's independent directors possess full qualifications as stipulated by the Company, relevant laws, and regulatory bodies, and can provide opinions independently. Furthermore, all independent directors of the Company possess knowledge, abilities, expertise, and experience, which enable them to offer beneficial recommendations for the Company's business operations.

6.3.3 Other corporate governance performance and outcomes

The commitment to good corporate governance is reflected in the achievements received by the organization, such as a perfect score of 100 from the Shareholder Meeting Quality Assessment Project (AGM Checklist) organized by the Thai Investors Association, as well as receiving the highest level of corporate governance quality assessment, "Excellent" (5-star) or Excellent CG Scoring, from the Corporate Governance Survey of Thai Listed Companies Project, organized by the Thai Institute of Directors (Thai IOD) with the support of the Stock Exchange of Thailand for the 6th consecutive year, which confirms the company's intention to continuously maintain high corporate governance standards.

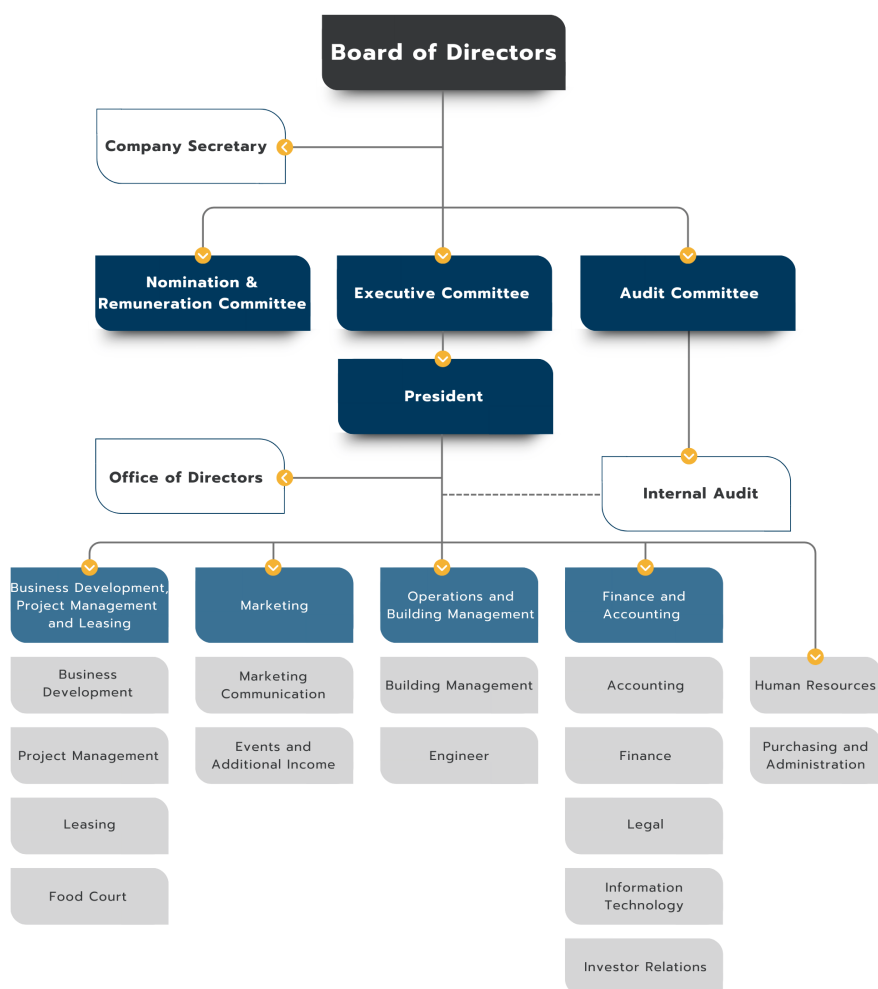
7. Corporate governance structure and significant information related to the board of directors, subcommittees, executives, employees, and others

7.1 Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 December 2025

Corporate governance structure diagram



7.2 Information on the board of directors

7.2.1 Composition of the board of directors

The Company's Board of Directors has a complete and appropriate composition and qualifications, consistent with the Company's short-term and long-term business strategies. At the 2025 Annual General Meeting of Shareholders, three directors of the Company are due to retire by rotation and have been nominated for re-appointment as follows:

1) Mr. Palakorn Suwanrath	Chairman of the Board of Directors and Independent Director
2) Mrs. Punjaporn Chotjurangkool	Director, Member of the Nomination and Remuneration Committee and Member of Executive Committee
3) Dr. Chadarat Anantakoon	Independent Director and Member of the Nomination and Remuneration Committee

The Board of Directors has carefully considered the qualifications of the directors in accordance with the prescribed nomination criteria and procedures, with due diligence and prudence, taking into account their appropriateness in terms of qualifications, experience, and expertise from diverse professional backgrounds. The individuals nominated on this occasion have been duly reviewed in accordance with the Company's established procedures and possess qualifications that comply with all relevant rules and regulations, as well as being appropriate and aligned with the Company's business strategies. With respect to the independent directors, they meet the Company's definition of an independent director and fully satisfy the qualifications stipulated under the Public Limited Companies Act B.E. 2535 (1992). They have never been subject to penalties, dismissal, or removal on the grounds of dishonesty or misconduct in the performance of their duties, nor have they ever been imprisoned for offenses relating to property committed dishonestly. Although they have served consecutively as independent directors for 11 years (and, if re-elected for another term, will have served a total of 14 years), such tenure does not impair their independence. The independent directors remain capable of expressing opinions and performing their duties independently and in full compliance with the relevant criteria, and they continue to possess knowledge and expertise that are of the utmost benefit to the Company. Accordingly, the Board of Directors proposed that all three directors be re-elected for another term, and the Annual General Meeting of Shareholders passed a resolution approving the proposal as presented by the Board of Directors.

The current Board of Directors comprises a total of eight (8) members, reflecting diversity in skills, expertise, knowledge, experience, gender, and age, which is beneficial to the Company's business operations. This composition is aligned with the Board Skill Matrix, which identifies the skills necessary and appropriate for the nature of the Company's business. The Board includes five (5) Independent Directors, representing 62.50 percent of the total number of directors, which exceeds the statutory requirement. In addition, there are three (3) female directors, accounting for 37.50 percent of the Board, exceeding the Company's target of at least two female directors. This demonstrates the Company's commitment to promoting gender diversity on the Board in accordance with good corporate governance practices. Furthermore, the Board includes at least one (1) non-executive director with relevant professional experience related to the Company's business in real estate development, namely Professor Chaiyos Hemarajata.

The Company has set a goal to appoint at least one additional director with experience and expertise in the real estate development business, particularly in shopping centers, which is the Company's core business. This is to align with the strategy and drive future projects towards their goals, as well as to support business expansion for the Company's long-term growth. The Company is currently in the process of recruiting suitable candidates.

The Board of Directors



	Number (persons)	Percent (%)
Total directors	8	100.00
Male directors	5	62.50
Female directors	3	37.50
Executive directors	3	37.50
Non-executive directors	5	62.50
Independent directors	5	62.50
Non-executive directors who have no position in independent directors	0	0.00

7.2.2 The information on each director and controlling person

List of the board of directors ⁽¹⁾

List of directors	Position	First appointment date of director	Skills and expertise
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List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. Palakorn Suwanrath</p> <p>Gender: Male</p> <p>Age : 77 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Political Science</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p>	<p>Chairman of the board of directors</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	3 Dec 2013	<p>Corporate Management, Leadership, Governance/ Compliance, Sustainability, Public Administration</p>
<p>2. Mr. Surachai Chotjurangkool</p> <p>Gender: Male</p> <p>Age : 75 years</p> <p>Highest level of education : Below a bachelor's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 874,616,957 Shares (31.236320 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 491,426,800 Shares (17.550957 %) 	<p>Vice-chairman of the board of directors</p> <p>(Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	3 Dec 2013	<p>Property Development, Strategic Management, Data Analysis, Leadership, Negotiation</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Professor Chaiyos Hemarajata</p> <p>Gender: Male</p> <p>Age : 79 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Law</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	3 Dec 2013	<p>Law, Risk Management, Audit, Internal Control, Property Development</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Mr. Somchai Boonnamsiri</p> <p>Gender: Male</p> <p>Age : 71 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	3 Dec 2013	<p>Risk Management, Audit, Finance, Accounting, Finance & Securities</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Police General Boonpen Bumpenboon</p> <p>Gender: Male</p> <p>Age : 80 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Political Science</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	3 Dec 2013	<p>Law, Strategic Management, Audit, Negotiation, Governance/ Compliance</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Mrs. Punjaporn Chotjurangkool</p> <p>Gender: Female</p> <p>Age : 71 years</p> <p>Highest level of education : Below a bachelor's degree</p> <p>Study field of the highest level of education : Management</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 491,426,800 Shares (17.550957 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 874,616,957 Shares (31.236320 %) 	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	3 Dec 2013	<p>Strategic Management, Human Resource Management, Corporate Management, Negotiation, Data Analysis</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Dr. Chadarat Anantakoon</p> <p>Gender: Female</p> <p>Age : 67 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Management</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 11,608,600 Shares (0.414593 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	3 Dec 2013	<p>Strategic Management, Change Management, Human Resource Management, Corporate Management, Data Analysis</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>8. Mrs. Suthita Bhirombhakdi</p> <p>Gender: Female</p> <p>Age : 35 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Management</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 16,345,100 Shares (0.583754 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 4,495,000 Shares (0.160536 %) <p><u>Indirect shareholding details</u></p> <p>Spouse - Mr. Naiyanob Bhirombhakdi</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	1 Sep 2020	Strategic Management, Marketing, Digital Marketing, Media & Publishing, Fashion

Additional explanation :

(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003), only in the following cases:

(1) Dishonest act or gross negligence

(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved

(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.

(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

Remark : ⁽¹⁾ The Company has at least one non-executive director with professional experience relevant to the Company's business about Real Estate Development, namely Professor Chaiyos Hemarajata.

Company Secretary - In compliance with the principles of good corporate governance for listed companies under the responsibilities of the Board of Directors, and in accordance with the requirements of the Securities and Exchange Act, the Board of Directors resolved to appoint Ms. Suphawan Tantivuthipakorn as Company Secretary, effective from 28 February 2022. The Board of Directors is of the opinion that she is suitably qualified, possessing the requisite knowledge and capabilities, and has successfully completed the Company Secretary Program (CSP) organized by the Thai Institute of Directors (IOD), as well as having relevant experience in company secretarial administration.

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the company's certificate of registration
1. Mr. Palakorn Suwanrath	Chairman of the board of directors		✓	✓		
2. Mr. Surachai Chotjurangkool	Vice-chairman of the board of directors	✓				✓
3. Professor Chaiyos Hemarajata	Director		✓	✓		
4. Mr. Somchai Boonnamsiri	Director		✓	✓		
5. Police General Boonpen Bumpenboon	Director		✓	✓		
6. Mrs. Punjaporn Chotjurangkool	Director	✓				✓
7. Dr. Chadarat Anantakoon	Director		✓	✓		
8. Mrs. Suthita Bhirombhakdi	Director	✓				✓
Total (persons)		3	5	5	0	3

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Fashion	1	12.50
2. Finance & Securities	1	12.50
3. Property Development	2	25.00
4. Media & Publishing	1	12.50
5. Law	2	25.00
6. Marketing	1	12.50
7. Accounting	1	12.50
8. Finance	1	12.50
9. Human Resource Management	2	25.00
10. Sustainability	1	12.50
11. Data Analysis	3	37.50
12. Digital Marketing	1	12.50
13. Negotiation	3	37.50
14. Corporate Management	3	37.50
15. Change Management	1	12.50
16. Leadership	2	25.00
17. Strategic Management	5	62.50
18. Risk Management	2	25.00
19. Audit	3	37.50
20. Internal Control	1	12.50
21. Governance/ Compliance	2	25.00
22. Public Administration	1	12.50

Information about the other directors

The chairman of the board and the highest-ranking : No
executive are from the same person

The chairman of the board is an independent director : Yes

The chairman of the board and the highest-ranking : No
executive are from the same family

Chairman is a member of the executive board or taskforce : No

The company appoints at least one independent director : Yes
to determine the agenda of the board of directors'
meeting

The measures for balancing the power between the board of directors and the Management

The measures for balancing the power between the board : Yes
of directors and the Management

Methods of balancing power between the board of : Increasing the proportion of independent directors to
directors and Management more than half, Appointing an independent director
to jointly consider the agenda of the board of
directors' meeting

Separation of roles and responsibilities of the Board of Directors

The Company has clearly defined and separated the powers of the Board of Directors and management at various levels. Important matters requiring consideration and decision must be approved by the Board of Directors and sub-committees to ensure checks and balances, transparency, and fairness to all stakeholders.

Combination or separation of positions

The Company has a policy to separate the duties and responsibilities of the Chairman of the Board, the Chief Executive Officer (CEO), and the President. These individuals must possess appropriate knowledge, abilities, experience, and qualifications, and must not be the same person, in order to ensure a balance of power by separating oversight and management functions as follows:

• Chairman of the Board

Serving as an independent and non-executive director, and not being the same person as the Chief Executive Officer or holding a position on a sub-committee. The Chairman of the Board is independent from the management, with a clear separation of duties in policy-making, oversight, and day-to-day management. The Chairman of the Board and all directors are independent in proposing meeting agendas, expressing opinions on various aspects of the Company's operations, and carefully considering matters that may involve conflicts of interest to ensure accuracy, transparency, and accountability.

• Chief Executive Officer

Serving as the head of the executive team responsible for overseeing the Company's management in alignment with the vision, mission, and policies of the Board of Directors. This involves managing and monitoring the operations of the executive and management teams, with regular monthly joint meetings to report on the progress of the Company's performance and financial results. Authority is delegated to the executive or management teams to define duties, responsibilities, and approval limits.

• President

Not being the same person as the Chief Executive Officer, but considered a senior executive within the management team, responsible for conducting business and/or day-to-day management of the Company in accordance with the guidelines set by the Board of Directors or the Executive Committee, to consider various transactions related to the Company's normal operations. Combination or separation of positions.

Meetings of Non-Executive Directors (NED)

The Company mandates meetings for non-executive directors with the objective of providing them an opportunity to convene independently to consider various issues and potentially offer recommendations as guidelines for the management to consider and implement. In 2025, the Company held one meeting for non-executive directors on November 11, 2025, which involved discussions on guidelines for the Company's operational development and training courses to enhance directors' knowledge. The meeting results were reported to the Board of Directors, with key issues escalated to senior management for appropriate follow-up action.

Independent Director

The Company's Board of Directors Charter stipulates that the Board of Directors shall comprise no less than 3 independent directors, or at least one-third of the total number of directors. Currently, the Company has 5 independent directors out of a total of 8 directors, which is more than half, accounting for 62.5%. The Board of Directors or the Shareholders' Meeting (as the case may be) appoints independent directors to the Board in accordance with the criteria for selecting directors. The qualifications of independent directors are considered based on the qualifications and prohibited characteristics specified in the Public Limited Company Act and the Securities and Exchange Act, including related notifications, regulations, and/or rules. Independent directors must possess educational qualifications, specialized expertise, work experience, and other suitable attributes, which are then proposed to the Shareholders' Meeting for appointment as directors of the Company. Should any independent director vacate their position before the end of their term, the Board of Directors may appoint a qualified independent director, as specified above, to fill the vacancy. The replacement independent director shall serve only for the remainder of the term of the independent director they replace.

The Board of Directors has established the qualifications for independent directors as follows:

1. Holding shares not exceeding one percent (1%) of the total voting shares of the parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the Company. This includes the shareholding of related persons of that independent director.
2. Not being or having been an executive director, employee, staff, salaried advisor, or controlling person of the Company, its parent company, subsidiaries, associated companies, fellow subsidiaries, major shareholders, or controlling persons of the Company, unless such status has ceased for at least two years prior to the date of submitting the application to the Securities and Exchange Commission. However, this prohibition does not include cases where an independent director was previously a government official or an advisor to a government agency that is a major shareholder or controlling person of the Company.
3. Having no blood relationship or legal registration as a father, mother, spouse, sibling, or child, including the spouse of a child, of other directors, executives, major shareholders, controlling persons, or individuals nominated to be directors, executives, or controlling persons of the Company or its subsidiaries.
4. Not having or having had a business relationship with the Company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the Company in a manner that may impede their independent judgment, and not being or having been a significant shareholder or controlling person of those having a business relationship with the Company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the Company, unless such status has ceased for at least two years prior to the date of submitting the application to the Securities and Exchange Commission.
5. Not being or having been an auditor of the Company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the Company, and not being a significant shareholder, controlling person, or partner of an audit firm to which the auditor of the Company, its parent company, subsidiaries,

associated companies, major shareholders, or controlling persons of the Company belongs, unless such status has ceased for at least two years prior to the date of submitting the application to the Securities and Exchange Commission.

6. Not being or having been any professional service provider, including legal or financial advisors, who received service fees exceeding two million baht per year from the Company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the Company, and not being a significant shareholder, controlling person, or partner of such professional service provider, unless such status has ceased for at least two years prior to the date of submitting the application to the Securities and Exchange Commission.
7. Not being a director appointed as a representative of the Company's directors, major shareholders, or shareholders related to major shareholders.
8. Not engaging in businesses of the same nature that significantly compete with the Company's or its subsidiaries' businesses, or not being a significant partner in a partnership, or an executive director, employee, staff, salaried advisor, or holding more than one percent of the total voting shares of another company that engages in businesses of the same nature and significantly competes with the Company's or its subsidiaries' businesses.
9. Having no other characteristics that prevent them from providing independent opinions regarding the operations of the Company and its subsidiaries.
10. Not being a director assigned by the Board of Directors to make decisions regarding the operations of the parent company, subsidiaries, associated companies, fellow subsidiaries, major shareholders, or controlling persons of the Company.
11. Not being a director of a parent company, subsidiary, or a fellow subsidiary, specifically those that are listed companies.

Furthermore, at least one independent director serving as an audit committee member must possess sufficient knowledge and experience in accounting or finance to be able to review the reliability of financial statements. Additionally, the Company will consider other qualifications such as business experience, specialized expertise relevant to the business, and ethics, among others.

7.2.3 Information on the roles and duties of the board of directors

Board charter : Yes

Responsibilities of the Board of Directors

The Board of Directors is responsible to shareholders for the company's business operations and corporate governance, ensuring they align with goals and approaches that maximize shareholder benefits, while considering the interests of all stakeholders. The Board of Directors is obligated to act in accordance with laws, objectives, company regulations, and resolutions of shareholders' meetings, performing duties with honesty, integrity, and due care to protect the interests of shareholders and stakeholders, both in the short and long term. To ensure that the company's operations proceed in a direction that generates maximum benefits for shareholders and stakeholders, the Board also mandates regular communication and monitoring of adherence to corporate governance policies and best practices. The Board of Directors will oversee the preparation of the company's vision, mission, goals, policies, operational direction, strategic plans, action plans, and annual budget. The Board of Directors will collectively provide input to foster a shared understanding of the overall business before considering approval, and will monitor management to ensure that operations align with established goals, adhering to the guidelines of the Stock Exchange of Thailand and the Securities and Exchange Commission. Key actions demonstrating the Board of Directors' responsibilities include:

Board of Directors Structure

The Board of Directors has a diverse structure (Board Diversity) without limitations regarding gender, age, or ethnicity. Instead, it possesses varied expertise, knowledge, skills, and experience suitable for the company's business direction and strategies, as outlined in the Board Skill Matrix. This diversity enables the Board to consider important matters related to the company's management. All directors have the freedom to express opinions in meetings and to cast votes on various agendas to oversee the company's operations, ensuring they are correct, efficient, and transparent. The composition of the Board of Directors is as follows:

- The Board of Directors shall consist of at least 5 directors, with not less than half (1/2) of the total number of directors residing in Thailand, and comprising at least 3 independent directors, or preferably not less than one-third of the entire Board
- Shareholders consider and approve the appointment of the Board of Directors
- The Board of Directors shall elect one director to be the Chairman of the Board
- The appointment of directors shall be in accordance with the company's regulations and relevant legal requirements. This process must be transparent and clear, requiring consideration of the educational background and professional experience of the individual, with sufficient details for the benefit of decision-making by the Board of Directors and shareholders

Qualifications of the Board of Directors.

- Possess full qualifications to be a director as prescribed by the Public Limited Company Act B.E. 2535, the Securities and Exchange Act B.E. 2535, and the company's articles of association, and must not possess any prohibited characteristics as stipulated in the Public Limited Company Act, nor exhibit characteristics indicating a lack of suitability to be entrusted with managing a public company, as prescribed by the Securities and Exchange Commission
- Possess leadership, broad vision, and an understanding of the company's business operations
- Perform duties and express opinions independently, dedicate sufficient time to their responsibilities, maintain consistent accountability to shareholders, and make decisions with due care to safeguard the company's interests
- Perform duties with honesty, integrity, and ethics within the framework of the law, as well as good corporate governance guidelines and business ethics

Scope of duties of the Board of Directors

Scope of Authority and Responsibilities of the Board of Directors. The Board of Directors has the authority and responsibility to manage the company and its subsidiaries in accordance with laws, objectives, and regulations of the company and its subsidiaries, as well as lawful resolutions of shareholders' meetings, with honesty, integrity, and due care to protect the interests of the company and its subsidiaries. The key authorities and responsibilities of the Board of Directors are summarized as follows:

1. Perform duties in accordance with laws, objectives, company regulations, resolutions of the Board of Directors, and resolutions of shareholders' meetings with responsibility, due care, and integrity
2. Consider and approve the vision, business strategies, business direction, business policies, goals, operational plans, and budgets of the company and its subsidiaries, as prepared by management
3. Appoint directors, executives, or other key positions of the company and its subsidiaries, and oversee the management and performance of the Chief Executive Officer, management, or any individuals assigned such duties, to ensure compliance with policies set by the Board of Directors

4. Continuously monitor the company's performance to ensure alignment with the company's operational plans and budget
5. Ensure that the company and its subsidiaries implement appropriate and efficient accounting systems, establish adequate and effective internal control and internal audit systems, and regularly conduct processes for evaluating and reviewing the suitability of the company's internal control systems
6. Ensure the preparation of financial statements at the end of the company's fiscal year and sign to certify such financial statements for submission to the annual general meeting of shareholders for approval
7. Consider and approve the selection and proposed appointment of auditors, and determine appropriate remuneration as recommended by the Audit Committee, before presenting it to the annual general meeting of shareholders for approval
8. Establish written corporate governance policies based on good governance principles and ensure their effective implementation to assure that the company is responsible to all stakeholder groups with fairness
9. Promote ethical awareness among employees at all levels and ensure adherence to good corporate governance principles, codes of conduct, and the company's anti-corruption policies. This includes overseeing the implementation of appropriate internal control and internal audit systems to mitigate risks related to fraud, corruption, and the misuse of power, as well as to prevent illegal acts
10. Consider and approve the appointment of individuals who possess full qualifications to be directors and do not have prohibited characteristics as stipulated in the Public Limited Company Act B.E. 2535 (including amendments), the Securities and Exchange Act B.E. 2535 (including amendments), as well as related announcements, regulations, and/or rules, and must not exhibit characteristics indicating a lack of suitability to be entrusted with managing a public company, as prescribed by the Securities and Exchange Commission, to fill a vacant director position for reasons other than the expiration of term. Also, consider and approve the appointment of replacement directors for those whose terms have expired, and determine director remuneration, for submission to the shareholders' meeting for approval
11. Appoint an Audit Committee or any other sub-committees, and define the powers and duties of such sub-committees to assist and support the performance of duties by the Board of Directors
12. Consider and determine, and amend the names of directors authorized to sign on behalf of the Company
13. Consider the appointment of executives as defined by the Securities and Exchange Commission or the Capital Market Supervisory Board, and the Company Secretary, as well as determine the remuneration for such executives
14. Seek professional opinions from external organizations if necessary to support appropriate decision-making
15. Encourage the company's directors and executives to attend various seminars organized by the Thai Institute of Directors Association, particularly those related to the duties and responsibilities of directors and executives
16. Review the Board of Directors Charter at least once a year to ensure it is up-to-date and consistent with changing laws, rules, regulations, and circumstances

The Board of Directors may delegate authority and/or assign specific tasks to other persons. Such delegation or sub-delegation of authority shall be within the scope of the power of attorney granted and/or in accordance with the regulations, requirements, or orders stipulated by the Board of Directors and/or the company. However, the delegation of duties and responsibilities by the Board of Directors shall not constitute a delegation or sub-delegation that enables the Board of Directors or its delegates to approve transactions in which they or persons who may have a conflict of interest (as defined in the announcements of the Securities and Exchange Commission or the Capital Market Supervisory Board) may have an interest, or may receive any benefit, or may have any other conflict of interest with the Company or its subsidiaries, unless such approval is for transactions in accordance with policies and criteria approved by the shareholders' meeting or the Board of Directors.

Roles and Duties of the Chairman

1. Act as the leader of the Board of Directors and serve as the Chairman of the Board meetings, in order to promote the effective performance of the Board of Directors in achieving the following objectives:

- Conduct Board of Directors meetings in accordance with the agenda, company regulations, and laws
- Allocate sufficient time and encourage all directors to fully and independently discuss and exchange opinions, exercising prudent judgment, while comprehensively considering all stakeholders, to fulfill the duties of the Board.
- Clearly summarize meeting resolutions and subsequent actions to be taken
- Mandate Board of Directors meetings without the presence of executive directors from management

2. Lead shareholders' meetings in accordance with the agenda, company regulations, and laws, allocating appropriate time and providing equal opportunities for shareholders to express opinions, and ensuring that shareholders' questions are answered appropriately and transparently

3. Encourage setting a good example in adhering to good corporate governance principles, anti-corruption policies, and the company's code of conduct

4. Foster good relationships between the Board of Directors and management, and support the performance of duties by the Chief Executive Officer and management in accordance with company policies

5. Oversee the disclosure of information and transparent management in cases of conflicts of interest

6. Oversee that the Board of Directors has an appropriate structure and composition

7. Oversee and promote the efficient and effective performance of duties by the Board of Directors as a whole, sub-committees, and individual directors

8. Oversee the performance evaluation of the Board of Directors as a whole, individual directors, the Chairman, and various sub-committees, to utilize the results for improving performance and enhancing the knowledge and capabilities of directors and sub-committees

Approval authority of the Board of Directors

The Board of Directors has the authority to approve various matters of the company within the scope of duties defined by law, the company's regulations, the Board of Directors Charter, and resolutions of shareholders' meetings. This includes defining and reviewing the vision, operational strategies, master operational plans, risk management policies, annual budget and business plans, medium-term business plans, setting desired performance targets, monitoring and evaluating operations to ensure alignment with established plans, and overseeing capital expenditures, mergers and acquisitions, spin-offs, and joint ventures.

Authorized Signatories of the Company

Mr. Surachai Chotjurangkool signs jointly with Mrs. Punjaporn Chotjurangkool or Mrs. Suthita Bhirombhakdi, totaling two persons, and affixes the Company's seal.

Term of Office for Directors

At every annual general meeting of shareholders, one-third of the directors shall retire from office. If the number of directors cannot be divided exactly into three parts, the number closest to one-third shall retire. For the first and second years after the company's registration, the directors to retire shall be determined by drawing lots. In subsequent years, the director who has been in office for the longest period shall retire. A director retiring by rotation may be re-elected. In addition to retirement by rotation, a director shall vacate office when:

1. Death
2. Resignation
3. Lacks qualifications to be a director or possesses prohibited characteristics under the Public Limited Company Act, or exhibits characteristics indicating a lack of suitability to be entrusted with managing a public company, as prescribed by the Securities and Exchange Commission

4. The shareholders' meeting resolves to remove a director with votes of not less than three-fourths of the total number of shareholders present and entitled to vote, and holding shares amounting to not less than one-half of the total shares held by shareholders present and entitled to vote
5. Court order for removal

In the event that the entire Board of Directors vacates their positions, the outgoing directors shall remain in office to continue the company's operations only as necessary until a new Board of Directors assumes office. In cases where a director's position becomes vacant for reasons other than the expiration of their term, the Board of Directors shall appoint a qualified person to fill the vacancy at the next Board of Directors meeting, unless the remaining term of that director is less than 2 months. The person appointed as a replacement director shall serve only for the remainder of the term of the director they replace.

Board of Directors Meetings

1. Mandate at least 4 meetings per year, with meeting dates scheduled one year in advance. Generally, Board of Directors meetings are held within one week before the final submission date of financial statements as prescribed by the Securities and Exchange Commission (SEC). The Company Secretary will notify meeting dates in advance from the end of the year preceding the meetings for the following year, and extraordinary meetings may be convened as necessary
2. The Chairman of the Board and the Chief Executive Officer are responsible for overseeing and approving the meeting agenda
3. The Company Secretary is responsible for sending meeting invitations, agendas, and supporting documents to directors at least 7 days in advance, allowing directors sufficient time for prior review before the meeting
4. In a Board of Directors meeting, any director with a significant conflict of interest in the matter under consideration must leave the meeting during the discussion of that matter
5. At the time the Board of Directors casts a vote in a meeting, there must be at least two-thirds of the total number of directors present
6. Meetings may be conducted via electronic means, in accordance with the company's regulations and relevant laws

The details of the Board of Directors meeting are presented in " **Topic 8.1.2 Attendance at Meetings and Remuneration for Individual Directors.** " Sub-heading **"Attendance at Board of Directors Meetings"**

Reference link for the board charter : <https://investor.theplatinumgroup.co.th/en/corporate-governance/charter-board-and-subcommittee>

7.3 Information on subcommittees

The Board of Directors has appointed various subcommittees, including the Audit Committee, the Nomination and Remuneration Committee, and the Executive Committee, to perform specific duties and submit matters to the Board of Directors for consideration or acknowledgement. The Company has established charters for each subcommittee to define their roles and responsibilities, and has disclosed these charters on the Company's website. Details of the Company's subcommittees are as follows:

7.3.1 Information on roles of subcommittees

Roles of subcommittees

Audit Committee

Role

- Audit of financial statements and internal controls
- Risk management
- Corporate governance

Scope of authorities, role, and duties

The Audit Committee has been established with the objectives to provide assistance to the Board of Directors in fulfilling its oversight responsibility relating to the accuracy of the Company's financial statements, the effectiveness of the Company's internal control, the Company's compliance with laws, regulations and the code of conduct in order to promote its good governance.

Additionally, according to the resolution of the Board of Directors meeting No.1/2014 on March 18, 2014, the Audit Committee has been assigned to take an additional duty to oversee and monitor the Company's overall risk management. Therefore, the Audit Committee has assigned the Executive Committee to gather, analyze and assess the risk factors which related to the Company's business operation, as well as to propose the guidelines for the Company's risk management program to the Audit Committee and the Board of Directors. The Audit Committee shall perform its duties in reviewing the risk management program and its implementation as well as in preparing the audit committee report which is to be included in the Company's Form 56-1 One Report.

The Audit Committee comprises of at least three independent directors and at least one of the Audit Committee shall be financially literate or shall have background in accounting or finance sufficiently enough to perform the duty of reviewing the accuracy of the Company's financial statements. Chairman of the Audit Committee shall be appointed by the Board of Directors or by the voting of all members of the Audit Committee. In order to support the Audit Committee to perform its duties effectively and properly, the Board of Directors has established and approved the Charter of the Audit Committee which prescribed about its objectives, composition and qualifications, term of office, scope of authorities and duties, committee meeting. Detailed information has been disclosed on the Company's website.

- To ensure that the Company's financial reporting is accurate and adequate;
- To ensure that the Company has a suitable and efficient internal control system and internal audit; ensure the independence of the internal audit team; and to approve decisions regarding the appointment, transfer, or dismissal of the chief audit executive and/or the employment of an internal auditing company or another department responsible for internal auditing;
- To ensure the Company's compliance with the securities and exchange law, regulations of the Stock Exchange of Thailand or laws relating to the business of the Company;
- To consider, select and nominate independent personnel to be an external auditor of the Company, including a recommendation of remuneration of the external auditor to the Shareholder Meeting for approval; and to meet separately with the external auditor without the presence of management at least once a year;
- To consider all connected transactions or transactions that may cause conflicts of interest; to ensure that they are in compliance with the laws and SET regulations, rationale and for the highest benefit of the Company;
- To prepare the audit committee's report and to disclose in the Company's Form 56-1 One Report, which the report shall be signed by the Audit Committee's chairperson and shall be consisted of at least the following information:

1. an opinion on the accuracy, completeness and trustworthiness of the Company's financial report
2. an opinion on the adequacy of the Company's internal control system
3. an opinion on the compliance with the law on securities and exchange, the regulations of the Stock Exchange of Thailand, or the laws relating to the Company's business
4. an opinion on the suitability of an auditor
5. an opinion on the transactions that may cause conflicts of interest
6. the number of the audit committee meetings and the attendance of such meetings by each committee member
7. opinion/overall observations that the Audit Committee received while performing duties according to the charter
8. other transactions which should be known to the shareholders and general investors according to the scope of the Audit Committee's duties and responsibilities assigned by the Board of Directors

- While performing its duties, if the Audit Committee discovers or suspects any following transactions or activities which may have a material impact on the financial status or operating result of the Company, the Committee shall report the findings to the Board of Directors to take remedial actions within the time frame that the Committee considers appropriate: -

1. a transaction which causes conflicts of interests
2. fraud or irregularity or material deficiency in the internal control system
3. infringement of the law on securities and exchange, the regulations of the Stock Exchange of Thailand or the laws relating to the Company's business

In the event that the Board of Directors or the management does not take any remedial actions within the set time frame, and any Audit Committee member may report such transactions or activities to the Office of the Securities and Exchange Commission or the Stock Exchange of Thailand.

- To perform any activities assigned by the Company's Board of Directors with the approval of the Audit Committee
- Review the Committee Charter and annual performance assessment of the Committee at least once per year

Reference link for the charter

<https://investor.theplatinumgroup.co.th/en/corporate-governance/charter-board-and-subcommittee>

Role

- Sustainability development
- Others
 - Company Management

Scope of authorities, role, and duties

The Executive Committee has been established with the objective to assist the Board of Directors in the management of normal business operation in order to achieve effective and efficient business results. The executive committee shall assist the Board in establishing policies, business plans, budgeting, and management structure as well as in monitoring and reviewing the operation results of the Company based on the Board's direction and policy. The Board of Directors shall select and appoint members of the executive committee who must be competent, having a good understanding of their duties and responsibilities and of the Company's businesses, with the aim for the highest benefit of the Company. In each meeting of the executive committee, the agenda shall include reviewing of business operating results, supervising and directing of business matters according to the annual business plan approved by the Board of Directors, approving legal agreements and contracts as assigned by the Board, tracking of management team's operational progress and providing recommendations and guidelines for business administration and management.

- The Executive Committee must manage the Company's business in order to achieve the objectives of the Company in accordance with the policies, regulations and orders determined by the Board of Directors. The committee also must consider, review and screen all business matters to be proposed to the Board of Director for concurrence or approval.
- To prepare visions, mission, business strategies, business directions, business policies, goals, guidelines, implementation plans and budgets of the Company and its subsidiaries and propose to the Board of Directors for consideration and approval.
- To oversee the business operation of the Company and subsidiaries to be in conformity to the policy, target, strategy, working plan and to have authority to consider and approve usual operation matters (1) under the annual budgets approved by the Board as stated in the rules for approval on expenses efficiently and consistently to the business operation of the Company; or (2) within the balance not exceeding 15 percent of total assets of the Company. Any actions as mentioned above by the Executive Committee must not cause the debt or obligations. This should include the loan for projects that the Company applied with any financial institutions (Project Finance). The Executive Committee must advise on the strategy management to the top executives as well.
- Review and monitor policy implementation and guidelines for managing various aspects of the Company to be in accordance with Board of Directors' delegation with efficiency.
- The Executive Committee must report the performance of various matters to the Board of Directors within the time as prescribed below:
 1. Quarterly and annual report of the Company's operating results to be submitted within the time frame set by the Stock Exchange of Thailand
 2. The auditing or review report the Company's financial statements which include annual financial statements and quarterly financial statements to be submitted within the time frame set by the Stock Exchange of Thailand
 3. Other reports which the Executive Committee considers appropriate
- The Executive Committee may appoint any working group and/or any person to screen and review business matters to be proposed to the committee or to perform any duties which shall benefit the committee's performance or to perform any duties as delegated by the committee within the scope of duties and authorities of the Executive Committee.

- The Executive Committee may authorize and/or delegate other persons to perform specific tasks by granting a power of attorney and/or sub-attorney, given that the authorization must be limited to the scope stated in such power of attorney and/ or complied with the rules, regulations or orders specified by the Board of Directors. The Executive Committee's delegation of authorities shall not be in the manner which empowers the member of the Executive Committee or the authorized person to approve the transaction made by such person himself/ herself or made by other persons who may have a conflicts of interest (as defined in the notifications of the Securities and Exchange Commission or the Capital Market Supervisory Board), or may have an interest or may benefit in any manners, or may have other conflict of interest with the Company or/and its subsidiary.
- To approve the expenditure for investment, the financial transaction with the financial institution to open an account, to pledge, mortgage, guarantee and any other transaction including the trading, registering of the land deed title under the usual course of business of the Company and its subsidiaries within the budget assigned.
- To determine organizational structure and efficient management that covers the selection, training, employment and dismissal of employees of the Company and its subsidiaries for the executives or top executives. The Executive Committee may assign the President or Vice President or any other position which is appropriate to proceed on the Company's behalf when signing the employment contract.
- To review the Executive Committee Charter and the Board of Directors' Charter and propose to the Board of Directors for approval.
- To perform any other tasks as assigned by the Board of Directors.

In 2025, there was no executive directors held directorships in more than 3 listed companies in total.

Reference link for the charter

<https://investor.theplatinumgroup.co.th/en/corporate-governance/charter-board-and-subcommittee>

Nomination & Remuneration Committee

Role

- Director and executive nomination
- Remuneration

Scope of authorities, role, and duties

The Nomination and Remuneration Committee is a part of the good corporate governance system. The committee must consider and determine the remuneration package of members of the Board and each committee to propose for the Board of Directors for concurrence before submitting to the shareholders' meeting for approval.

The Nomination and Remuneration Committee comprises at least three (3) directors from the Company's Board of Directors and one third of total members of the Committee members must be independent directors; Chairperson of the Committee must also be an independent director. Members of the Nomination and Remuneration Committee shall be appointed by the Board of Directors. In addition, the Board of Directors has established and approved the Charter of the Nomination and Remuneration Committee which prescribed about its objectives, composition and qualifications, the term of office, scope of authorities and duties, committee meeting. Detailed information has been disclosed on the Company's website.

- Ensure that the structure, size and composition of the Board of Director are appropriate for the Company and the changing business environment
- Develop criteria for the Company's director; Screen and identify, in a transparent way and align with the Company's strategy in short and long term, a qualified candidate to propose for the Board endorsement before proposing to the shareholder meeting for approval of the appointment

- Consider the criteria and process for recruiting qualified persons to be appointed as directors and align with the Company's business strategy by preparing a Board Skill Matrix to support recruitment including selecting candidate according to the nomination process that has been determined, for example, name list and background of those nominated as directors from the previous committee, nominate directors proposed by shareholders or external consulting firms or the Director's Pool by IOD, etc. Committee will consider suitable and diverse qualifications in terms of professional qualifications, skills, age, experience, gender, race, religion, origin, expertise and specific competencies as required in the Board of Directors as well as participating in creating benefits for the Company and proposing opinions to the Board of Directors
- Screen and identify, in a transparent way, a qualified candidate for the position of President to propose to the Board for approval and appointment
- Develop a succession plan for the President position and regularly revisit the plan and its progress
- Design a fair and sensible remuneration plan and related criteria for the Company's directors, members of each committee and the Company's President by considering referenced information of compensation in other companies in the same or similar industries; propose such remuneration plan for directors and committee members to the Board for endorsement before proposing to the Shareholder meeting for approval
- Evaluate the performance of the Company's President in order to assess the adequacy of his/her remuneration package; make recommendations regarding the overall compensation plan and other fringe benefits of the Company's employees proposed by the President's preliminary advice
- Evaluate the remuneration of top executives in accordance with the performance by using goals and Assessment criteria linked to short-term and long-term strategic plans and work plans
- Review, change and amend the Nomination and Remuneration Committee Charter to keep up with the changing situation and submit any proposed revisions to the Board of Directors for consideration and approval
- Perform other duties assigned by the Board of Directors

To perform its duties, the Nomination and Remuneration Committee may seek any information it considers necessary from the management, department heads or related employees by asking them to attend the meeting, make the statement or submit written associated documents as necessary. Besides, under the duties and responsibilities, authorities of this charter, the Nomination and Remuneration Committee may seek external independent professional advisor or specialist in other professions as deem necessary at the Company's cost.

Reference link for the charter

<https://investor.theplatinumgroup.co.th/en/corporate-governance/charter-board-and-subcommittee>

7.3.2 Information on each subcommittee

List of audit committee

As of December 31, 2025, the Audit Committee had 3 members, consisting of

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Professor Chaiyos Hemarajata</p> <p>Gender: Male</p> <p>Age : 79 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Law</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : No</p>	<p>Chairman of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	3 Dec 2013	Law, Risk Management, Audit, Internal Control, Property Development
<p>2. Mr. Somchai Boonnamsiri^(*)</p> <p>Gender: Male</p> <p>Age : 71 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	3 Dec 2013	Risk Management, Audit, Finance, Accounting, Finance & Securities
<p>3. Police General Boonpen Bumpenboon</p> <p>Gender: Male</p> <p>Age : 80 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Political Science</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : No</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	3 Dec 2013	Law, Strategic Management, Audit, Negotiation, Governance/ Compliance

Additional explanation :

(*) Directors with expertise in accounting information review

List of executive committee members ⁽¹⁾

The Board of Directors appoints the Executive Committee, selecting from among the directors or senior executives who are capable of managing matters related to normal business operations and general administration. This includes the ability to establish policies, business plans, budgets, organizational structures, and monitor the Company's performance in accordance with the policies set. As of December 31, 2025, the Executive Committee consists of 3 members:

List of directors	Position	Appointment date of executive committee member
1. Mr. Surachai Chotjurangkool Gender: Male Age : 75 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	The chairman of the executive committee	3 Dec 2013
2. Mrs. Punjaporn Chotjurangkool Gender: Female Age : 71 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	3 Dec 2013
3. Mrs. Suthita Bhirombhakdi Gender: Female Age : 35 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	9 May 2023

Remark : ⁽¹⁾ With Ms. Suphawan Tantivuthipakorn serving as a Secretary to the Executive Committee.

Other Subcommittees ⁽²⁾

As of December 31, 2025, the Nomination and Remuneration Committee consisted of 3 members, with 2 independent directors, representing 66.67 percent, and the Chairman of the Nomination and Remuneration Committee being an independent director. The list is as follows:

Subcommittee name	Name list	Position
Nomination & Remuneration Committee	Mr. Somchai Boonnamsiri	The chairman of the subcommittee (Independent director)
	Mrs. Punjaporn Chotjurangkool	Member of the subcommittee
	Dr. Chadarat Anantakoon	Member of the subcommittee (Independent director)

Remark : ⁽²⁾ With Mrs. Wantanee Wudti-in serving as a Secretary to the Nomination & Remuneration Committee.

7.4 Information on the executives

Authorities, Duties and Responsibilities of the President

The resolution from the Board of Directors Meeting no. 2/2014 on April 22, 2014 has stated the delegation of authorities, duties and responsibilities of the Company's President as follows:

1. To oversee the overall business operation of the Company in order to achieve the Company's objectives and the business goals assigned by the Board of Directors;
2. To develop strategy and business plan to propose to the Board of Directors for approval; and to execute the approved business strategy and business plan to achieve the set goals;
3. To perform and operate the assignments from the Board of Directors or in accordance with the Board's policy;
4. To command, issue any rules and announcements to ensure that the operation will be in accordance with the Company's policies;
5. To approve and/or grant a power of attorney to pursue any legal transaction which binds the Company for its business as usual and any transaction which the President has been given a power of attorney from the Board of Directors to carry out on the condition that such transaction must not involve the Company's assets;
6. To organize the management team and staff to perform their duties according to the policies and business directions governed by the Board of Directors;
7. To seek for business opportunities and new investments relating to the core businesses of the Company and its subsidiaries in order to generate more revenues;
8. To review and screen any binding agreement of the Company's rights and assets with other person, company, partnership, store or institute before proposing to the Board of Directors for approval;
9. To consider and approve routine operating expenses within the limit approved by the Board of Directors;
10. To consider and approve the Company's investment in securities or other financial instruments within the limit approved by the Board of Directors;
11. To approve in principle the business expansion and joint-venture projects with other corporate, then propose to the Board of Directors for approval in the next Board of Directors' meeting;
12. To approve major capital expenditures which have been already included in the annual expenditure budget or which the Board of Directors already approved in principle;
13. To oversee the Company's employees to perform their duties in compliance with the Company's policies, rules and regulations as well as the business governance principle;
14. To support and promote the development of employee's potential and competencies in order to enhance the Company's potential;
15. To consider and appoint advisors or consultants for the Company's operation as deemed necessary;
16. To consider and approve to enter the connected transactions which are normal practices under the policy approved by the Board of Directors e.g., buying/selling goods at market price, charging any fee at normal rate, allowing the same credit term as normal customers;
17. To approve the appointment, transfer or dismissal of employee at the executive level;
18. To have authorization in implementing annual budget and to approve payment of expenses which have already been approved by the Board of Directors meeting;
19. To carry out any assignments from the Board of Directors. The President have no authority to approve the business matters or connected transactions which are not normal trade practices, the acquisition or disposal of Company's key assets and/or transactions which incurred by the President or a person who may have conflict of interest with the Company and its subsidiaries; except for the transactions which are normal trade practices according to the policy and criteria already approved by the Board of Directors or the connected transactions and the acquisition or disposal of Company's key assets which have been approved from the shareholders' meeting in order to comply with the related regulations of the Stock Exchange of Thailand;

The Company has determined the policy of taking directorship in another company that the President can take a directorship in the company group where the Company has invested under conditions that such event generates benefit to the Company and does not affect current responsibility. In case the President undertakes directorship in a company which the company group does not invest, the matter must be brought to the Board of Directors for consideration and approval.

7.4.1 List and positions of the executive

List of the highest-ranking executive and the next four executives

As of 31 December 2025, the Company had executive officers as defined by the Office of the Securities and Exchange Commission, meaning the manager or the four highest-ranking executive positions directly below the manager, as well as all persons holding positions equivalent to the fourth executive rank, as follows:

List of executives	Position	First appointment date	Skills and expertise
1. Mr. Surachai Chotjurangkool Gender: Male Age : 75 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Acting President (The highest-ranking executive)	3 Dec 2013	Property Development, Strategic Management, Data Analysis, Leadership, Negotiation

List of executives	Position	First appointment date	Skills and expertise
<p>2. Mrs. Suthita Bhirombhakdi</p> <p>Gender: Female</p> <p>Age : 35 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Management</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Executive Vice President, Marketing	1 Jun 2021	Strategic Management, Marketing, Digital Marketing, Media & Publishing, Fashion
<p>3. Mr. Suwit Wannasirisook^(*)</p> <p>Gender: Male</p> <p>Age : 57 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : Yes</p> <p>Accounting supervisor : No</p>	Executive Vice President of Finance and Accounting, Chief Financial Officer, and Chief Accounting Officer	17 May 2022	Accounting, Finance, Data Analysis, Budgeting, Audit
<p>4. Mr. Thongchai Tantisathit</p> <p>Gender: Male</p> <p>Age : 53 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Executive Vice President - The Office of Directors	9 May 2023	Business Administration, Economics, Property Development, Negotiation, Project Management

List of executives	Position	First appointment date	Skills and expertise
5. Mr. Satit Termprayoon Gender: Male Age : 57 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	First Senior Vice President Operation and Building Management, Procurement and Administration	27 Jan 2020	Procurement, Data Analysis, Engineering, Project Management, Negotiation

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

(**) Accounting supervisor

(***) Appointed after the fiscal year end of the reporting year

Organization structure diagram of the highest-ranking executive and the next four executives

Organization structure of the highest-ranking executive and : 31 Dec 2025

the next four executives as of date

Organization structure diagram of the highest-ranking executive and the next four executives from the top executive



7.4.2 Remuneration policy for executive directors and executives

The Company has established criteria for determining the remuneration of the President and senior management based on performance evaluation, which considers key performance indicators (KPIs) including the Company's operating results, adherence to strategic plans, and work management. The performance evaluation results are used as a basis for

determining appropriate compensation in both the short and long term to retain senior management and motivate them to be a driving force in ensuring the sustainable operation of the Company's business.

The Nomination and Remuneration Committee will consider remuneration the Board of Directors, Sub-committees and executives. The criteria and form of remuneration are as follows:

1. Determine remuneration based on duties, responsibilities and performance of the directors, type and size of business, market, and competition as well as comparing with the remuneration of other companies in the same industry or similar to the Company. The remuneration must be reasonable and sufficient to motivate and maintain qualified directors.
2. The directors' compensation is divided into 2 parts which are monthly compensation and meeting allowance.
3. Determine adequate payment of compensation and the amount of compensation and propose to the Board for approval, and propose to the meeting of shareholders for approval and disclosure.
4. Evaluate the remuneration of top executives in accordance with the performance and assessment criteria that are aligned with short-term and long-term strategic plans and work plans.

Reference link for remuneration policy for executive : <https://investor.theplatinumgroup.co.th/en/corporate-governance/charter-board-and-subcommittee>

Page number of the reference link :

Does the board of directors or the remuneration : Have
committee have an opinion on the remuneration policy
for executive directors and executives

Opinion of the Board of Directors and the Nomination and Remuneration Committee

The Board of Directors and the Nomination and Remuneration Committee determined a reasonable compensation structure for the President and senior executives, including paying compensation that is equivalent to or higher than businesses in the same industry, in order to motivate and be consistent with performance in accordance with the organization's main objectives and goals, as well as in line with the long-term benefits of the Company.

7.4.3 Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2023	2024	2025
Total remuneration of executive directors and executives (baht)	38,279,296.85	37,111,337.73	37,143,523.60
Total remuneration of executive directors (baht)	4,620,000.00	4,920,000.00	4,920,000.00
Total remuneration of executives (baht)	33,659,296.85	32,191,337.73	32,223,523.60

Monetary remuneration

In 2025, the Company paid remuneration in cash to the Executive Committees, the President, the first four management position next from the President, or the management in the fourth position amount of 37.1 Million Baht. The monetary remuneration consists of salary, bonus, provident fund and other benefits.

Other remunerations of executive directors and executives

	2023	2024	2025
Company's contribution to provident fund for executive directors and executives (Baht)	1,005,999.44	966,714.40	773,943.60
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

Other remuneration

• Provident fund

The Company has provided a provident fund for executives, with the Company contributing at a rate of 4-6% (depending on length of employment) of salary. In 2025, the Company paid a total of 773,944 baht in provident fund contributions to executives.

• Other remuneration

The Company has non-cash compensation in the form of company's cars and other benefits in accordance with the Company's regulations, similar to employees, such as health insurance, life insurance, annual health check-ups, and other benefits. The Company does not have a policy on benefits in the form of ESOP and EJIP.

Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive : 0.00

directors and executives in the past year

Estimated remuneration of executive directors and : 0.00

executives in the current year

7.5 Information on employees

Information on the company's employees

Employees

As of December 31, 2025, the Company and its subsidiaries had a total of 789 employees (excluding the Company's directors and the top 4 executives), with details as follows:

	2023	2024	2025
Total employees (persons)	670	748	789
Male employees (persons)	349	394	412
Female employees (persons)	321	354	377

Number of employees by position and department

Number of male employees by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	267	312	334
Total number of male employees in management level (Persons)	78	80	76
Total number of male employees in executive level (Persons)	4	2	2

Number of female employees by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	243	270	286
Total number of female employees in management level (Persons)	77	81	89
Total number of female employees in executive level (Persons)	1	3	2

Number of employees categorized by department over the past year

Department / Line of work / Unit / Business group	Number of employees (persons)
Shopping mall space rental business	99
Hotel Business	591
Food and Beverage Business	19
Head Office	80
Total number of employees	789

Significant changes in the number of employees

Significant changes in number of employees over the past : No

3 Years

Information on employee remuneration

The Company and its subsidiaries have provided appropriate remuneration to employees in accordance with their duties, responsibilities, and performance compared to the annual targets. The Company and its subsidiaries provide remuneration in the form of salaries, annual bonuses, provident funds, and other benefits. The details of this remuneration (excluding directors and the top 4 executives) are as follows:

Employee remuneration

In 2025, the company paid a total of 400.9 million baht in compensation to employees. The compensation ratio for male employees was 52% and for female employees was 48%, with the average compensation ratio of female employees to male employees being 1.00.

	2023	2024	2025
Total employee remuneration (baht)	221,739,523.00	323,417,794.00	400,916,736.00
Total male employee remuneration (Baht)	121,750,814.00	164,006,679.00	209,785,835.00
Total female employee remuneration (Baht)	99,988,709.00	159,411,115.00	191,130,901.00

Employee remuneration categorized by department over the past year

Department / Line of work / Unit / Business group	Employee remuneration (baht)
Shopping mall space rental business	52,758,792.00
Hotel Business	263,622,812.00
Food and Beverage Business	6,600,168.00
Head Office	77,934,964.00
Total employee remuneration	400,916,736.00

Information on provident fund management

Provident fund management policy

Provident fund management policy : Yes

The Company is committed to continuously promoting employees' discipline in savings and investment through the provident fund. To support this objective, the Company has established operational guidelines and criteria that facilitate employees' savings and investment, enabling them to effectively plan their finances and build long-term financial security after retirement.

The Company also places importance on prudent risk management, transparent investment management, and the provision of diverse investment plan options (Employee's Choice), allowing employees to select investment policies that are appropriate and aligned with their individual risk tolerance.

The Company has selected fund managers who apply the Investment Governance Code for Institutional Investors ("I Code") and responsible investment principles, considering environmental, social, and governance (ESG) factors in the operation and management of the provident fund.

Overview of methods for determining employee and employer contribution Rates

The Company and its subsidiaries have established a provident fund for employees, offering them the opportunity to voluntarily contribute to the fund at a rate of 4–6 percent of their salary, depending on their length of service. The Company and its subsidiaries will also co-contribute to the fund at the same rate of 4–6 percent of the salary, based on the length of service, to support employees in having stable savings for their livelihood after retirement.

Implementation of Investment Governance Code for : Yes

Institutional Investors ("I Code") by Company's Provident
Fund Committee

Participation in provident fund membership (PVD)

To ensure the effective implementation of the provident fund policy, the Company has established various processes and supporting activities, encompassing fund participation, investment plan selection, and providing financial planning knowledge to employees. Employees are eligible to apply for provident fund membership from the commencement of their employment, with contributions deducted at a rate determined by their length of service.

Furthermore, the Company conducts a risk tolerance assessment (Suitability Test) to facilitate the selection of an appropriate investment plan (Employee's Choice) aligned with each employee's risk level. Employees are also granted the opportunity to change their investment plan once a year. The number of employees from the Company and its subsidiaries participating as provident fund members is as follows:

Details of provident fund participation (PVD)

Number of employees eligible to participate in PVD

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	670	748	773
Number of employees joining in PVD (persons)	294	392	549
Total amount of provident fund contributed by the company (%)	43.88	52.41	69.58
Number of PVD members / Total eligible employees (%)	43.88	52.41	71.02

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	5,383,748.00	6,231,896.00	8,857,617.00

Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
THE PLATINUM GROUP PUBLIC COMPANY LIMITED	Yes	789	773	549	69.58%	71.02%

Policy and guidelines on promoting savings through the provident fund for non-participating employees

Policy and guidelines on promoting savings through the : Facilitating automatic PVD enrollment for new provident fund for non-participating employees employees, Initiatives to encourage employees to achieve sufficient retirement savings, Providing education or information on selecting appropriate investment policies

Facilitating automatic PVD enrollment for new employees

The Company facilitates employees to conveniently apply for membership in the provident fund through the Automatic Enrollment system. All employees are eligible to apply for membership in the fund from their first day of employment and can receive benefits according to the fund's conditions from the start of their employment with the Company. Furthermore, the Company emphasizes promoting widespread employee participation in the provident fund. This is achieved by continuously monitoring and publicizing invitations to employees who have not yet joined the fund to consider applying for membership through various communication channels, such as direct communication from the Human Resources Department, as well as providing information during new employee orientation activities and courses, to foster understanding of the benefits of retirement savings and promote employees' long-term financial security.

Initiatives to encourage employees to achieve sufficient retirement savings

Regarding the promotion of financial literacy to enable employees to appropriately manage income, expenses, savings, and investments, as well as accumulate sufficient funds for retirement, the Company focuses on enhancing employees' understanding and skills in financial planning. This initiative aims to foster stable financial well-being for employees in both the short and long term. The Company regularly organizes training activities and provides financial planning knowledge to employees annually through various courses and activities. Examples of courses provided by the Company to employees include the course "WAGES, WALLETS & WELL-BEING: The Future of Employee Benefits in a Branchless Banking World," which focuses on building an understanding of trends in the digital financial system and the

role of financial welfare in modern organizations. Additionally, there is the Financial Well-being course, which provides knowledge on personal financial planning, debt management, savings, and financial preparedness for the future. Furthermore, the Employee Support Fund course offers information and guidelines on effectively utilizing funds and work-related benefits.

Providing education or information on selecting appropriate investment policies

The Company prioritizes promoting the long-term financial security of its employees by providing information and knowledge regarding participation in the provident fund to new employees from their first day of work. This includes both supporting documents and detailed explanations of benefits, membership conditions, and retirement savings guidelines, to enable employees to understand and make informed decisions about joining the fund, aligning with their personal financial plans.

Furthermore, the Company also provides consultation services by the Human Resources Department for employees who wish to withdraw from the provident fund. This involves providing comprehensive information regarding the impacts, potential changes in benefits, and various options that can help maintain their fund membership status, to support employees in carefully considering their options and planning their finances appropriately.

In the event that an employee decides to withdraw from provident fund membership but continues to work for the Company, the employee still has the right to reapply for fund membership under the criteria and conditions set by the Company and the fund. This is to provide an opportunity for employees to resume planning their future savings and continuously build long-term financial security.

7.6 Other significant information

7.6.1 Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Mr. Chalee Thiraworakul	chalee.thi@theplatinumgroup.co.th	02-121-9999

List of the company secretary

In accordance with the principles of good corporate governance for listed companies under the responsibilities of the Board of Directors and the requirements of the Securities and Exchange Act, the Board of Directors resolved to appoint Ms. Suphawan Tantivuthipakorn as Company Secretary, effective February 28, 2022. The Board of Directors is of the opinion that the appointee is suitable, knowledgeable, capable, and has completed the Company Secretary Program (CSP) of the Thai Institute of Directors (IOD), in addition to other experiences in company secretarial management.

The Company Secretary has duties and responsibilities as follows:

1. Prepare and maintain the register of directors, notices of Board of Directors' meetings, minutes of Board of Directors' meetings, the Company's annual One Report, notices of Shareholders' meetings, and minutes of Shareholders' meetings.
2. Maintain reports of interests declared by directors or executives.
3. Organize Board of Directors' meetings and Shareholders' meetings in accordance with laws and regulations relevant to the Company, and ensure compliance with resolutions passed at such meetings.
4. Ensure the disclosure of various information in accordance with the regulations of the Stock Exchange, the Securities and Exchange Commission, and other relevant regulatory bodies, as well as the principles of good corporate governance.
5. Maintain copies of reports on changes in securities holdings by directors and executives.
6. Provide advice to directors regarding laws, regulations, and various rules pertaining to good corporate governance, maintaining the status of a listed company on the Stock Exchange of Thailand, as well as laws and regulations related to the Company's business operations.
7. Perform other duties as prescribed by the Capital Market Supervisory Board or as assigned by the Board of Directors.

Furthermore, the Company encourages the Company Secretary to regularly attend various training courses and seminars organized by the Securities and Exchange Commission, the Stock Exchange of Thailand, and other relevant agencies, for the benefit of their performance.

General information	Email	Telephone number
1. Ms. Suphawan Tantivuthipakorn	compsec@theplatinumgroup.co.th	02-121-9999

List of the head of internal audit or outsourced internal auditor

The Head of Internal Audit is responsible for overseeing and managing the Company's internal audit function efficiently and independently. Their duties include preparing an annual internal audit plan based on the organization's risk assessment and conducting audits in accordance with the plan approved by the Audit Committee. Furthermore, the Head of Internal Audit is regularly required to report audit results, findings, and recommendations to the Audit Committee and senior management to ensure that the Company's internal control systems, risk management, and corporate governance processes are appropriate, adequate, and effective. Additionally, the Head of Internal Audit is responsible for monitoring the rectification of deficiencies identified from audit results to ensure that corrective actions are appropriate and timely.

At the 3/2023 Audit Committee Meeting held on August 8, 2023, Ms. Preeyawan Sianprasert was appointed to the position of Senior Internal Audit Manager, who serves as the Head of the Company's Internal Audit Department, effective May 16, 2023. This appointment is due to her experience in internal audit operations within similar businesses and industries and her consistent participation in training courses related to internal audit operations.

General information	Email	Telephone number
1. Ms. Preeyawan Sianprasert	preeyawan.sia@theplatinumgroup.co.th	02-121-9999

List of the head of the compliance unit

The Compliance function is responsible for overseeing, monitoring, and promoting the Company's operations to ensure adherence to applicable laws, regulations, company rules, internal policies, and requirements of relevant regulatory authorities. The Company has assigned the Company Secretary to be responsible for Compliance matters in order to support good corporate governance. In this regard, the Company Secretary provides advice to the Board of Directors, executives, and relevant departments to ensure that the Company's operations are conducted accurately, transparently, and in alignment with good governance principles. This includes the development of policies, guidelines, and processes related to compliance, as well as responsibilities for information disclosure and the organization of Board of Directors' and shareholders' meetings.

General information	Email	Telephone number
1. Ms. Suphawan Tantivuthipakorn	compsec@theplatinumgroup.co.th	02-121-9999

7.6.2 Head of investor relations

The Company has established an Investor Relations Department to communicate important information to investors, in accordance with the framework set forth in the Investor Relations Code of Conduct. The Company recognizes the importance of disclosing information regarding its operations, as well as, significant information affecting the Company's securities prices. Such disclosure must be transparent and equitable. The Company disseminates various news and information to shareholders through the SETLink system of the Stock Exchange of Thailand and other media, to ensure that investors, analysts, and relevant parties receive complete information. Furthermore, the Company also discloses

information via its website www.theplatinumgroup.co.th under the topic "Investor Relations" to facilitate general investors and interested parties in studying the company's information by preparing and disclosing information through the Company's website in both Thai and English, and regularly updating the information. The information disclosed on the website includes: Company Information, Financial Information, Information for Investors and Shareholders, Shareholder Meetings, Corporate Governance, Performance Presentation Information, Securities Price Information, Analysis Reports, Newsroom, and has provided channels to contact Investor Relations as follows:

The Platinum Group Public Company Limited

No. 111, Pier 111 Building (M2), 21st Floor,

Ratchadamri Road, Lumpini Subdistrict,

Pathum Wan District, Bangkok 10330

Telephone: 0-2121-9999

Email: ir@theplatinumgroup.co.th

Does the Company have an appointed head of investor : Yes

relations

List of the head of investor relations

General information	Email	Telephone number
1. Ms. Suphawan Tantivuthipakorn	ir@theplatinumgroup.co.th	02-121-9999

7.6.3 Company's auditor

The Annual General Meeting of Shareholders for 2025 resolved to appoint auditors and approved the auditors' remuneration for the audit of the 2025 annual financial statements and the review of the Company's quarterly financial statements in the amount of 2.70 million Baht per year, and for two subsidiaries in the amount of 1.30 million Baht per year, totaling 4.00 million Baht per year with no other Audit Service fee.

In 2025, the Company engaged tax and legal advisory services from EY Corporate Services Limited (a member firm of EY Office Limited), with total service fees amounting to 1.45 million Baht. The engagement was based on the firm's expertise and experience relevant to the Company's needs. The Audit Committee and the Board of Directors have considered the firm's independence and the reasonableness of the fees, and are of the view that such engagement is necessary and appropriate.

Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
EY OFFICE LIMITED NO. 1875 ONE BANGKOK TOWER 3, LEVEL 34 - 37, RAMA 4 ROAD, LUMPHINI PATHUM WAN Bangkok 10330 Telephone +66 2264 9090	4,000,000.00	-	<p>1. Mr. VATCHARIN PASARAPONGUN Email: vatcharin.pasarapongkul@th.ey.com Telephone: 02-264-9090</p> <p>License number: 6660</p> <p>2. Ms. WATOO KAYANKANNAVEE Email: wattoo.kayankannavee@th.ey.com Telephone: 02-264-9090</p> <p>License number: 5423</p> <p>3. Ms. KESSIRIN PINPUVADOL Email: kessirin.pinpuvadol@th.ey.com Telephone: 02-264-9090</p> <p>License number: 7325</p>

7.6.4 Assigned personnel in case of a foreign company

Does the company have any individual assigned to be : No
representatives in Thailand

List of designated individuals as representatives in Thailand

The Company does not have any person or other entities appointed to act as its representative in Thailand.

8. Report on key operating results on corporate governance

8.1 Summary of duty performance of the board of directors over the past year

Summary of duty performance of the board of directors over the past year

Report on Key Corporate Governance Performance

Board of Directors' Report

The Board of Directors, as representatives of the shareholders, is responsible for overseeing and setting the direction of the Company's operations to be correct, transparent, and in compliance with relevant laws, announcements, regulations, criteria, and bylaws, as well as the Company's objectives and articles of association. The Board of Directors is committed to overseeing management to operate under good corporate governance principles, with social responsibility, taking into account all stakeholder groups, and manages operations with prudence and care to build sustainable trust among shareholders, investors, the public, and all stakeholders.

In the past year, the Board of Directors held a total of 4 meetings. A summary of attendance is as follows:

List of Directors	Position	Number of meetings attended	Percentage
1) Mr. Palakorn Suwanrath	Chairman	4/4	100
2) Mr. Surachai Chotjurangkool	Vice Chairman	4/4	100
3) Professor Chaiyos Hemarajata	Independent Director	4/4	100
4) Mr. Somchai Boonnamasiri	Independent Director	4/4	100
5) Pol. Gen. Boonpen Bumpenboon	Independent Director	4/4	100
6) Mrs. Punjaporn Chotjurangkool	Director	4/4	100
7) Dr. Chadarat Anantakool*	Independent Director	3/4	75
8) Mrs. Suthita Bhirombhakdi*	Director	3/4	75

Note: Dr. Chadarat Anantakool was absent from the Board of Directors' Meeting No. 4/2025 held on 11 November 2025 due to health reasons, and Mrs. Suthita Bhirombhakdi was absent from the Board of Directors' Meeting No. 2/2025 held on 13 May 2025 due to urgent business abroad.

In summary of the key points from the Board of Directors' meetings:

1. The Board of Directors has participated in setting the Company's vision, policies, goals, business plans, and budget, with a strong emphasis on ethics and stakeholder impact, in addition to financial performance. These are reviewed and approved every quarter and fiscal year. The Board also oversees the management to ensure that operations adhere to the strategic plans and budgets efficiently and effectively, with performance reported by the Executive Committee every quarter.
2. The Good Corporate Governance Policy and Business Ethics Handbook, as well as various company policies, have been reviewed and integrated into the Company's culture. The Board of Directors has set an example in adhering to these policies and guidelines, communicating and requiring all directors, executives, and employees to comply with them, and regularly monitoring compliance to ensure transparent, efficient, and auditable business operations.

3. The Board of Directors recognizes the importance of internal control systems, internal audit, and risk management. Therefore, it has reviewed and ensured that the company has an effective internal control system, consistent with acceptable risk levels, and has assigned the Audit Committee to regularly review and monitor the results of internal controls. Reports are received from the Audit Committee every quarter to build confidence among executives, investors, and all stakeholders. The Board of Directors has considered and found the Company's internal control system to be adequate and appropriate.
4. The Board of Directors has emphasized promoting and supporting the adoption of innovation and technology to enhance the Company's competitiveness, create value in response to changing circumstances, and increase operational efficiency, all for the benefit of all stakeholders. The Board of Directors has assigned the management to incorporate this into strategy reviews, operational development and improvement planning, and continuous performance monitoring.
5. The Board of Directors plays a role in supporting the company to operate its business sustainably, promoting the establishment, review, and implementation of policies, strategies, operational plans, and goals for sustainable development within the organization to create a balance between business operations, environmental care, and the well-being of society, communities, and employees. Furthermore, as the Company is the employer of the construction contractor, the Board of Directors has emphasized the importance of occupational health and safety from work processes that may affect communities and stakeholders regarding dust, noise pollution, water pollution, vibration of project areas during construction, as well as traffic impacts around construction sites, arising from construction processes that affect communities in all projects, to prevent adverse impacts on communities and areas surrounding the construction projects, while considering good hygiene for workers and residents in nearby communities.
6. The Board of Directors resolved to approve the acquisition of assets and connected transactions for investment in the expansion project of Holiday Inn Resort Samui. The Board carefully considered the said transaction, taking into account the best interests of stakeholders, and was of the opinion that the transaction is appropriate and necessary, both in terms of its objective to increase revenue streams and support the Company's long-term growth strategy. Furthermore, the hotel is popular among family tourists, and at certain times, the demand for rooms exceeds the current number of available rooms. Additionally, the long-term land lease price and lease terms are reasonable, in line with the appraisal value by an independent appraiser approved by the SEC, and are normal general conditions. The approval of this transaction was disclosed to the Stock Exchange of Thailand on 13 August, 2025.

The Board of Directors has performed its duties and responsibilities in managing the Company and its subsidiaries in accordance with laws, objectives, and regulations of the Company and its subsidiaries, as well as resolutions of shareholders' meetings that are legally valid, with honesty, integrity, and due care to protect the interests of the Company and all shareholders equally.

8.1.1 Selection, development and evaluation of duty performance of the board of directors

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
1. Mr. Palakorn Suwanrath	Chairman of the board of directors (Non-executive directors, Independent director)	3 Dec 2013	Corporate Management, Leadership, Governance/ Compliance, Sustainability, Public Administration
2. Mrs. Punjaporn Chotjurangkool	Director (Executive Directors)	3 Dec 2013	Strategic Management, Human Resource Management, Corporate Management, Negotiation, Data Analysis
3. Dr. Chadarat Anantakoon	Director (Non-executive directors, Independent director)	3 Dec 2013	Strategic Management, Change Management, Human Resource Management, Corporate Management, Data Analysis

Selection of independent directors

Criteria for selecting independent directors

The Company stipulates that the Board of Directors shall comprise at least one-third of the total number of directors as independent directors. The Board of Directors or the Shareholders' Meeting (as the case may be) shall appoint independent directors to the Board. The Company's policy is to appoint independent directors not less than one-third of the entire Board, and there shall be at least 3 independent directors.

The criteria for selecting independent directors are based on the criteria for selecting company directors. The qualifications of individuals to serve as independent directors are considered based on the qualifications and prohibited characteristics under the Public Limited Company Act and the Securities and Exchange Act, including related notifications, regulations, and/or rules. Independent directors shall possess educational qualifications, specialized expertise, work experience, and other suitability beneficial to the company's operations, to be proposed to the shareholders' meeting for appointment as company directors. In the event that an independent director vacates their

position before the end of their term, the Board of Directors may appoint a qualified independent director as specified above to fill the vacancy. The independent director appointed as a replacement shall serve only for the remaining term of the independent director they replace.

The Board of Directors has established the qualifications for independent directors as follows:

1. Holds shares not exceeding one percent (1%) of the total voting shares of the parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the company. This includes the shareholding of related persons of that independent director.
2. Is not currently or has not been a director involved in management, an employee, a regular salaried consultant, or a controlling person of the company, its parent company, subsidiaries, associated companies, same-level subsidiaries, major shareholders, or controlling persons of the company, unless such disqualification has ceased for at least two years prior to the date of submitting the application for approval to the SEC Office. However, this prohibition does not include cases where the independent director was previously a government official or a consultant to a government agency that is a major shareholder or controlling person of the company.
3. Has no blood relationship or legal registration as a father, mother, spouse, sibling, or child, including the spouse of a child of other directors, executives, major shareholders, controlling persons, or individuals proposed to be directors, executives, or controlling persons of the company or its subsidiaries.
4. Has no current or past business relationship with the company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the company in a manner that may impede their independent judgment, and is not currently or has not been a significant shareholder or controlling person of any party having a business relationship with the company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the company, unless such disqualification has ceased for at least two years prior to the date of submitting the application for approval to the SEC Office.
5. Not currently or previously an auditor of the company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the company, and not a significant shareholder, controlling person, or partner of an audit firm where an auditor of the company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the company is affiliated, unless such disqualification has ceased for at least two years prior to the date of submitting the application for approval to the SEC Office.
6. Is not currently or has not been a professional service provider, including legal or financial consultant services, receiving service fees exceeding two million baht per year from the company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the company, and is not a significant shareholder, controlling person, or partner of such professional service provider, unless such disqualification has ceased for at least two years prior to the date of submitting the application for approval to the SEC Office.
7. Is not a director appointed as a representative of a director of the company, a major shareholder, or a shareholder who is a related person of a major shareholder.
8. Does not engage in businesses of the same nature that significantly compete with the business of the company or its subsidiaries, or is not a significant partner in a partnership, or a director involved in management, an employee, a regular salaried consultant, or holds shares exceeding one percent of the total voting shares of another company that engages in businesses of the same nature and significantly competes with the business of the company or its subsidiaries.
9. Possesses no other characteristics that would prevent them from providing independent opinions on the operations of the company and its subsidiaries.
10. Is not a director assigned by the Board of Directors to make decisions regarding the operations of the parent company, subsidiaries, associated companies, same-level subsidiaries, major shareholders, or controlling persons of the company.

11. Not a director of a major company, subsidiary, or same-level subsidiary, specifically those that are listed companies.

Furthermore, at least one independent director serving as an audit committee member must possess sufficient knowledge and experience in accounting or finance to be able to review the reliability of financial statements. Additionally, the company will consider other qualifications such as business experience, specialized expertise relevant to the business, and ethics, among others.

In 2025, no independent director holds directorships in more than 5 other listed companies in total.

Business or professional relationships of independent directors over the past year

Business or professional relationships of independent : No
directors over the past year

Selection of directors and the highest-ranking executive

Director Nomination

The Board of Directors has appointed the Nomination and Remuneration Committee to be responsible for considering and nominating suitably qualified individuals for appointment as directors in place of those retiring by rotation or in other circumstances, as appropriate, for submission to the Board of Directors and/or the Shareholders' Meeting for individual consideration and appointment. In this regard, the Nomination and Remuneration Committee shall select candidates possessing the knowledge, competence, expertise, and experience beneficial to the Company's business and aligned with its strategic direction. The Committee shall also consider the list of nominees and profiles proposed by the existing Board of Directors, the engagement of external search firms, candidates from the Director Pool, and the opportunity for shareholders to propose qualified persons for election as directors of the Company.

Nomination of the President and Chief Executive Officer

1. The President and Chief Executive Officer shall be nominated by the Executive Committee, reviewed and approved by the Nomination and Remuneration Committee, and then proposed to the Board of Directors for consideration and approval, by selecting from the executive directors listed at the time of selection.
or for nomination from external individuals who possess suitable qualifications and do not have prohibited characteristics as per the announcements of the Securities and Exchange Commission regarding the qualifications of executives of listed companies.
2. The Nomination and Remuneration Committee shall transparently consider, nominate, and screen individuals with suitable qualifications who can manage the company to achieve its established business objectives and goals, and who do not possess qualifications contrary to the law. These nominations shall be presented to the Board of Directors for consideration and approval of appointment.

Succession Plan

The Company has established a succession plan for directors and senior executives at the level of Deputy Managing Director and above to ensure appropriate replacement in the event that any director or senior executive is unable to perform his or her duties or upon the expiration of his or her term of office. The Board of Directors has adopted a policy on succession planning and management continuity and has assigned the Nomination and Remuneration Committee to undertake the preliminary consideration of the qualifications of potential successors. The nomination process is clearly defined and transparent, taking into account candidates' knowledge, experience, capabilities, integrity, and leadership qualities. In addition, the Company has implemented talent development and succession readiness

plans to support business expansion. The performance and potential of senior executives are regularly assessed, and they are encouraged to attend training programs relevant to the roles and responsibilities of directors and senior executives in order to enhance the competencies of potential successors. The Company also continuously monitors development progress to ensure business continuity. The succession plan for the Chief Executive Officer/Managing Director is reviewed regularly, at least once a year, to ensure alignment with the Company's strategic direction. The implementation of the succession plan is reported to the Board of Directors for acknowledgement at least annually.

Method for selecting directors and the highest-ranking executive

Method for selecting persons to be appointed as directors : Yes
through the nomination committee

Method for selecting persons to be appointed as the : Yes
highest-ranking executive through the nomination
committee

Number of directors from major shareholders

Number of directors from each group of major : 0
shareholders over the past year (persons)

Rights of minority shareholders on director appointment

In adherence to good corporate governance principles and to demonstrate equitable treatment of all shareholders, the Company provided an opportunity for shareholders to propose individuals for consideration as company directors for the 2025 Annual General Meeting of Shareholders in advance, from October 1, 2024, to December 31, 2024. The Company fully informed shareholders of the details, criteria, and nomination procedures through the information dissemination system of the Stock Exchange of Thailand and the Company's website. However, upon the expiration of the said period, no shareholders proposed any individuals for consideration as company directors.

At the Annual General Meeting of Shareholders, for the agenda item concerning the appointment of directors, the shareholders' meeting has the right to appoint company directors according to the criteria and methods stipulated in the Company's Articles of Association. Each shareholder shall have one vote per share and may cast votes for the election of directors individually. Shareholders shall cast all their available votes for the nominated individuals one by one. Shareholders are entitled to elect nominated individuals as directors not exceeding the number of directors to be elected at that time and may not split their votes among any person or group. The election of directors shall be decided by a majority vote. In the event of a tie, the Chairman of the meeting shall cast an additional vote as a deciding vote.

Method of director appointment : Method whereby each director requires approval
votes more than half of the votes of attending
shareholders and casting votes

Setting qualifications for the selection of directors

The Company sets qualifications for the recruitment of directors, based on good corporate governance principles, to ensure a Board of Directors with knowledge, capabilities, experience, and skills appropriate for the Company's short-term and long-term business nature and strategies. Directors must possess full qualifications and not have any

prohibited characteristics under relevant laws. They must be able to perform their duties independently and dedicate sufficient time to their responsibilities. In terms of knowledge, expertise, and experience, the Company will consider selecting directors with skills and expertise in areas essential for governing and driving the Company's business, such as real estate development, shopping centers and wholesale-retail businesses, hotel and tourism businesses, finance and accounting, legal affairs, risk management, corporate governance, as well as sustainability development and ESG.

The Company will consider the qualifications of each director to align with the structure, size, and composition of the Board of Directors, including skills that are lacking or need to be supplemented according to the Board Skill Matrix, to ensure that the Board is complete, balanced, and capable of performing its corporate governance duties effectively and sustainably.

Details of qualifications for the selection of directors

Skill and expertise	Skills and expertise
1. Possesses experience in real estate development, including shopping malls, hotels, and/or office for rent.	Property Development, Project Management, Strategic Management, Budgeting
2. Possesses knowledge in accounting or finance	Accounting, Finance, Risk Management, Audit, Internal Control
3. Specialized knowledge, expertise, and experience as per the Board Skills Matrix, which are beneficial for performing duties as a specialized director.	Property Development, Accounting, Sustainability, Strategic Management, Business Administration

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. Palakorn Suwanrath (Chairman of the board of directors, Independent director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2007: Director Accreditation Program (DAP) • 2007: Director Certification Program (DCP) • 2007: Role of the Chairman Program (RCP)
2. Mr. Surachai Chotjurangkool (Vice-chairman of the board of directors)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2014: Director Accreditation Program (DAP)
3. Professor Chaiyos Hemarajata (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2006: Director Accreditation Program (DAP) Other <ul style="list-style-type: none"> • 2017: Audit Committee Forum 2017: The Audit Committee's Role in Compliance and Ethical Culture Oversight
4. Mr. Somchai Boonnamsiri (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2017: Successful Formulation & Execution of Strategy (SFE) • 2016: Ethical Leadership Program (ELP) • 2005: Director Certification Program (DCP) Other <ul style="list-style-type: none"> • 2023: Navigating Business Strategies for Digital and Tech Risks • 2023: The Oversight Role of AC in GRC • 2022: Cybersecurity & Data Protection / Data Privacy by ACIS Professional Center • 2017: Boards That Make a Difference (BMD) • 2016: Driving Company Success with IT Governance Program (ITG) • 2016: Role of the Compensation Committee Program (RCC) • 2009: Senior Executive Program, Class 8/2009, by the Capital Market Academy (CMA), The Stock Exchange of Thailand • 2007: Audit Committee Program (ACP) • 2006: National Defence College, Public-Private Sector Course, Class 9

List of directors	Participation in training in the past financial year	History of training participation
5. Police General Boonpen Bumpenboon (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) • 2004: Director Accreditation Program (DAP)
6. Mrs. Punjaporn Chotjurangkool (Director)	Non-participating	Thai Institute of Directors (IOD) • 2014: Director Accreditation Program (DAP)
7. Dr. Chadarat Anantakoon (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) • 2014: Director Accreditation Program (DAP)
8. Mrs. Suthita Bhirombhakdi (Director)	Non-participating	Thai Institute of Directors (IOD) • 2021: Director Accreditation Program (DAP)

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

Performance Evaluation of the Board of Directors and Sub-Committees

The Company has a policy for the Board of Directors and sub-committees to conduct self-assessments of their performance, both collectively and individually at least once a year, to enable the Board of Directors and sub-committees to review their performance and various issues over the past year. The objective is to utilize the evaluation results to improve duties, enhance efficiency, and increase the effectiveness of the Board of Directors and sub-committees.

Criteria for Board Self-Assessment

The Company has prepared a “Board Self-Assessment Form (Collective)” and a “Board Self-Assessment Form (Individual)” in accordance with good corporate governance principles, based on the guidelines of the Stock Exchange of Thailand and the Thai Institute of Directors Association. These forms have been adapted to suit the Company’s specific board structure and characteristics. The evaluation criteria comprise the following key areas:

1) Board Self-Assessment Form (Collective)

1. Board Structure and Qualifications
2. Roles, Duties, and Responsibilities of the Board
3. Board Meetings
4. Performance of Directors' Duties
5. Relationship with Management
6. Director Self-Development and Executive Development

2) Board Self-Assessment Form (Individual)

1. Board Structure and Qualifications
2. Roles, Duties, and Responsibilities of the Board
3. Board Meetings
4. Board of Directors' Responsibility in Implementing Anti-Corruption Policies for Corporate Governance

Criteria for Sub-Committee Self-Assessment

The Company conducts performance evaluations of its three sub-committees, namely the Audit Committee, the Nomination and Remuneration Committee, and the Executive Committee. The purpose of such evaluations is to review their past performance and to utilize the results to enhance the discharge of their duties and improve overall effectiveness, in the same manner as the Board evaluation. The evaluation criteria include consideration of the following key areas:

1) Sub-Committee Self-Assessment Form (Collective)

1. Board Structure and Qualifications
2. Roles, Duties, and Responsibilities of the Board
3. Board Meetings

2) Sub-Committee Self-Assessment Form (Individual)

1. Board Structure and Qualifications
2. Roles, Duties, and Responsibilities of the Board
3. Board of Directors' Responsibility in Implementing Anti-Corruption Policies for Corporate Governance

Evaluation Process

The Company Secretary distributed evaluation forms to all directors to assess the performance of directors, both collectively and individually, and compiled a summary report for the Board of Directors' meeting to acknowledge and discuss comments, suggestions, and areas of interest from the directors, in order to further develop and improve the directors' performance.

Evaluation of the duty performance of the board of directors over the past year

For the year 2025, the Company conducted a performance evaluation of the Board of Directors and its sub-committees, both on a collective and individual basis. The overall results were rated at the **"Excellent"** level. The Board considered that its current structure and composition are appropriate, with a sufficient number of independent directors to ensure proper checks and balances in decision-making. The Board will also utilize the evaluation results, particularly in areas identified for improvement, to further enhance its performance. In addition, the directors provided opinions and recommendations regarding the recruitment of executives capable of driving the Company toward the achievement of its established objectives.

Details of the evaluation of the duty performance of the board of directors

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Board of Directors	Group assessment	97.20	100
	Self-assessment	97.70	100
	Cross-assessment (assessment of another director)	None	None
Audit Committee	Group assessment	100	100
	Self-assessment	100	100
	Cross-assessment (assessment of another director)	None	None
Executive Committee	Group assessment	97.50	100
	Self-assessment	95.00	100
	Cross-assessment (assessment of another director)	None	None

8.1.2 Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the past : 4
year (times)

Date of AGM meeting : 24 Apr 2025

EGM meeting : No

Details of the board of directors' meeting attendance

List of directors	Number of Board Meeting			AGM meetings			EGM meetings		
	Meeting attendance (times)	/	Meeting attendance rights (times)	Meeting attendance (times)	/	Meeting attendance rights (times)	Meeting attendance (times)	/	Meeting attendance rights (times)
1. Mr. Palakorn Suwanrath (Chairman of the board of directors, Independent director)	4	/	4	1	/	1	N/A	/	N/A
2. Mr. Surachai Chotjurangkool (Vice-chairman of the board of directors)	4	/	4	1	/	1	N/A	/	N/A
3. Professor Chaiyos Hemarajata (Director, Independent director)	4	/	4	1	/	1	N/A	/	N/A
4. Mr. Somchai Boonnamsiri (Director, Independent director)	4	/	4	1	/	1	N/A	/	N/A
5. Police General Boonpen Bumpenboon (Director, Independent director)	4	/	4	1	/	1	N/A	/	N/A
6. Mrs. Punjaporn Chotjurangkool (Director)	4	/	4	1	/	1	N/A	/	N/A
7. Dr. Chadarat Anantakoon (Director, Independent director)	3	/	4	1	/	1	N/A	/	N/A
8. Mrs. Suthita Bhirombhakdi (Director)	3	/	4	1	/	1	N/A	/	N/A

Summary of the board of directors' meeting attendance rate

List of directors	Board of directors' meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. Palakorn Suwanrath (Chairman of the board of directors, Independent director)	4/4 (100.00%)	1/1 (100.00%)	N/A
2. Mr. Surachai Chotjurangkool (Vice-chairman of the board of directors)	4/4 (100.00%)	1/1 (100.00%)	N/A
3. Professor Chaiyos Hemarajata (Director, Independent director)	4/4 (100.00%)	1/1 (100.00%)	N/A
4. Mr. Somchai Boonnamsiri (Director, Independent director)	4/4 (100.00%)	1/1 (100.00%)	N/A
5. Police General Boonpen Bumpenboon (Director, Independent director)	4/4 (100.00%)	1/1 (100.00%)	N/A
6. Mrs. Punjaporn Chotjurangkool (Director)	4/4 (100.00%)	1/1 (100.00%)	N/A
7. Dr. Chadarat Anantakoon (Director, Independent director)	3/4 (75.00%)	1/1 (100.00%)	N/A
8. Mrs. Suthita Bhirombhakdi (Director)	3/4 (75.00%)	1/1 (100.00%)	N/A
Average meeting attendance rate	(93.75%)	100.00%	N/A

Detailed justification for the Company director's non-attendance at the Board of Directors' meeting

Dr. Chadarat Anantakool was absent from the Board of Directors' Meeting No. 4/2025 held on 11 November 2025 due to health reasons, and Ms. Suthita Bhirombhakdi was absent from the Board of Directors' Meeting No. 2/2025 held on 13 May 2025 due to urgent business abroad.

Remuneration of the board of directors

Types of remuneration of the board of directors

Remuneration for the Board of Directors and Sub-Committees

The Company has set appropriate remuneration for the Board of Directors and various sub-committees by comparing it with the remuneration paid to directors of leading companies listed on the Stock Exchange of Thailand and within the same industry group, as well as considering the Company's operating performance. The Company has participated in the listed company remuneration survey project with the Thai Institute of Directors (IOD) to use as information for consideration and proposes it for approval at the Shareholders' Meeting annually to consider paying remuneration to the Board of Directors and sub-committees.

The Nomination and Remuneration Committee will consider the remuneration for various committees, with principles and methods for determining remuneration for the Company's directors, sub-committee members, and executives as follows:

1. Remuneration is determined based on the duties and performance of directors, the type and size of the Company's business, the market and competitors, as well as a comparison with remuneration rates of other companies in the same or similar industries as the Company, provided that the remuneration must be at an appropriate level and sufficient to attract and retain qualified directors for the Company.
2. Remuneration for directors is divided into two parts: monthly remuneration and meeting allowances.
3. Determine the method of remuneration payment and an appropriate amount of remuneration, to be presented to the Board of Directors for approval and then proposed to the Shareholders' Meeting for consideration and approval, and to be publicly disclosed.
4. Monthly remuneration and meeting allowances for the Board of Directors and sub-committees (excluding the Executive Committee) must be approved by the Shareholders' Meeting.
5. Evaluate the remuneration of senior executives to align with their performance, using evaluation goals and criteria linked to both short-term and long-term strategic plans and operational plans.

At the Annual General Meeting of Shareholders for 2025, held on 24 April 2025, a resolution was passed to approve monthly remuneration and meeting allowances for The Board of Directors, Audit Committee, and Nomination and Remuneration Committee, with details as follows:

1. Monthly Remuneration

Directors shall receive a monthly remuneration regardless of whether a meeting is held. However, directors who are executives or employees of the Company shall not be entitled to such remuneration. The details of the monthly remuneration, compared with those of the year 2024, are as follows:

Position	Year 2025	Year 2024
Chairman of the Board	250,000 Baht per month	250,000 Baht per month
Director	40,000 Baht per month	40,000 Baht per month

2. Meeting Allowance

Directors serving on each committee who attend meetings of the Board of Directors, the Audit Committee, and the Nomination and Remuneration Committee shall be entitled to receive meeting allowances in accordance with the resolution approved by the Annual General Meeting of Shareholders.

			(Unit: Baht/meeting)	
Board of Directors	Chairman		Member	
	Year 2025	Year 2024	Year 2025	Year 2024
The Board of Directors	50,000	50,000	20,000	20,000
The Audit Committee	40,000	40,000	30,000	30,000
The Nomination and Remuneration Committee	30,000	30,000	20,000	20,000

Directors do not receive any other benefits/remuneration beyond monetary compensation.

Bonus

Pursuant to Article 22 of the Company's Articles of Association, "Directors are entitled to receive remuneration from the Company in the form of rewards, meeting allowances, gratuities, bonuses, or other benefits." However, although the Company's operating results in 2024 began to show signs of improvement, the recovery was not yet at a satisfactory level. The Nomination and Remuneration Committee recognized the necessity of reserving funds for investment in projects currently under development and other future projects of the Company. Accordingly, it resolved to suspend the payment of directors' bonuses for the 2024 operating results and proposed the matter to the Board of Directors for consideration. After careful deliberation, with due regard to the best interests of the Company, the Board of Directors therefore resolved to suspend the payment of directors' bonuses for the year 2025 to the Company's directors for the reasons stated above.

Remuneration of the board of directors ⁽¹⁾

In 2025, the Company paid remuneration to its directors, comprising monthly remuneration and meeting allowances, totaling 6.27 million Baht (compared to a total of 6.71 million Baht in 2024 and 5.99 million Baht in 2023). In addition to monetary remuneration, the Company did not provide any other additional benefits to its directors. The details are as follows:

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
1. Mr. Palakorn Suwanrath (Chairman of the board of directors, Independent director)			3,250,000.00		N/A
Board of Directors (Chairman of the board of directors)	250,000.00	3,000,000.00	3,250,000.00	No	
2. Mr. Surachai Chotjurangkool (Vice-chairman of the board of directors)			80,000.00		0.00
Board of Directors (Vice- chairman of the board of directors)	80,000.00	0.00	80,000.00	No	
Executive Committee (The chairman of the executive committee)	0.00	0.00	0.00	No	
3. Professor Chaiyos Hemarajata (Director, Independent director)			740,000.00		0.00
Board of Directors (Director)	100,000.00	480,000.00	580,000.00	No	
Audit Committee (Chairman of the audit committee)	160,000.00	0.00	160,000.00	No	
4. Mr. Somchai Boonnamsiri (Director, Independent director)			760,000.00		0.00

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
Board of Directors (Director)	100,000.00	480,000.00	580,000.00	No	
Audit Committee (Member of the audit committee)	120,000.00	0.00	120,000.00	No	
Nomination & Remuneration Committee (The chairman of the subcommittee)	60,000.00	0.00	60,000.00	No	
5. Police General Boonpen Bumpenboon (Director, Independent director)			700,000.00		0.00
Board of Directors (Director)	100,000.00	480,000.00	580,000.00	No	
Audit Committee (Member of the audit committee)	120,000.00	0.00	120,000.00	No	
6. Mrs. Punjaporn Chotjurangkool (Director)			120,000.00		0.00
Board of Directors (Director)	80,000.00	0.00	80,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Nomination & Remuneration Committee (Member of the subcommittee)	40,000.00	0.00	40,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
7. Dr. Chadarat Anantakoon (Director, Independent director)			560,000.00		0.00
Board of Directors (Director)	60,000.00	480,000.00	540,000.00	No	
Nomination & Remuneration Committee (Member of the subcommittee)	20,000.00	0.00	20,000.00	No	
8. Mrs. Suthita Bhirombhakdi (Director)			60,000.00		0.00
Board of Directors (Director)	60,000.00	0.00	60,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	830,000.00	4,920,000.00	5,750,000.00
2. Audit Committee	400,000.00	0.00	400,000.00
3. Executive Committee	0.00	0.00	0.00
4. Nomination & Remuneration Committee	120,000.00	0.00	120,000.00

Remark : ⁽¹⁾ * The aforementioned meeting allowance does not include the Annual General Meeting of Shareholders, for which company directors and sub-committees will not receive meeting allowances.

* Other monetary compensation refers to directors' salaries approved by the Annual General Meeting of Shareholders.

** Executive directors will only receive meeting allowances but will not receive monthly compensation as company directors and compensation for positions in sub-committees.*

** Directors do not receive any other benefits/remuneration beyond monetary compensation.*

Remunerations or benefits pending payment to the board of directors

Remunerations or benefits pending payment to the board : 0.00

of directors over the past year

(Baht)

8.1.3 Supervision of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated : Yes

companies

Mechanism for overseeing subsidiaries and associated : Yes

companies

Mechanism for overseeing management and taking responsibility for operations in subsidiaries and associated companies approved by the board of directors	The appointment of representatives as directors, executives, or controlling persons in proportion to shareholding, The determination of the scope of duties and responsibilities of directors and executives as company representatives in establishing important policies, Disclosure of financial condition and operating results, Transactions between the company and related parties, Other significant transactions, Acquisition or disposal of assets, Internal control system of the subsidiary operating the core business is appropriate and sufficient in the subsidiary operating the core business, Others : Authority to appoint directors, executives, or other key positions of the subsidiary
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Governance of Operations of Subsidiaries and Associate Companies

The Board of Directors is responsible for approving the Company's vision, strategies, policies, business plans, and budget, to serve as a framework or target for management to achieve the results set by the Board of Directors. All approvals by the Board of Directors, including those for subsidiaries and associate companies, are based on appropriate management, with details as follows:

1. The Company has appointed individuals representing the Company to serve as directors in each subsidiary and associate company, in proportion to its shareholding in each company. The appointment of the Company's representatives as directors in each subsidiary and associate company must be considered and approved by the Board of Directors.

2. Management is responsible for periodically reporting the operating results of subsidiaries and associate companies to the Board of Directors for acknowledgment, as well as when there are significant actions or changes affecting the Company's financial position and operating results.
3. The Company will establish plans and take necessary actions to ensure that subsidiaries and associate companies disclose information regarding their operating results and financial position, as well as other information required to be disclosed to relevant regulatory bodies, government agencies, external investors, and the public, accurately, completely, and reliably.
4. In cases where a subsidiary or associate company needs to enter into a connected transaction or a transaction that may give rise to a conflict of interests. The Company will monitor subsidiaries or associate companies to ensure that they enter into transactions with transparency and fairness, and the Company will comply with principles regarding connected transactions and the acquisition or disposal of assets, which are strictly prescribed by relevant regulatory authorities. The Company does not have any policy to provide financial assistance or guarantees to any entities other than its subsidiaries, associates, or related parties.
5. The Company will take necessary actions and monitor subsidiaries and associate companies to ensure they have adequate and appropriate information disclosure systems and internal control systems for their business operations.
6. The Company's Internal Audit Department is responsible for periodically auditing and reporting the effectiveness of internal controls of subsidiaries to the Audit Committee, in accordance with the established work plan.

The board of directors of each subsidiary and associate company shall have key powers, duties, and responsibilities, including:

- Monitor and provide necessary advice to ensure that the operations of subsidiaries and associate companies comply with relevant contracts and regulations.
- Continuously monitor the performance of subsidiaries and associate companies in various aspects, and provide necessary advice to ensure that their operations align with established goals and that potential obstacles and problems can be managed in a timely and appropriate.
- Consider, monitor, and provide necessary advice to ensure that subsidiaries and associate companies have effective and efficient internal control systems and operational systems for their business operations.
- Consider, monitor, and take necessary actions to ensure that important policies and plans related to the business operations of subsidiaries and associate companies are regularly reviewed and updated to be current and appropriate for the business environment.
- The board of directors of a subsidiary or associate company may assign one or more directors, or any other person, to perform any act on behalf of the board. However, such delegation of authority shall not include the delegation of authority or sub-delegation of authority that allows a director or a person authorized by a director to approve transactions in which they or a person who may have a conflict of interest, a vested interest, or any other type of benefit, conflicts with the interests of the Company and/or its subsidiaries and/or associate companies.

Monitoring Compliance with Corporate Governance Policies and Guidelines

The Company places importance on good corporate governance across the Company, its subsidiaries, and its associates. Accordingly, the Company has established corporate governance policies and practices that are consistent throughout the Group and has communicated them to directors, executives, and employees at all levels to ensure continuous awareness and compliance, thereby fostering confidence among all stakeholder groups.

In this regard, the Company has put in place systematic mechanisms and processes to monitor and assess compliance with such policies and practices. The monitoring covers key matters, including fair treatment of stakeholders, the prevention and management of conflicts of interest, anti-corruption measures, and compliance with applicable laws and regulations, through the following mechanisms:

- Requiring relevant functions to report on compliance with corporate governance policies and material corporate governance matters to management and the Board of Directors at least once a year.
- Reviewing and assessing the effectiveness of the internal control system and risk management processes by the Internal Audit function, with the results reported to the Audit Committee and the Board of Directors.
- Providing channels for stakeholders to submit whistleblowing reports, complaints, or suggestions, together with measures to protect whistleblowers, and establishing appropriate procedures for consideration, follow-up, and reporting of outcomes.

The results of the monitoring and any material issues identified are reported to the Board of Directors for acknowledgment and used as inputs in determining measures to improve and further enhance the Company's corporate governance practices on an ongoing basis.

In 2025, no violations were found.

Disclosure of agreements between the company and shareholders in managing subsidiaries and associated companies

(Shareholders' agreement)

The Company has no other agreements with any other shareholders regarding the management of subsidiaries and associates (shareholders' agreement) beyond returns proportionate to normal shareholding.

8.1.4 The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

Has the company operated in preventing conflicts of : Yes
interest over the past year

Conflict of Interest

All directors, executives, and employees of the Company must perform their duties with the utmost consideration for the Company's best interests, primarily under legal and ethical correctness. Therefore, any action that disregards the Company's interests or is performed to benefit any specific individual is considered an act of conflict of interest with the Company.

Operating Principles

1. Not to engage in any business that competes with, or become a partner, a shareholder with decision-making power, or a director or executive in any business that is competitive or similar in nature to the Company's business.
2. Not to be involved in the Company's transactions with counterparties with whom they have a relationship, such as family members, close relatives, close associates, or entities they own or are partners in, even if it benefits the Company.
3. Not to seek benefits from information or knowledge acquired by oneself or others due to one's position and responsibilities, and to act in accordance with legal requirements.

4. Avoid involvement in any actions, whether with the Company's business associates or employees, that may create a conflict of interest with the Company.
5. In cases where a director, executive, employee, or a family member of such person is involved in or holds shares in a business that competes with the Company's business or any business that may create a conflict of interest with the Company, such individuals must notify the Chairman of the Board, the Chief Executive Officer, or the President in writing.
6. In cases that fall under connected transactions as per the announcements of the Stock Exchange of Thailand, the Company must strictly comply with the rules, procedures, and disclosure requirements for connected transactions of listed companies as stipulated.

Connected Transactions

The Company prioritizes transparent consideration of various transactions that are primarily beneficial to the Company. Therefore, the Company emphasizes preventing transactions that may involve conflicts of interest, connected transactions, or inter-company transactions. A summary of key policies and monitoring is as follows:

1. Executives and employees must adhere strictly to the Company's Code of Conduct policy, which is crucial for building trust and confidence among all stakeholders of the Company. Orientation and communication regarding compliance with the Code of Conduct policy shall be provided to ensure new employees are aware of its importance.
2. Directors and executives must report their interests to the Company regarding relationships or connected transactions in businesses that may create a conflict of interest, by completing the interest disclosure form for directors and executives and submitting it to the Company Secretary for compilation and forwarding copies of the interest report to the Chairman of the Board and the Chairman of the Audit Committee within 7 business days from the date of receipt of the report. This is to prevent transactions that may lead to conflicts of interest with the Company and to comply with relevant rules and announcements.
3. Connected transactions must be presented to the Audit Committee for consideration and approval before being submitted to the Board of Directors or the Shareholders' Meeting for approval, to prevent transactions that may lead to conflicts of interest and to comply with good corporate governance principles, and to ensure adherence to the criteria set by the Stock Exchange of Thailand and the Securities and Exchange Commission.
4. In considering connected transactions, the Company may appoint an independent appraiser or an independent financial advisor (as the case may be), to provide opinions on significant connected transactions.
5. In conducting connected transactions, the Company shall set prices and conditions as if transacting with external parties (Arm's Length Basis) who is fair, reasonable, and provides the utmost benefit to the Company.
6. Interested parties in connected transactions shall not be able to approve or cast votes on such matters.

In the past year 2025, the Company found no actions violating the conflict of interest policy, and the Company proposed an agenda for considering and approving the acquisition of assets and connected transactions. Subject: Long-term land lease from S.P.C. Wealth Development Co., Ltd., which is a connected person, for the development of the Holiday Inn Resort Samui expansion project, with no interested directors participating in the consideration of this agenda item. Details appear under topic 9.2 Inter-company Transactions.

Number of cases or issues related to conflict of interest

	2023	2024	2025
Total number of cases or issues related to conflict of interest (cases)	0	0	0

Prevention of the use of inside information to seek benefits

Operations for prevention of the use of inside information to seek benefits over the past year

Has the company operated in preventing the use of inside : Yes

information to seek benefits over the past year

Internal Control

The Board of Directors ensures that the Company has a comprehensive internal control system covering all aspects, including strategy, finance, operations, legal matters, and relevant rules or regulations. It also establishes effective checks and balances mechanisms sufficient to protect and safeguard the Company's assets consistently. Furthermore, it defines a hierarchy of approval authority and responsibilities for executives and employees, with checks and balances serving as the basis for written operational procedures. An independent internal audit unit is established, reporting directly to the Audit Committee, which is responsible for auditing the operations of all units to ensure compliance with established rules and regulations, as well as evaluating the effectiveness and adequacy of internal controls across various departments of the Company.

Guidelines for Communication and Monitoring to Prevent the Use of Inside Information

The Company has established policies and guidelines for directors, executives, and employees to prevent the use of the Company's undisclosed inside information for personal gain. These are documented in the Code of Conduct and Corporate Governance, as well as in the manual outlining the roles, duties, and responsibilities of directors, executives, and employees, to educate them on the use of inside information. The details are as follows:

1. The Company provides knowledge to directors and executives regarding their duty to report their own, their spouses', and their minor children's holdings of the Company's securities to the Securities and Exchange Commission, in accordance with Section 59 and the penalty provisions under Section 275 of the Securities and Exchange Act B.E. 2535 (including any amendments thereto). This also includes reporting the acquisition or disposal of the Company's securities by themselves, their spouses, and their minor children to the Securities and Exchange Commission, in accordance with Section 246 and the penalty provisions under Section 298 of the Securities and Exchange Act B.E. 2535 (including any amendments thereto).
2. The Company requires directors and executives, including their spouses and minor children, to prepare and disclose reports on the holding of the Company's securities and reports on changes in the holding of the Company's securities to the Securities and Exchange Commission, in accordance with Section 59 and the penalty provisions under Section 275 of the Securities and Exchange Act B.E. 2535 (including any amendments thereto), and to submit a copy of this report to the Company on the same day as the report is submitted to the Securities and Exchange Commission, as well as to report on securities holdings to the Board of Directors' meeting every quarter.
3. The Company prohibits directors, executives, and employees who have access to the Company's inside information from using such information for personal gain through securities trading. The aforementioned individuals must not disclose such information to others who might also use it for personal gain. Should such a case occur, both the information provider and the information recipient who use the Company's inside information for personal gain will be liable under the law. Such actions are considered a disciplinary offense according to the Company's employment regulations. The Company will consider imposing penalties based on the severity of the circumstances, including verbal warnings, written warnings, probation, and termination of employment due to dismissal, discharge, resignation, or forced resignation from being a company director, as the case may be.

Furthermore, the Company requests directors and executives to refrain from trading the Company's securities during the 1-month period before quarterly or annual financial statements or inside information are disclosed to the public, and during the 24-hour period after the Company's inside information has been disclosed to the public. Those involved with inside information must not disclose such information to others until the Company has announced it via the Stock Exchange of Thailand's website. The Company Secretary will notify relevant individuals via email and/or during meetings about the Blackout Period in advance, with all parties acknowledging their duties and responsibilities as stipulated by the policy.

4. The Company prohibits directors, executives, employees, or former directors, executives, and resigned employees from disclosing inside information or secrets of the Company, as well as confidential information of the Company's business partners that they became aware of during their duties, to external parties, even if such disclosure would not cause damage to the Company and/or its business partners.

5. Directors, executives, employees, or former directors, executives, and employees have a duty to maintain the confidentiality and/or inside information of the Company and are obligated to use the Company's inside information solely for the benefit of the Company's business operations, without engaging in any actions that contravene the Securities and Exchange Act. Furthermore, directors, executives, and employees of the Company are prohibited from using the Company's confidential and/or inside information for the benefit of other companies in which they are shareholders, directors, executives, employees, or staff.

6. The Company provides orientation and requires all new directors, executives, and employees to sign an acknowledgment of the guidelines regarding the Company's inside information usage policy, and discloses this policy on the Company's website.

The Company organizes training sessions on the Code of Conduct and Anti-Corruption Policy, covering the prevention of inside information use and conflicts of interest, for all company directors, executives, and employees. This aims to foster awareness, understanding, and recognition of potential impacts and damages. It is also included as a course for new employees during their orientation. 100% of company directors, executives, and employees participated in the training, signed an acknowledgment of the guidelines, and passed the specified tests. Furthermore, the Company continuously raises awareness about the policy among its directors, executives, and employees through various internal communication channels such as email, the company website, and public announcement boards, on a quarterly/annual basis (as applicable). Additionally, emphasis is placed on the use of inside information and the prevention of conflicts of interest before the start of every Board of Directors' meeting and executive meeting.

In 2025, the Company has not had any cases or received any complaints regarding misconduct by its directors, executives, or employees concerning the misuse of inside information or conflicts of interest.

Number of cases or issues related to the use of inside information to seek benefits

	2023	2024	2025
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	0

Anti-corruption action

Operations in anti-corruption in the past year

Has the company operated in anti-corruption over the : Yes

past year

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, The participation in anti-corruption projects, Assessment and identification of corruption risk, Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy, Review of the completeness and adequacy of the process by the Audit Committee or auditor

Anti-Corruption Policy

The Company participates in the "Thai Private Sector Collective Action Against Corruption" project, and the Board of Directors has established an anti-corruption policy as declared by the Company. The Company prohibits all directors, sub-committee members, executives, and employees from engaging in or accepting corruption, directly or indirectly, in all forms, covering all businesses of the Company. The Company also regularly reviews compliance with the anti-corruption policy, as well as reviewing practices and operational requirements to concretely align with changes in business, regulations, and legal requirements.

Duties and Responsibilities

1. The Board of Directors is responsible for setting policies and ensuring the existence of effective systems to support anti-corruption, to ensure that management is aware of and prioritizes anti-corruption, and to instill it as an organizational culture.
2. The Audit Committee has the duty and responsibility to review financial and accounting reports and internal control systems related to anti-corruption measures.
3. The Executive Committee and the President and CEO are responsible for establishing systems and supporting the anti-corruption policy to communicate it to employees and all stakeholders, as well as reviewing the policy to align with changes in business, regulations, and legal requirements.
4. The Head of Internal Audit is responsible for auditing and reviewing operations to ensure compliance with policies, guidelines, rules, regulations, and legal requirements, to ensure that the Company's internal control and audit systems are consistent with the anti-corruption policy, and has the duty to report such matters to the Audit Committee.

Guidelines for Practice and Implementation

1. Directors, sub-committee members, executives, and employees at all levels of the Company must strictly adhere to the anti-corruption policy and must not be involved in corruption, either directly or indirectly.
2. Directors, sub-committee members, executives, and employees at all levels of the Company should not neglect or ignore any acts that constitute corruption. They must report such acts to the relevant departments and cooperate in fact-finding investigations.

3. The Company will ensure fairness and protect employees who refuse or report corruption, by implementing whistleblower protection measures.
4. The Company will consider disciplinary action against individuals involved in fraud or corruption, in accordance with the Company's rules and regulations. If such actions constitute a legal offense, the individual may also be subject to legal penalties.
5. The Company disseminates knowledge and fosters understanding among relevant individuals regarding the guidelines for complying with the anti-corruption policy.
6. The Company is committed to fostering an organizational culture where stakeholders are honest and do not engage in fraud or corruption, both with government and private sectors.
7. This anti-corruption policy covers human resource management processes, from recruitment and selection, promotion, training, performance evaluation, and compensation. Supervisors at all levels must ensure that employees in their respective units understand and strictly adhere to the Company's policies, rules, and regulations.
8. The Company has established guidelines and considerations for directors, sub-committee members, executives, and employees at all levels to ensure clarity in handling matters that carry high risks or may involve corruption, as follows, with due diligence:
 - 8.1 Gifts, Presents, Hospitality, and Similar Expenses
 The giving, offering, or receiving of gifts, presents, hospitality, and similar expenses must comply with the policy and The Company's Code of Conduct is as follows:

Principles of Practice

1. Must be in accordance with customary practices.
2. Directors, sub-committee members, executives, and employees must not demand or promise to accept any benefits, any personally from customers or business partners of the Company, or from any individual due to working on behalf of the Company.
3. Directors, sub-committee members, executives, and employees may accept gifts, presents, or other benefits in accordance with customary practices and not in violation of the law. However, if the estimated value of what is received exceeds 5,000 Baht (five thousand Baht) or more, the recipient must hand over the received item to the Human Resources Department, and it shall be considered that the received item is the right and property of the Company.
4. Must not violate laws, regulations, and must comply with good corporate governance and relevant Company policies.
5. In cases where the approving authority or supervisor deems it inappropriate to accept gifts, presents, or other benefits the recipient must immediately return it to the giver. If it cannot be returned, it must be handed over to the Human Resources Department, and it shall be considered that the item received are the rights and property of the Company.
6. Gifts or presents given to Company representatives and valuable for commemorating significant Company events, such as signing joint venture agreements, receiving prestigious awards, receiving souvenirs from social welfare activities, etc., are permitted for employees at all levels may be accepted on behalf of the Company, provided that the acquisition and storage of such gifts are reported as Company assets.
- 8.2 Charitable Donations or Sponsorships
 The giving or receiving of donations or sponsorships must be transparent and lawful, ensuring that such actions shall not constitute support or bribery.
- 8.3 Business Relationships with the Public Sector
 Bribery, both giving and receiving, is prohibited, covering all businesses and transactions in all countries and all entities related to the Company. Contact with government agencies must be transparent and conducted in accordance with relevant legal requirements.

8.4 Political Activities

The Company maintains political neutrality, not favoring any particular side. At the same time, the Company respects the rights of its directors, sub-committee members, executives, and employees at all levels who wish to participate in individual political activities under the Constitution. Such actions must not affect their roles and responsibilities towards the Company and must comply with relevant laws.

Guidelines for Communication and Monitoring to Prevent Corruption Risks

The Company has established guidelines for supervision and oversight to prevent and monitor risks from fraud and corruption, summarized as follows:

1. Establish an audit process, whereby the Internal Audit Department will assess internal control systems and risk management covering key operational systems such as sales and marketing systems, procurement, contract drafting, budget preparation and control systems, accounting records, and payments, etc. This is to prevent and monitor risks from fraud and corruption, as well as to provide recommendations for appropriate corrective actions. Audits will be conducted according to the annual audit plan approved by the Audit Committee, and significant audit findings and recommendations will be reported to the Audit Committee.
2. Provide channels for receiving information, tips, or complaints regarding violations or illegal acts or breaches of the Company's business ethics, or practices to prevent involvement in corruption, or suspicions in financial reports or internal control systems. The Company has a policy to protect whistleblowers and will keep their information confidential, as well as implement measures for investigation and disciplinary action by the Company and/or relevant laws. In cases where the complainant or whistleblower can be contacted, the Company will inform them of the outcome in writing.
3. The respective line managers are responsible for monitoring operations, correcting errors (if any), and reporting to the authorized persons in sequence.
4. If the fact-finding investigation reveals that information from audits or complaints provides reasonable grounds to believe that there are transactions or actions that could significantly impact the Company's financial position and operating results, including violations or illegal acts or breaches of the Company's business ethics, or practices to prevent involvement in corruption, or suspicions in financial reports or internal control systems, the Audit Committee will report to the Board of Directors for corrective action within a timeframe deemed appropriate by the Audit Committee.

The Company has developed courses on anti-corruption policies and measures and provides communication through training on practices to prevent involvement in corruption, disseminated via various channels such as the Company's website, to ensure that all executives and employees are aware and comply. This is also included as a key topic in the orientation for all new employees. All Company employees have completed the training at a rate of 100% and passed the tests according to the specified criteria.

Number of cases or issues related to corruption

	2023	2024	2025
Total number of cases or issues related to corruption (cases)	0	0	0

Operations related to whistleblowing over the past year

Has the company implemented whistleblowing : Yes

procedures over the past year

Whistleblower Policy for Misconduct and Corruption

The Platinum Group Public Company Limited and its subsidiaries (the "Company") prioritize adherence to good corporate governance principles, transparency, integrity, and ethics, as well as strict compliance with relevant laws and regulations. Therefore, the Board of Directors has established this Whistleblower Policy for Misconduct and Corruption to protect and ensure fairness for employees who report information or provide tips regarding misconduct or corruption within the Company.

Complaint and Whistleblowing Methods

The Company has established methods and channels for complaints and whistleblowing, which complainants or whistleblowers can utilize as follows:

1. Complaints or whistleblowing reports can be made verbally or in writing, or
2. Via the Company's email channel, which is: Internalaudit@theplatinumgroup.co.th or
3. Complaint or whistleblower drop box designated by the Company, or
4. Send a letter to the Chairman of the Audit Committee (Independent Director) at the following address:

Internal Audit Department

The Platinum Group Public Company Limited

111 Pier 111 Building (M2) 21st Floor,

Ratchadamri Road, Lumpini Sub-district

Pathumwan District, Bangkok 10330

5. In cases where the complainant chooses not to disclose their name, it is necessary to provide sufficient factual details or clear evidence to demonstrate reasonable grounds to believe that there has been an act in violation of laws, regulations, rules, or the Company's business ethics, as well as corruption.

All complaints or whistleblowing reports will be treated as confidential, and complainants or whistleblowers may submit reports through more than one channel without necessarily disclosing their identity. However, if they choose to disclose their identity, the Company can inform them of the outcome and request further details regarding the complaint.

Fact-finding Procedures / Process

1. The recipient of the complaint and information will conduct the investigation or may assign a trusted individual or department to investigate the facts.
2. In cases where a supervisor or complaint recipient becomes aware of misconduct or corruption, and it is found that such misconduct or corruption has indeed occurred, the Internal Audit Department must be notified within 7 days to proceed with the established investigation procedures. The Internal Audit Department shall maintain a register of complaints and reports of misconduct and corruption, and prepare a summary report to be submitted to the Audit Committee and the Board of Directors for acknowledgment at least once per quarter.
3. The complaint recipient or assigned person may invite any employee or relevant party to provide information or request the submission of any relevant documents for fact-finding, as appropriate for each case.

4. If the investigation confirms the facts, the Company will take the following measures:

- In cases where the complaint concerns the Company's violation of laws, regulations, rules, or corporate ethics, the complainant shall present the discovered violation along with their opinion and propose correct operational guidelines to the authorized person for consideration. In important cases such as matters affecting the Company's reputation, image, or financial status, conflicting with the Company's business policies, or involving senior executives, etc., the Head of Internal Audit shall investigate and report such matters or facts and propose a course of action to the Audit Committee for initial consideration, before presenting it to the Board of Directors for acknowledgment and appropriate further action.
- In cases where a complaint results in damage to any individual, the Company will propose appropriate methods for damage mitigation and fair to the aggrieved party.
- The Internal Audit Department is responsible for informing the complainant of the progress and outcome of the complaint / report of misconduct and corruption acknowledgement.

Protection for individuals who report information or provide tips on misconduct or corruption

1. Complainants or whistleblowers may choose not to disclose their identity if they believe that disclosure could cause them harm, but they must provide sufficient factual details or clear evidence to demonstrate reasonable grounds to believe that an act in violation of laws, regulations, rules, or business ethics has occurred, including corruption. However, choosing to disclose one's identity will enable the complaint recipient to proceed more quickly.
2. All related information will be treated as confidential by the Company and disclosed only as necessary, taking into account the safety and potential harm to the complainant or whistleblower, the source of information, or related individuals. Furthermore, those responsible at all stages must maintain the utmost confidentiality of the information received and not disclose it to unrelated parties. Violation will be considered a disciplinary offense.
3. The Company will provide protection and will not tolerate any intimidation or harassment of employees, complainants, or whistleblowers who have filed a complaint or provided information, misconduct and corruption, including those who cooperate or assist in the investigation with good faith.
4. The Company will provide protection and will not demote, punish, or negatively impact employees who refuse to engage in misconduct or corruption, even if such refusal results in the Company losing business opportunities.
5. The Company will provide protection to complainants or whistleblowers who have a vested interest in commercial transactions with the Company or other transactions, even if such actions result in the Company losing business opportunities.
6. If a complainant believes they may be unsafe or suffer harm, they may request the Company to implement appropriate protective measures. Alternatively, the Company may implement protective measures without a request from the complainant if it deems there is a likelihood of harm or insecurity.
7. Any employee who treats another person unfairly, discriminates inappropriately, or causes harm to another person, motivated by that person having filed a complaint, reported information, or provided tips regarding corruption or non-compliance with laws, regulations, rules, or business ethics, including that person filing a lawsuit, testifying, giving statements, or cooperating with any court or government agency, shall be considered to have committed a disciplinary offense subject to punishment. Furthermore, they may be subject to legal penalties if the act constitutes a legal offense.
8. Individuals who suffer damage will receive appropriate and fair damage mitigation methods or processes.
9. The subject of the complaint or the whistleblower has the right to be informed of the investigation's outcome if the complaint does not proceed further.

In the past year 2025, no complaints or whistleblowing reports regarding misconduct and corruption were found.

Number of cases or issues related to whistleblowing

	2023	2024	2025
Total number of cases or issues received through whistleblowing channels (cases)	0	0	0

The monitoring of compliance with other corporate governance policy and guidelines

Application of Good Corporate Governance Principles for Listed Companies

The Company has continuously applied the principles of good corporate governance for listed companies, or the Corporate Governance Code (CG Code), issued by the Securities and Exchange Commission, to create sustainable value for the Company. The Board of Directors regularly reviews the application of the CG Code to suit the Company's business context annually.

8.2 Report on the results of duty performance of the audit committee in the past year

8.2.1 Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 4

List of Directors	Meeting attendance of audit committee			Average percentage meeting attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Professor Chaiyos Hemarajata (Chairman of the audit committee)	4	/	4	4/4 (100.00%)
2. Mr. Somchai Boonnamsiri (Member of the audit committee)	4	/	4	4/4 (100.00%)
3. Police General Boonpen Bumpenboon (Member of the audit committee)	4	/	4	4/4 (100.00%)
Average Attendance Rate				100.00%

8.2.2 The results of duty performance of the audit committee

Audit Committee Report

The Audit Committee of The Platinum Group Public Company Limited consists of 3 independent directors who are experts in legal, accounting or finance, and management fields. All Audit Committee members meet the qualifications specified in the Audit Committee Charter, which aligns with the guidelines and requirements of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET).

During the year 2025, the Audit Committee held 4 meetings, where the Audit Committee considered various important matters with independence and transparency, in accordance with good governance principles. Among these, four separate meetings were held with the external auditor without management present, in line with the Audit Committee meeting schedule.

The Audit Committee performed its duties as assigned by the Board of Directors independently and contributed to assisting the Board of Directors in overseeing the Company's operations to ensure they are free from conflicts of interest, possess adequate risk management and internal control systems, and support management in performing their duties in accordance with the Company's policies with integrity and responsibility, for the utmost benefit of shareholders and all stakeholder groups. In 2025, the Audit Committee's performance can be summarized as follows:

1. Review of financial reports.

The Audit Committee reviewed the significant information in the Company's quarterly financial statements and the annual financial statements for 2025, in conjunction with management, the internal audit department, and the external auditor each quarter, to ensure that the financial statements are accurate, sufficient, and comply with regulations, laws, generally accepted accounting standards, and International Financial Reporting Standards (IFRS) to meet international standards.

In 2025, the Audit Committee held four separate meetings with the external auditor, without management present, in accordance with the Audit Committee meeting schedule. These meetings were to discuss important information, the accuracy and completeness of financial statement preparation, the scope and plan of the annual audit, and the independence of the external auditor. The Audit Committee is of the opinion that the Company's financial reporting process has sufficient internal control systems to ensure that the financial statements accurately reflect the financial position and operating results in all material respects and comply with legally mandated accounting standards, as well as providing adequate disclosure of information in the financial statements for the benefit of investors or users of financial information.

2. Review of risk management and the effectiveness of internal control systems.

The Audit Committee reviewed the efficiency and effectiveness of the risk management process and the adequacy of the internal control system, based on the annual internal audit reports for 2025 submitted by the internal audit department each quarter, and the results of the internal control system assessment using the SEC's internal control system adequacy assessment form, in accordance with the international internal control framework of The Committee of Sponsoring Organizations of the Treadway Commission (COSO). It was found that the system is adequate and appropriate for the Company's business operations and consistent with the external auditor's opinion, which reported no material deficiencies affecting the Company's financial statements.

The Audit Committee reviewed the risk management policy, plans, and guidelines for managing risks arising from both internal and external situations, and provided recommendations to enhance the efficiency of the Company's risk management system.

3. Monitoring and reviewing compliance with good corporate governance policies.

The Audit Committee monitored and reviewed the efficiency and effectiveness of good corporate governance. It found that the Board of Directors, management, and employees strictly adhere to the established policies, with the Board of Directors and management serving as good role models. The anti-corruption policy has been strictly implemented in all sectors of the business. Furthermore, the Board of Directors has established a Whistleblower Policy to serve as a guideline for defining objectives and channels for receiving complaints and reporting misconduct via the Company's email, complaint boxes, and letters to the Chairman of the Audit Committee. Processes for protecting and ensuring fairness for employees or individuals who report information or whistleblow on misconduct or corruption within the Company have also been established to ensure that the Company operates under reasonable principles of good corporate governance, consistent with its business philosophy. This resulted in the Company's renewal of its certification as a member of the Thai Private Sector Collective Action Against Corruption (CAC) from the CAC Committee on September 30, 2023, alongside concrete stakeholder-centric corporate governance. The committee also reviewed operations to ensure compliance with securities and exchange laws and other laws related to the Company's business, to ensure that the Company conducts its business under normal and reasonable business conditions.

Furthermore, the Audit Committee conducted a performance evaluation through self-assessment, both as a committee and individually, with the overall results being very good.

4. Oversight of internal audit functions.

The Audit Committee oversaw the internal audit function to ensure that internal audit operations are efficient and effective. This involved reviewing audit reports, providing recommendations, and monitoring corrective actions based on significant issues identified in the audit reports, to ensure good governance and adequate internal controls. It also considered and approved the annual internal audit plan for 2026, which was prepared based on risks that could significantly impact the Company, alongside providing sufficient and appropriate human resources and budget for internal audit work, as well as regularly reviewing the Audit Committee Charter and the Internal Audit Department Charter annually.

The Audit Committee is of the opinion that the Company's internal audit system is adequate, appropriate, and continuously improved to suit the Company's business operations and operate independently. Furthermore, the performance of the internal audit unit achieved its set objectives.

5. Consideration for selection, proposal for appointment of the external auditor, and determination of the external auditor's remuneration for the year 2025.

The Audit Committee evaluated the quality of the 2024 audit work, the skills, knowledge, experience in auditing, and the independence, as well as the remuneration of the external auditor. The Audit Committee resolved to propose to the Board of Directors for approval to appoint the auditor from EY Office Limited as the external auditor for the year 2025 at the Annual General Meeting of Shareholders.

6. Review of compliance with securities and exchange laws, regulations of the Stock Exchange of Thailand, the Securities and Exchange Commission, and laws related to the Company's business.

The Audit Committee emphasizes compliance with laws, regulations, and government rules. It has supported and urged management to collect and monitor legal requirements related to the Company's business operations, to integrate legal principles into work processes, and to develop monitoring processes to ensure correct compliance (Compliance Self-Check).

7. Review of related party transactions or transactions that may have conflicts of interest.

The Audit Committee reviewed and considered related party transactions or transactions that may have conflicts of interest for the Company to ensure that the Company conducts business under reasonable, fair, transparent, and maximally beneficial conditions for the Company and its stakeholders, as well as ensuring full, accurate, and sufficient disclosure of information in accordance with the criteria and regulations of the Stock Exchange of Thailand.

In 2025, the Audit Committee reviewed and considered significant related party transactions concerning the acquisition of assets and related party transactions, specifically the long-term land lease from S.P.C. Wealth Development Co., Ltd., which is a related party, for the development of the Holiday Inn Resort Samui Bophut hotel expansion project. The Audit Committee met with management to meticulously consider the details of the related party transaction and was of the opinion that the transaction was reasonable and maximally beneficial to the Company and its stakeholders. Therefore, it resolved to approve and presented it to the Board of Directors Meeting No. 3/2025 for approval on August 13, 2025.

In summary, for the year 2025, the Audit Committee performed its roles, duties, and responsibilities as stipulated in the Audit Committee Charter, exercising its knowledge, competence, due care, prudence, and sufficient independence. It also provided opinions and recommendations for the equal benefit of all stakeholder groups. The Audit Committee is of the opinion that the Company's financial information reports are accurate, reliable, and consistent with generally accepted accounting standards. Furthermore, the Board of Directors, management, and the Company's executive committee perform their duties ethically and are committed to achieving business objectives under the principles of good corporate governance, as well as emphasizing effective, sufficient, and appropriate risk management and internal control systems.

8.3 Summary of the results of duty performance of subcommittees

The Executive Committee and The Nomination and Remuneration Committee

8.3.1 - 8.3.2 Meeting attendance and the results of duty performance of subcommittees

Meeting attendance Executive Committee

Meeting Executive Committee (times) : 12

List of Directors	Meeting attendance Executive Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mr. Surachai Chotjurangkool (The chairman of the executive committee)	12	/	12	12 / 12 (100.00%)
2. Mrs. Punjaporn Chotjurangkool (Member of the executive committee)	12	/	12	12 / 12 (100.00%)
3. Mrs. Suthita Bhirombhakdi (Member of the executive committee)	11	/	12	11 / 12 (91.67%)
Average Meeting Attendance Rate				97.22%

The results of duty performance of Executive Committee

The Executive Committee is appointed by the Board of Directors to support the operations and management of the Board, ensuring efficiency and effectiveness. It is also delegated the authority to establish policies, business plans, budgets, organizational structures, and internal control and monitoring systems to oversee the Company's performance in accordance with the policies set by the Board of Directors. This aims to build confidence among stakeholders and promote sustainable growth. The Committee carries out its duties as stipulated in its charter.

In 2025, the Executive Committee held a total of 12 meetings to deliberate on various matters within the scope of its authority as defined in its charter and as delegated by the Board of Directors, in a timely manner. A summary of its key activities is as follows:

1. Manage the Company's affairs in alignment with its business objectives, policies, articles of association, and resolutions or directives of the Board of Directors, while promoting operations that consider responsibilities toward the environment, society, and all stakeholder groups.
2. Review and refine significant matters for submission to the Board of Directors for approval or endorsement, taking into account risks, impacts, and long-term business sustainability.
3. Develop the Company's and its subsidiaries' vision, mission, business strategies, business directions, policies, objectives, guidelines, operational plans, and budgets, and present them to the Board of Directors for approval.

4. Oversee the business operations of the Company and its subsidiaries to ensure compliance with policies, objectives, strategies, and operational plans; approve specific cases or routine business activities; and provide guidance to senior management on company administration.
5. Monitor and ensure the effective implementation of policies and administrative guidelines across various aspects of the Company as delegated by the Board of Directors, with quarterly performance reports.
6. Approve expenditures for investments and financial transactions with financial institutions, including account openings, borrowings, pledges, mortgages, guarantees, and other routine transactions for the Company and its subsidiaries, within approved limits.
7. Review the Executive Committee charter, Board of Directors charter, Company policies, and code of conduct to ensure they remain current and aligned with the Company's business operations, relevant laws, regulations, and best practices for listed company governance, and present revisions to the Board of Directors for approval.
8. Propose to the Audit Committee and Board of Directors the approval of related-party transactions, asset acquisitions, and connected transactions, including the long-term land lease from S.P.C. Wealth Development Co., Ltd., a related party, to develop the Holiday Inn Resort Samui expansion project. This investment aligns with Company policy to enhance long-term business capabilities, has been approved by the Board of Directors, and disclosed to the Stock Exchange of Thailand.

The Executive Committee has fully, diligently, and committedly performed its duties as delegated by the Board of Directors, within the scope of authority, responsibilities, and charter provisions. It manages the business to achieve the Company's vision, mission, objectives, and strategies under good corporate governance principles, with transparency and accountability, alongside responsible operations toward society and the environment, fostering stable and sustainable organizational growth.

Meeting attendance Nomination & Remuneration Committee

Meeting Nomination & Remuneration Committee (times) : 2

List of Directors	Meeting attendance Nomination & Remuneration Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mr. Somchai Boonnamsiri (The chairman of the subcommittee, Independent director)	2	/	2	2 / 2 (100.00%)
2. Mrs. Punjaporn Chotjurangkool (Member of the subcommittee)	2	/	2	2 / 2 (100.00%)
Average Meeting Attendance Rate				83.33%

List of Directors	Meeting attendance Nomination & Remuneration Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
3. Dr. Chadarat Anantakoon (Member of the subcommittee, Independent director)	1	/	2	1 / 2 (50.00%)
Average Meeting Attendance Rate				83.33%

The results of duty performance of Nomination & Remuneration Committee

Report of the Nomination and Remuneration Committee

A summary of the key activities undertaken by the Nomination and Remuneration Committee during the past year is as follows:

The Nomination and Remuneration Committee ("the NRC") was appointed by the Board of Directors to support the Board in the nomination of qualified individuals for positions on the Board of Directors, sub-committees, and senior executives of the Company, as well as to consider and determine appropriate, transparent remuneration in accordance with the nomination and remuneration policy. The NRC also supports the Board in ensuring compliance with good corporate governance principles in line with the regulations of the Office of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET).

During the year 2025, a total of two Nomination Committee meetings were convened to perform the duties as stipulated in the Nomination Committee Charter and as assigned by the Board of Directors. The key matters may be summarized as follows:

1. The NRC reviewed and approved the nomination of directors to replace those retiring by rotation and proposed such nominations to the Board of Directors and the 2025 Annual General Meeting of Shareholders for approval. In this regard, the NRC carefully considered candidates who possess qualifications in accordance with the requirements of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET), who are not prohibited by law, and who demonstrate knowledge, capability, integrity, and responsibility, as well as suitability and benefit to the Company's business operations. The Company also provided shareholders with the opportunity to nominate candidates for directorship from 1 October 2024 to 31 December 2024. However, no shareholder submitted any nomination. Therefore, it was deemed appropriate to propose to the Annual General Meeting of Shareholders the re-appointment of directors retiring by rotation for another term.
2. Reviewed the Board Skill Matrix to assess the diversity of competencies among the Board of Directors. The Board of Directors and all subcommittees comprise members with diverse skills, expertise, knowledge, experience, gender, and age, which are aligned with the Company's operational strategies and appropriate for the nature of its business. Such diversity also supports the effective performance of duties as stipulated in their respective charters.
3. Approved the proposed remuneration for the Board of Directors for the year 2025 and submitted it to the Board of Directors' Meeting and the 2025 Annual General Meeting of Shareholders for consideration and approval. The remuneration rates were determined with due consideration of their appropriateness in relation to the duties and responsibilities of each committee and with reference to the remuneration levels of listed companies in the same industry with comparable size. In 2025, the Board of Directors and all subcommittees performed their assigned

duties to the best of their abilities, including those stipulated in their respective charters. Based on such performance, the remuneration of the Board of Directors and its subcommittees in the past year was at an appropriate level, commensurate with their duties, responsibilities, and performance, and in accordance with the resolution approved by the shareholders' meeting.

4. The NRC approved the payment of bonuses to executives and employees based on the Company's performance for the year 2025, as well as the annual salary increment for 2026. Such consideration was based on the Company's operating results for 2025, employment rates within the same industry, and individual annual performance evaluations.
5. The NRC reviewed the Charter of the Nomination and Remuneration Committee to ensure alignment with corporate governance standards relating to nomination and remuneration committees as prescribed by the Thai Institute of Directors (IOD), with the support of the Stock Exchange of Thailand (SET) and the Office of the Securities and Exchange Commission (SEC).
6. The NRC also reviewed the succession plan to ensure the readiness and capability of personnel to assume key positions within the organization effectively and continuously, in alignment with the Company's objectives and to support sustainable growth.

The Nomination and Remuneration Committee has performed its duties with due care, prudence, honesty, and integrity, in accordance with the responsibilities stipulated in the NRC Charter, adhering appropriately and sufficiently to the principles of good corporate governance for the balanced and sustainable benefit of all stakeholders.

9. Internal control and related party transactions

9.1 Internal control

The Board of Directors and the Company's executives continuously prioritize the internal control system, recognizing that it is a crucial mechanism to build confidence for the Company and all stakeholders in reducing business risks and enhancing the efficiency and effectiveness of business operations. This ensures appropriate resource allocation and achievement of set goals. Furthermore, an assessment of the adequacy of the internal control system is conducted according to the assessment form of the Securities and Exchange Commission ("SEC Office"), prepared by management and in line with the international internal control framework of The Committee of Sponsoring Organizations of the Treadway Commission: COSO. Enterprise Risk Management is also monitored at least once a year, comprising 5 components as follows:

1) Control Environment

Executives and employees possess a positive attitude conducive to internal control. Management emphasizes ethics and integrity in business operations and considers appropriate actions based on the results of factual investigations to ensure transparent and fair operations for all stakeholders. In summary, the Company's internal control aspects are appropriate and contribute to promoting sufficient and effective internal control, such as:

- The Board of Directors oversees the establishment of clear and measurable business objectives to guide the performance of executives and employees.
- The Board of Directors oversees that the Company defines the roles and responsibilities of the Board and executives correctly, in accordance with laws and the charters of each committee.
- The Company has an organizational structure that supports management in operating efficiently and effectively.
- The Company has appropriately defined, assigned, and limited the authority and responsibilities among the Board of Directors, sub-committees, executives, and employees.
- The Company reviews its operational objectives to ensure they are carefully defined, has processes for performance evaluation, motivation, and rewarding high-performing personnel, and communicates these processes to executives and employees.
- The Company has established written policies for its Code of Conduct, Corporate Governance Policy, Company Insider Information Usage Policy, and Anti-Corruption Policy, for directors, executives, and employees to adhere to appropriately. These policies are reviewed annually. The Company prohibits directors, executives, and employees from acting in ways that may create conflicts of interest with the business, including prohibiting fraud and corruption. Penalties are stipulated for violations, and compliance with these policies and ethics is monitored.
- The Company has a clear system for operational control and monitoring by the respective responsible departments, including the Internal Audit Department, which is independent in its auditing and reports directly to the Audit Committee. It plans audits according to the significance of business risks to cover the important operational processes of the Company and its subsidiaries.

2) Risk Assessment

The Board of Directors assigns the Audit Committee to oversee the organization's risk management to ensure it aligns with objectives and remains within acceptable levels. Management will form a working group responsible for identifying risk types comprehensively for the Company's business. This includes conducting annual overall assessments and monitoring, defining details, and planning risk management for various departments of the Company regularly. Furthermore, a system for reporting and monitoring risk management results is established to be appropriate and timely. The Company's executives will assess situations to identify risk factors and analyze events that could impact and cause damage to the Company. They will define preventive, corrective, and monitoring measures for events

causing risk factors, as well as measures to mitigate those risks. The Internal Audit Department will monitor the action plan for risk management and present it to the Audit Committee for consideration and feedback on the organization's risk management plan.

Furthermore, the Company adheres to generally accepted accounting standards appropriate for its business. The Company determines the materiality of financial items by considering important factors such as financial report users, transaction size, and business trends, among others.

In 2025, it was found that the Company's financial reports genuinely reflect its operational activities, and the presentation of items in the financial reports is complete, accurately representing the Company's rights or obligations, with appropriate values, and full and accurate disclosure of information.

3) Control Activities

The Company has internal control measures and has clearly defined the scope of authority and approval limits for management at each level in writing, as per the announcement on "Authority for Expense Approval, Capital Expenditure, Budget Increase or Transfer Requests, and Other Related Matters." Additionally, responsibilities are clearly segregated for each position and department. Operational authority manuals and operational manuals/procedures are prepared and reviewed to suit the organizational structure and current operations, ensuring that each function provides appropriate checks and balances or traceability. The Internal Audit Department regularly reviews operational results to ensure compliance with rules, regulations, operational authority manuals, and various operational manuals. In cases where the Company conducts transactions with related parties, the Company has strict measures to ensure such transactions follow the procedures prescribed by regulatory bodies, prioritizing the Company's best interests and treating them as arm's length transactions.

The Company continuously develops and improves the efficiency of its information systems, including infrastructure and various computer systems, to enhance operational processes. This includes developing a new SAP system to S/4HANA version and transitioning from using its own servers in the data center (Server Room) to an On-Cloud model to reduce the burden of specialized resource utilization and increase efficiency in managing stability, security, data backup, and data recovery.

The Company recognizes the increasing diversity and severity of cyber threats today. Therefore, it has taken various measures to reduce the impact and likelihood of its network being compromised. The Company has developed an Information and Technology Governance Policy and continuously promotes awareness among employees regarding technology usage through training and various activities, to ensure employees have the knowledge and understanding to use technology correctly and safely from cyber threats.

4) Information and Communication Systems

The Company prioritizes information systems and data communication, including promoting and supporting data security from data collection, processing, storage, and monitoring. This ensures that operations and the use of important data for management by executives or various stakeholders are sufficiently complete and accurate.

The Company provides internal communication channels to ensure executives and employees have sufficient access to necessary information via electronic mail (E-mail). It also establishes an Investor Relations (IR) unit, a complaint center via Call Center, and the Company's website to serve as effective channels for communicating information with external stakeholders.

5) Monitoring Activities

The Company has established a system for evaluating and monitoring the results of internal control systems covering all aspects, such as financial accounting, operations, compliance with laws/regulations, asset management, and fraud, which could significantly impact the Company's reputation. These are integrated into normal operating procedures to enable timely corrective actions. Each department is required to report operational results to the executive meeting monthly. The Audit Committee oversees and reviews the internal control system through the Internal Audit Department, which audits, monitors, and evaluates performance under the International Standards for the Professional Practice of Internal Auditing (IIA).

Summary of the opinion of the board of directors regarding the internal control of the company

In 2025, the Audit Committee convened a total of four meetings. In addition to reviewing the financial statements, regularly monitoring performance against established targets, and providing significant recommendations to the organization and management from time to time, the Committee also continuously reviewed the internal control system to ensure timely improvements and adjustments in response to changing circumstances. Furthermore, at the Board of Directors' Meeting No. 1/2026 held on 25 February 2026, the Audit Committee proposed for consideration the Company's Internal Control System Sufficiency Assessment Form. Based on inquiries made to management and the results of the internal audit reviews, the Board of Directors was of the opinion that the internal control systems of the Company and its subsidiaries are adequate and appropriate. The Company has provided sufficient personnel to effectively implement the internal control system. It also maintains ongoing supervision, monitoring, and oversight of the operations of the Company and its subsidiaries to safeguard assets from any misuse or unauthorized use by directors or executives, as well as to adequately prevent transactions involving potential conflicts of interest and connected persons. Overall, the internal control systems of the Company and its subsidiaries are in compliance with the Internal Control System Sufficiency Assessment Form prescribed by the Securities and Exchange Commission (SEC) (COSO Assessment Form) across all five components.

9.1.1 Adequacy and appropriateness of the company's internal control system

Company's internal control system : The Committee of Sponsoring Organizations of the Treadway Commission (COSO), COSO - Enterprise Risk Management Framework (ERM)

The Committee of Sponsoring Organizations of the Treadway Commission (COSO)

The Company has evaluated the internal control system of the Company and its subsidiaries by inquiring information from management and reviewing the results of internal audit. The Audit Committee has reviewed the adequacy of the internal control system assessment of the Company and its subsidiaries for the year 2025 across 5 components: organizational internal control, risk assessment, operational control, information and communication systems, and monitoring systems. No significant weaknesses or deficiencies were found that could affect financial reports, operations, or legal compliance. Furthermore, at the Board of Directors Meeting No. 1/2026 held on February 25, 2026, the Board of Directors considered the assessment form for the adequacy of the Company's internal control system and was of the opinion that the internal control systems of the Company and its subsidiaries are adequate and appropriate. The Company and its subsidiaries have provided sufficient personnel to operate the system efficiently, and there is adequate monitoring, control, and oversight of the operations of the Company and its subsidiaries to prevent the assets of the Company and its subsidiaries from being misused or unauthorizedly used by directors or executives, including transactions with potentially conflicted parties and related parties.

COSO - Enterprise Risk Management Framework (ERM)

The Company and its subsidiaries have a process that allows personnel throughout the organization to participate in thinking, analyzing, and forecasting potential events or risks, as well as identifying approaches to manage such risks to an appropriate or acceptable level, to help the organization achieve its desired objectives, in accordance with its vision and mission.

9.1.2 Deficiencies related to the internal control system

	2023	2024	2025
Total number of deficiencies related to the internal control system (cases)	65	77	57

Details of deficiencies related to the internal control system

Year of incident	Details	Progress status
Jan 2025 - Dec 2025	<p>Deficiencies</p> <p>The deficiencies in the internal control systems of the company and its subsidiaries are mostly at a medium and low risk level. These deficiencies stem from certain operational systems not fully supporting operations and insufficient assignment of responsibility for reviewing and monitoring operations in some departments.</p> <p>Method of rectification</p> <p>The Company and its subsidiaries have rectified the aforementioned deficiencies by developing a new SAP system to S/4HANA version and migrating server usage to On Cloud to support employee operations, and by assigning responsible personnel to regularly review and monitor operations. A total of 47 items have been rectified, with 10 remaining items that are not yet due for follow-up. It is expected that these will be completed by Q1/2026.</p>	Implemented

9.1.3 Opinions of the audit committee and auditor's observations on internal control

Does the audit committee have opinions on internal : No
control different from the board of directors' opinions?

Does the auditor have any observations on the company's : No

internal control?

9.1.4 Opinions of the audit committee on the position of the head of the internal audit unit

Head of the internal audit unit : Internal personnel

The Internal Audit Unit is independent of management and reports directly to the Audit Committee regarding internal audit operations. Its duties include evaluating the efficiency and effectiveness of internal control systems, risk assessment, and corporate governance.

The Annual Internal Audit Plan for 2025 was approved by the Audit Committee, utilizing a Risk-Based Audit Approach and adhering to the operational framework. It employs internal audit methodologies in accordance with international standards and the unit's charter, and includes a review of audit operating manuals to align with international standards and ensure professional quality. This is to promote the Company's robust internal control system, risk management system, and good governance system, thereby enhancing value for stakeholders and fostering organizational sustainability.

At the Audit Committee Meeting No. 3/2023 held on August 8, 2023, Ms. Preeyawan Sianprasert was appointed as Senior Manager of the Internal Audit Department, serving as the Head of the Company's Internal Audit Unit, effective 16 May 2023. This appointment was made due to her extensive experience of over 5 years in internal audit operations within similar businesses and industries. She has also undergone training in courses related to internal audit operations and possesses a thorough understanding of the Company's activities and operations. Therefore, she is deemed suitably qualified to perform the aforementioned duties. The qualifications of the Head of Internal Audit are detailed in Attachment 3.

The Head of the Internal Audit Unit serves as the Secretary to the Audit Committee to support the Audit Committee in carrying out its responsibilities assigned by the Board of Directors, and acts as an advisor to provide recommendations on various matters, such as internal control, risk management, and compliance with laws and regulations. The consideration and approval for the appointment, removal, or transfer of the Head of the Company's Internal Audit Unit must be approved (or consented to) by the Audit Committee.

9.1.5 Appointment, discharge, and transfer of the head of the internal audit unit

Does the appointment, discharge, and transfer of the head : Yes

of the internal audit unit require the audit committee

approval?

The appointment, removal, and transfer of the Head of Internal Audit must be approved by the Audit Committee.

9.2 Related party transactions

Related party transactions

Does the company have any related party transactions? : Yes

Link to related party transactions : <https://www.set.or.th/en/market/news-and-alert/newsdetails?id=98222000&symbol=PLAT>

9.2.1 - 9.2.2 Names of the group of persons who may have a conflict of interest, nature of relationship, and information on related party transactions

Persons/entities with potential conflicts

Name of person or entity/type of business	Nature of relationship	Information as of date
S.P.C. Wealth Development Co., Ltd. Leasing and Real Estate Operations	The Platinum Samui Company Limited, a subsidiary of The Platinum Group Public Company Limited, has considered entering into a long-term land lease with S.P.C. Wealth Development Company Limited, which constitutes a connected person under the Notification on Connected Transactions, as the parties share common directors and shareholders, namely: 1) Mr. Surachai Chotjurangkool 2) Mrs. Punjaporn Chotjurangkool, and 3) Mrs. Suthita Bhirombhakdi They are considered related persons under the Capital Market Supervisory Board Announcement No. TorChor. 21/2008 on the Criteria for Related Transactions.	13 Aug 2025
Platinum Square Co., Ltd. Real Estate Development	The Company and Platinum Square Co., Ltd, the transferor of the long-term land lease rights, are considered related persons under the Related Transactions Announcement because the directors and shareholders are the same group as follows: 1) Mr. Surachai Chotjurangkool 2) Mrs. Panjaporn Chotjurangkool 3) Miss Chadarat Anantakul and 4) Mrs. Suthita Bhirombhakdi They are considered related persons under the Capital Market Supervisory Board Announcement No. TorChor. 21/2008 on the Criteria for Related Transactions.	19 Apr 2024

Details of related party transactions

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
S.P.C. Wealth Development Co., Ltd.			
Transaction 1 <u>Nature of transaction</u> <p>The Platinum Samui Co., Ltd., a subsidiary of the Company, entered into a long-term land lease agreement with S.P.C. Wealth Development Co., Ltd., which has common directors and major shareholders. The transaction involves the lease of a vacant plot of land located which is adjacent to the Holiday Inn Resort Samui, for a period of 12 years from 1 October 2025 to 30 September 2037, for the purpose of developing an expansion project of the Hotel.</p> <u>Details</u> <p>The long-term land lease covers an area of approximately 3-2-11 rai and is intended for the development of an expansion project of the Holiday Inn Resort Samui. The project has been designed to comprise two hotel buildings, each consisting of three floors, with a total of 45 guest rooms. The expansion is expected to commence operations in 2027.</p> <u>Necessity/reasonableness</u>	0.00	0.00	50,089,386.00

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>At the Board of Directors' Meeting No. 3/2025 held on August 13, 2025 (with no directors who have a conflict of interest participating in the consideration of this agenda), the Board carefully reviewed the proposed transaction, taking into account the best interests of all stakeholders. The Board concluded that entering into this transaction is appropriate, with the long-term land lease price and related conditions being reasonable. The rationale and necessity for proceeding with this transaction are as follows:</p> <ol style="list-style-type: none"> 1. The Company is entering this transaction with the objective of developing the expansion project of Holiday Inn Resort Samui to add additional sources of income for the Company according to the Company's long-term growth. 2. Holiday Inn Resort Samui is very popular among tourists who come with their families. During certain times of the year, the demand for these room types exceeds the number of rooms currently available. 3. The price for long-term land lease is reasonable referring to the land appraised value by the independent appraisers approved by The Securities and Exchange Commission. <p><u>Audit committee's opinion</u></p> <p>The Company has implemented measures and guidelines to prevent potential conflicts of interest. The value of the transaction is reasonable, based on the land appraisal price by an independent appraiser approved by the SEC.</p>			

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
Platinum Square Co., Ltd.			
Transaction 1 <u>Nature of transaction</u> <p>The transfer of long-term land lease rights and the development of project on Chalermklarp land for shopping mall and hotel according to the process for considering and approving the transaction by considering the necessity, reasonableness and taking into account the highest interests of the group and will carry out various transactions with the said company as a third party (Arm's Length Basis). The transfer of the long-term land lease rights from Platinum Square Co., Ltd., which is the lessee of the land in the original Chalermklarp project and has the same group of directors and shareholders as stated above, value at 797,000,000 Baht.</p> <p>The Company has criteria for determining the price of the transfer of long-term land lease rights for the development of shopping malls and hotels. The Company considers the value, conditions and price in accordance with the criteria agreed upon between the parties. The transfer price is not more than the appraised price of the independent appraiser of Grand Asset Advisory Co., Ltd., an independent appraiser approved by the Securities and Exchange Commission (SEC) which assessed the value of the vacant land lease rights at 897,600,000 Baht on January 30, 2024, using the Market Approach as the criterion for summarizing the asset value.</p> <p>In addition, the Company will pay all actual expenses related to the initial development of the project that Platinum Square has already been paid to contractors who are not connected persons and additional payments which are expected to settle before transferring long-term land lease rights which is not more than 36,000,000 Baht. The remaining land rental fee according to the leasehold rights,</p>	0.00	797,000,000.00	0.00

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>total value 3,101,382,031.51 Baht, is the rental rate as specified in the contract for a period of 30 years under the terms and conditions that have been considered by the current contracting parties. Investment in project development on Chalermklarp Land for a shopping mall and hotel will cost the value of 3,950,000,000 Baht approximately. Platinum Square has hired a consultant to survey the construction work and manage costs in terms of architecture, interior, landscape, engineering on all aspects of building assembly systems, including various Operating Supply & Equipment for operation, which is according to the designed structure and current construction material costs.</p> <p><u>Details</u></p>			

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>The acceptance of transferring the rights of a long-term land lease for shopping mall and hotel business development with the value of 7,884,382,031.51 Baht, the details of which are as follows:</p> <p>1. The acceptance of transferring the rights of a long-term land lease in the total value of 3,934,382,031.51 Baht, consisting of the following:</p> <p>1.1 The acceptance of transferring the rights of a long-term land lease (The Crown Property Bureau as the lessor) on a plot of land under the land deed no. 3311 located at 93 Thanon Phetchaburi Subdistrict, Ratchathewi District, Bangkok with an area of 7 rai 52 square wah approximately from Platinum Square Co., Ltd. which is the current lessee, value at 797,000,000 Baht and</p> <p>1.2 Expenses related to the initial development of the project that Platinum Square has already been paid to contractors who are not connected persons and additional payments which are expected to settle before transferring long-term land lease rights which is not more than 36,000,000 Baht and</p> <p>1.3 The remaining land lease fee, which the Company is obliged to pay rental fee throughout the Land Lease Agreement to the Crown Property Bureau in the amount of 3,101,382,031.51 Baht</p> <p>2. Project development on Chalermklarp Land to develop a shopping mall and hotel with a total usable area of 100,000 square meters approximately, a total value of 3,950,000,000 Baht approximately.</p> <p><u>Necessity/reasonableness</u></p>			

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>The entering into this transaction is an appropriate transaction under the fair price and conditions which has reasons and necessity as follows:</p> <p>1. The entering into the project of shopping mall and hotel development will support to strengthen the operating results of the Company according to the Company's long-term growth.</p> <p>2. Chalermklarp Project can be considered as a continuation project from The Platinum Fashion Mall, which has a large number of customers and have a good operating result. The project is therefore an opportunity to expand the wholesale fashion shopping mall business in a location with high growth potential. Moreover, Chalermklarp Project is located in an area with a variety of public transportation and accessibility. It is a popular tourist destination for foreign tourists in terms of relaxation and business dealings. In this regard, the Board of Directors considered and deemed that the entering into transactions in relation to the Companys Projects is reasonable and in the best interest of the Company. The two businesses will help support each other which will bring benefits to both businesses.</p> <p>3. The price for transfer long-term land lease rights is reasonable referring to the land appraised value by the independent appraisers approved by The Securities and Exchange Commission.</p> <p><u>Audit committee's opinion</u></p> <p>The Company has implemented measures and guidelines to prevent potential conflicts of interest. The value of the transaction is reasonable, based on the land appraisal price by an independent appraiser approved by the SEC.</p>			

9.2.3 Policy and future trends of related party transactions and the compliance with the obligations specified in the prospectus of the company

The Company and its subsidiaries may have necessity to conduct transactions between each other with related persons or persons who may have conflicts of interest in the past year. The Company has a policy to conduct transactions between each other when the Company sees that conducting transactions between each other will result in the highest benefit to the Company, with the following measures and policies:

Measures and procedures for approving related party transactions or connected transactions

Criteria or Procedure for Approval of Connected Transactions

Before entering into any connected transactions, the Company has determined the approval process starting from proposing such transaction to the Audit Committee for consideration and review. The Committee shall provide opinions relating to the necessity of the transaction and the appropriateness of pricing as well as the conformity with laws, regulations, announcements, notifications, orders and provisions relating to Securities and the Securities Exchange of Thailand and the Securities and Exchange Commission Office. The Audit Committee shall then present its opinion of the proposed connected transaction for the approval from the Board of Directors or the Shareholders' meeting (as the case may be) under the condition that the director who may have an interest shall be refrained from casting his vote relating to the transaction. Additionally, all connected transactions shall be disclosed in the notes to the audited financial statements.

Future trends in related party transactions

Policy or Future Trends of Connected Transactions

In the future, the Company and its subsidiaries may enter into connected transactions as appropriate and necessary for the business. The Company and its subsidiaries have a policy to conform with laws, regulations, announcements, notifications, orders and provisions relating to Securities and the Securities Exchange of Thailand and the Securities and Exchange Commission Office.

In case of connected transactions relating to normal business practice or continued connected transactions, the Company has set criteria and guidelines to follow normal business practices by referring to fair and appropriate price and trade condition on the reasonable and auditable basis. However, to enter into a connected transaction, the Company stipulates that the Audit Committee shall consider and provide its opinions about the appropriateness of the transactions. In the event that the Audit Committee does not have expertise or knowledge to review and consider, the Company shall engage independent expert or external auditor to provide opinion about such connected transaction to the Audit Committee. The Audit Committee shall then propose the opinion from independent expert about such connected transactions to the Board of Directors or the Shareholders' meeting (as the case may be) for consideration and approval.

9.2.4 Information on appraised assets and appraisal price in conjunction with the execution of related party transactions

Can be referred in attachment 4: assets for business undertaking and details of asset appraisal

Part 3 Financial Statement

Board of Directors' Responsibility Statement for the Financial Report

Responsibility of the Board of Directors of Financial Statements

The Board of Directors of the Platinum Group Public Company Limited is responsible for the separate and consolidated financial statements of the Company and its subsidiaries as well as any financial information presented in the Company's Annual Report Form 56-1 e-One Report. The financial statements are prepared in accordance with generally accepted accounting standards under selected accounting policies which are followed appropriately and consistently with careful discretion. The disclosure of significant information relating to the accounting policies and accounting methods in the notes to the financial statements is sufficient, transparent and aimed for the benefits of shareholders and investors.

The Board of Directors has established and maintained effective internal controls to sensible ensure that the accounting information is accurate, complete and adequate to safeguard the Company's assets.

The Board of Directors has appointed the Audit Committee which consists solely of independent directors to be responsible for the quality of the Company's financial statements and internal control system. The opinion of the Audit Committee on this matter is shown in report of the Audit Committee.

The separate financial statements and consolidated financial statements of the Company have been audited by the EY Office Limited, the Company's independent auditor, with fully supports from the Company in providing related information and documents to ensure that the auditor was able to review and comment on the conformity with accounting standards. The comment of the independent auditor is shown in the Auditor's report, which is a part of the Company's Annual Report Form 56-1 e-One Report.

The Board of Directors opines that the internal control system of the Company, as a whole, is proper and sufficient, which reassures our reasonable confidence of the reliability of the Company's separate and consolidated financial statements as at December 31, 2025.

Mr. Palakorn Suwanrath
Chairman of the Board of Directors

Mr. Surachai Chotjurangkool
Chairman of the Executive Committee

Auditor's Report

The Platinum Group Public Company Limited
and its subsidiaries
Report and consolidated and separate financial statements
31 December 2025

Independent Auditor's Report

To the Shareholders of The Platinum Group Public Company Limited

Opinion

I have audited the accompanying consolidated financial statements of The Platinum Group Public Company Limited and its subsidiaries ("the Group"), which comprise the consolidated statement of financial position as at 31 December 2025, and the related consolidated statements of comprehensive income, changes in shareholders' equity and cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information, and have also audited the separate financial statements of The Platinum Group 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 The Platinum Group Public Company Limited and its subsidiaries and of The Platinum Group 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.

I have fulfilled the responsibilities described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report, including in relation to these matters. Accordingly, my audit included the performance of procedures designed to respond to my assessment of the risks of material misstatement of the financial statements. The results of my audit procedures, including the procedures performed to address the matters below, provide the basis for my audit opinion on the accompanying financial statements as a whole.

Key audit matters and how audit procedures respond to each matters are described below.

Revenue recognition

The Group is organised into 3 business segments based on its products and services as described in Note 23 to the consolidated financial statements, with major revenues of the Group derived from shopping center business (representing 43 percent of total revenues). The Group has entered into rental and service agreements with a large number of retail customers and there are a variety of conditions in these agreements. In addition, the Group's revenues from hotel business (representing 50 percent of total revenues) are derived from recurring daily transactions, included rooms sales, food and beverages sales and fees for related services. I have therefore focused on the occurrence of revenues and the recognition period.

I examined the revenue recognition of the Group by assessing and testing significant the Group's internal controls relevant to the revenue cycle by making enquiry of responsible executives, gaining an understanding of the controls and selecting representative samples to test the operation of the designed controls. I also applied a sampling method to select rental and service agreements to assess whether revenue recognition was consistent with the conditions of the relevant agreement. On a sampling basis, I also examined supporting documents for sales and service transactions occurring during the year and near the end of the accounting period, as well as credit notes issued after the period-end. In addition, I performed analytical procedures to detect possible irregularities in revenue transactions throughout the period, particularly for accounting entries made through journal vouchers.

Impairment of investment properties, and property, plant and equipment in consolidated financial statements

As described in Note 11 and Note 12 to the consolidated financial statements, the Group has the investment properties, and the property, plant and equipment used in their business operations totaling Baht 12,202 million in the consolidated financial statements, representing 89 percent of total assets of the Group. I therefore focused on auditing and considering the impairment of the Group's business operations assets in the consolidated financial statements. The determination of the provision for impairment of those assets requires the Group's management to exercise significant judgement with respect to the projections of future operating performance and cash flow that the Group expected the recoverable amount based on such assets, including the determination of appropriate discount rates and key assumptions.

I assessed the management's identification of cash generating units and selection of a financial model by gaining an understanding of management's decision-making process and evaluating whether the decisions were consistent with how assets are utilised. In addition, I gained an understanding of and assessed the following items.

- The assumptions applied in preparing estimates of the future cash flow projections of the Group, based on the understanding I gained of the process by which the figures were arrived at, comparison of the assumptions with external and internal sources of information and comparison of past cash flow projections with actual operating results in order to assess the exercise of management judgement in estimating cash flow projections.
- The discount rate applied by management, based on analysis of the average cost of capital and other data of the Group with those used by comparable organisations and tested the calculation of the realisable value of the assets using the selected financial model.

In addition, I assessed the adequacy of disclosures regarding the impairment of those assets in the notes to the consolidated financial statements.

Impairment of investments in subsidiaries and allowance for expected credit losses of loans to subsidiaries and interest receivables in separate financial statements

The determination of the impairment of investments in subsidiaries requires the management to exercise significant judgement with respect to the projections of future operating performance and cash flows that the subsidiaries expected, as well as the recoverable amount, including the assumptions used by the management. I inquired of the management regarding the criteria used to assess the indicators of impairment of investments and reviewed the criteria used by the management in considering such matters by reviewing the operating performance and future cash flow projections of the subsidiaries prepared by the management, gaining an understanding of the projection preparation process, including assessing the appropriateness of key assumptions used by comparing them with external and internal data sources of the Group. I also evaluated the discount rate applied by the management through an analysis of the weighted average finance costs of the Company and the industry. In addition, I considered the adequacy of the disclosures in accordance with Thai Financial Reporting Standards.

The determination of the allowance for expected credit losses of loans to subsidiaries and interest receivables requires the management to exercise significant judgement in evaluating and forecasting plans for the settlement of loans and interests of subsidiaries. I assessed the appropriateness of the assumptions used by the management in evaluating these plans and reviewed the calculation of the allowance for expected credit losses made by the management.

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.

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.

Vatcharin Pasaraongkul
Certified Public Accountant (Thailand) No. 6660

EY Office Limited
Bangkok: 25 February 2026

Financial Statements

The Platinum Group Public Company Limited and its subsidiaries

Statements 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	845,312,214	1,013,281,222	571,945,265	765,810,015
Trade and other receivables	8	57,250,750	44,947,070	90,338,716	90,753,140
Other current assets	9	267,489,381	301,684,498	94,235,825	21,776,353
Total current assets		1,170,052,345	1,359,912,790	756,519,806	878,339,508
Non-current assets					
Loans to subsidiaries and interest receivables	6	-	-	6,270,637,288	6,262,425,309
Investments in subsidiaries	10	-	-	1,685,699,400	1,861,699,400
Investment in joint venture		300,842	626,599	49,900	49,900
Advance payments for construction		218,068,490	2,770,975	214,631,718	62,123
Investment properties	11	8,842,411,415	6,925,628,224	3,337,562,102	1,188,031,876
Property, plant and equipment	12	3,360,072,698	3,279,751,266	635,425,901	495,626,941
Intangible assets	13	92,229,254	115,918,733	33,157,367	42,301,981
Deferred tax assets	21	27,494,202	24,198,836	31,319,731	21,401,746
Other non-current assets		67,877,013	67,787,128	42,475,663	44,418,804
Total non-current assets		12,608,453,914	10,416,681,761	12,250,959,070	9,916,018,080
Total assets		13,778,506,259	11,776,594,551	13,007,478,876	10,794,357,588

The accompanying notes are an integral part of the financial statements.

The Platinum Group Public Company Limited and its subsidiaries

Statements of financial position (continued)

As at 31 December 2025

(Unit: Baht)

		Consolidated financial statements		Separate financial statements	
	Note	2025	2024	2025	2024
Liabilities and shareholders' equity					
Current liabilities					
Trade and other payables	14	277,653,401	383,149,825	125,514,881	125,268,941
Long-term liabilities - current portion					
Long-term loans from bank	15	14,280,000	2,380,000	14,280,000	2,380,000
Lease liabilities	16	53,277,718	50,072,823	2,757,960	2,546,565
Income tax payable		107,449,198	107,991,651	92,422,349	98,985,100
Current contract liabilities		6,027,462	4,799,845	5,353,270	3,857,675
Short-term deposits received of rental and services		256,922,813	246,178,150	245,271,134	229,395,394
Other current liabilities		56,365,805	58,825,234	25,314,993	31,946,876
Total current liabilities		771,976,397	853,397,528	510,914,587	494,380,551
Non-current liabilities					
Long-term liabilities - net of current portion					
Long-term loans from bank	15	261,920,000	97,620,000	261,920,000	97,620,000
Lease liabilities	16	4,120,459,303	2,676,152,422	1,478,489,290	21,476,229
Long-term deposits received of rental and services		67,517,863	42,728,669	33,653,437	38,281,040
Provision for long-term employee benefits	17	13,186,512	10,235,010	10,547,381	8,761,442
Retention payables		17,213,505	5,464,768	9,998,931	2,163,537
Other non-current liabilities		44,372,999	38,928,990	26,439,371	31,827,629
Total non-current liabilities		4,524,670,182	2,871,129,859	1,821,048,410	200,129,877
Total liabilities		5,296,646,579	3,724,527,387	2,331,962,997	694,510,428

The accompanying notes are an integral part of the financial statements.

The Platinum Group Public Company Limited and its subsidiaries

Statements of financial position (continued)

As at 31 December 2025

(Unit: Baht)

		Consolidated financial statements		Separate financial statements	
	Note	2025	2024	2025	2024
Shareholders' equity					
Share capital					
Registered					
2,800,000,000 ordinary shares of Baht 1 each		2,800,000,000	2,800,000,000	2,800,000,000	2,800,000,000
Issued and fully paid					
2,800,000,000 ordinary shares of Baht 1 each		2,800,000,000	2,800,000,000	2,800,000,000	2,800,000,000
Share premium		4,409,618,494	4,409,618,494	4,409,618,494	4,409,618,494
Deficit on business combination under common control		(5,120,772)	(5,120,772)	-	-
Retained earnings					
Appropriated - statutory reserve	18	280,000,000	280,000,000	280,000,000	280,000,000
Unappropriated		997,361,958	567,569,442	3,185,897,385	2,610,228,666
Total shareholders' equity		8,481,859,680	8,052,067,164	10,675,515,879	10,099,847,160
Total liabilities and shareholders' equity		13,778,506,259	11,776,594,551	13,007,478,876	10,794,357,588

The accompanying notes are an integral part of the financial statements.

Directors

The Platinum Group Public Company Limited and its subsidiaries

Statements of comprehensive income

For the year ended 31 December 2025

(Unit: Baht)

		<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
	<u>Note</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Profit or loss:					
Revenues					
Revenues from hotel operations		1,339,904,886	1,251,159,670	506,902,495	571,111,501
Rental income		849,680,166	716,407,423	814,592,359	681,614,391
Service income		306,865,335	347,059,230	280,748,395	304,856,606
Revenues from food and beverage		182,571,362	212,603,017	182,571,362	212,609,773
Other income		<u>28,003,664</u>	<u>30,810,380</u>	<u>24,514,303</u>	<u>27,536,911</u>
Total revenues		<u>2,707,025,413</u>	<u>2,558,039,720</u>	<u>1,809,328,914</u>	<u>1,797,729,182</u>
Expenses					
Cost of hotel operations		602,691,011	572,587,371	215,180,850	221,735,055
Cost of rental and services		621,944,135	522,321,925	246,812,746	240,433,391
Cost of food and beverage		137,510,623	160,022,245	137,512,308	159,952,404
Selling expenses		127,107,124	112,497,036	61,279,610	61,356,494
Administrative expenses		406,282,598	417,878,464	302,042,546	225,318,435
Impairment loss on investment in subsidiary	10	<u>-</u>	<u>-</u>	<u>176,000,000</u>	<u>117,000,000</u>
Total expenses		<u>1,895,535,491</u>	<u>1,785,307,041</u>	<u>1,138,828,060</u>	<u>1,025,795,779</u>
Operating profit		811,489,922	772,732,679	670,500,854	771,933,403
Share of loss from investment in joint venture		(325,757)	(576,229)	-	-
Finance income	19	10,586,921	12,168,560	98,561,691	97,176,856
Finance cost		<u>(170,799,362)</u>	<u>(153,226,864)</u>	<u>(6,641,501)</u>	<u>(1,818,060)</u>
Profit before income tax expenses		650,951,724	631,098,146	762,421,044	867,292,199
Income tax expenses	21	<u>(221,159,208)</u>	<u>(222,126,664)</u>	<u>(186,752,325)</u>	<u>(198,809,635)</u>
Profit for the year		<u>429,792,516</u>	<u>408,971,482</u>	<u>575,668,719</u>	<u>668,482,564</u>

The accompanying notes are an integral part of the financial statements.

The Platinum Group Public Company Limited and its subsidiaries

Statements of comprehensive income (continued)

For the year ended 31 December 2025

(Unit: Baht)

		<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
	<u>Note</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Other comprehensive income:					
<i>Other comprehensive income not to be reclassified to profit or loss in subsequent periods</i>					
Actuarial gains	17	-	12,983,071	-	12,325,580
Less: Income tax effect		-	(2,596,614)	-	(2,465,116)
Other comprehensive income not to be reclassified to profit or loss in subsequent periods - net of income tax		-	10,386,457	-	9,860,464
Other comprehensive income for the year		-	10,386,457	-	9,860,464
Total comprehensive income for the year		<u>429,792,516</u>	<u>419,357,939</u>	<u>575,668,719</u>	<u>678,343,028</u>
Earnings per share	22				
Basic earnings per share		<u>0.15</u>	<u>0.15</u>	<u>0.21</u>	<u>0.24</u>
Weighted average number of ordinary shares (shares)		<u>2,800,000,000</u>	<u>2,800,000,000</u>	<u>2,800,000,000</u>	<u>2,800,000,000</u>

The accompanying notes are an integral part of the financial statements.

The Platinum Group Public Company Limited and its subsidiaries

Statements of changes in shareholders' equity

For the year ended 31 December 2025

(Unit: Baht)

	Consolidated financial statements					
	Issued and		Deficit on	Retained earnings		Total
	paid-up	Share premium		Appropriated -	Unappropriated	
	share capital		under common control	statutory reserve		shareholders' equity
Balance as at 1 January 2024	2,800,000,000	4,409,618,494	(5,120,772)	280,000,000	148,211,503	7,632,709,225
Profit for the year	-	-	-	-	408,971,482	408,971,482
Other comprehensive income for the year	-	-	-	-	10,386,457	10,386,457
Total comprehensive income for the year	-	-	-	-	419,357,939	419,357,939
Balance as at 31 December 2024	<u>2,800,000,000</u>	<u>4,409,618,494</u>	<u>(5,120,772)</u>	<u>280,000,000</u>	<u>567,569,442</u>	<u>8,052,067,164</u>
						-
Balance as at 1 January 2025	2,800,000,000	4,409,618,494	(5,120,772)	280,000,000	567,569,442	8,052,067,164
Total comprehensive income for the year	-	-	-	-	429,792,516	429,792,516
Balance As at 31 December 2025	<u>2,800,000,000</u>	<u>4,409,618,494</u>	<u>(5,120,772)</u>	<u>280,000,000</u>	<u>997,361,958</u>	<u>8,481,859,680</u>
						-

The accompanying notes are an integral part of the financial statements.

The Platinum Group Public Company Limited and its subsidiaries

Statements of changes in shareholders' equity (continued)

For the year ended 31 December 2025

(Unit: Baht)

	Separate financial statements				
	Issued and		Retained earnings		Total
	paid-up		Appropriated -		shareholders'
	share capital	Share premium	Statutory reserve	Unappropriated	equity
Balance as at 1 January 2024	2,800,000,000	4,409,618,494	280,000,000	1,931,885,638	9,421,504,132
Profit for the year	-	-	-	668,482,564	668,482,564
Other comprehensive income for the year	-	-	-	9,860,464	9,860,464
Total comprehensive income for the year	-	-	-	678,343,028	678,343,028
Balance as at 31 December 2024	2,800,000,000	4,409,618,494	280,000,000	2,610,228,666	10,099,847,160
					-
Balance as at 1 January 2025	2,800,000,000	4,409,618,494	280,000,000	2,610,228,666	10,099,847,160
Total comprehensive income for the year	-	-	-	575,668,719	575,668,719
Balance As at 31 December 2025	2,800,000,000	4,409,618,494	280,000,000	3,185,897,385	10,675,515,879

The accompanying notes are an integral part of the financial statements.

The Platinum Group Public Company Limited and its subsidiaries

Statements of cash flows

For the year ended 31 December 2025

(Unit: Baht)

	<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Cash flows from operating activities				
Profit before tax	650,951,724	631,098,146	762,421,044	867,292,199
Adjustments to reconcile profit before tax to net cash provided by (paid from) operating activities:				
Expected credit losses (reversal)	(659,785)	(3,268,314)	83,268,313	11,418
Depreciation and amortisation	604,234,194	494,725,576	119,315,653	112,197,712
Loss on write-off of investment properties	49,539	25,600	55,809	25,600
Gain on disposal and write-off of equipment	-	(1,430,239)	-	(1,420,796)
Revenue recognition from contract liabilities during the year	1,227,617	606,332	1,495,595	943,472
Impairment loss on investment in subsidiary	-	-	176,000,000	117,000,000
Share of profit (loss) from investment in joint venture	325,757	576,229	-	-
Long-term employee benefits expenses	3,173,373	2,128,830	2,007,810	1,557,411
Finance income	(10,586,921)	(12,168,560)	(98,561,691)	(97,176,856)
Finance cost	170,799,362	153,226,864	6,641,501	1,818,060
Profit from operating activities before changes in operating assets and liabilities	1,419,514,860	1,265,520,464	1,052,644,034	1,002,248,220
Operating assets (increase) decrease				
Trade and other receivables	(12,413,206)	8,272,451	(313,566)	(808,225)
Other current assets	34,195,117	13,068,348	(72,459,472)	(4,996,678)
Other non-current assets	(89,885)	(19,817,664)	1,943,141	(14,106,826)
Operating liabilities increase (decrease)				
Trade and other payables	(85,339,785)	99,813,742	47,372,088	30,487,464
Deposits received of rental and services income	35,533,857	6,934,786	11,248,137	49,527,095
Other current liabilities	(2,459,429)	5,802,609	(6,631,883)	(6,610,274)
Cash paid for long-term employee benefits	(221,871)	-	(221,871)	-
Other non-current liabilities	5,444,009	(1,911,898)	(5,388,258)	(5,388,257)
Cash from operating activities	1,394,163,667	1,377,682,838	1,028,192,350	1,050,352,519
Cash paid for corporate income tax	(224,997,027)	(194,315,069)	(203,233,061)	(184,829,393)
Net cash from operating activities	1,169,166,640	1,183,367,769	824,959,289	865,523,126

The accompanying notes are an integral part of the financial statements.

The Platinum Group Public Company Limited and its subsidiaries

Statements of cash flows (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				
Cash received from long-term loans to subsidiaries	-	-	103,779,298	99,044,123
Increase in long-term loans to subsidiaries	-	-	(110,700,000)	-
Cash paid for investment in increase share capital of subsidiaries	-	-	-	(329,250,000)
Cash paid to acquire the rights of a long-term land lease	-	(223,457,944)	-	(223,457,944)
Decreased (increased) in advance payments for construction	(215,297,515)	48,752	(214,569,595)	(62,123)
Cash paid for acquisition of investment properties	(849,931,837)	(36,306,052)	(752,330,221)	(41,470,224)
Cash paid for accounts payable for investment properties	-	(25,368,724)	(44,435,858)	(2,499,967)
Cash paid for acquisition of plant and equipment	(229,076,340)	(118,552,425)	(187,103,753)	(45,753,263)
Cash paid for accounts payable for plant and equipment	(11,330,172)	(281,181,387)	-	(3,580,402)
Cash received from sales of equipment	363,293	1,657,925	339,219	1,648,460
Cash paid for acquisition of intangible assets	-	(18,066,676)	-	(13,784,080)
Cash paid for accounts payable for intangible assets	(234,444)	-	(268,110)	-
Cash received from finance income	11,356,232	12,168,561	14,730,091	11,926,996
Net cash used in investing activities	<u>(1,294,150,783)</u>	<u>(689,057,970)</u>	<u>(1,190,558,929)</u>	<u>(547,238,424)</u>
Cash flows from financing activities				
Increase in long-term loans from bank	200,000,000	100,000,000	200,000,000	100,000,000
Cash paid for long-term loans from bank	(23,800,000)	-	(23,800,000)	-
Cash paid for lease liabilities and portion under debt moratorium	(219,184,865)	(214,389,996)	(4,465,110)	(3,105,302)
Net cash from (used in) financing activities	<u>(42,984,865)</u>	<u>(114,389,996)</u>	<u>171,734,890</u>	<u>96,894,698</u>
Net increase (decrease) in cash and cash equivalents	(167,969,008)	379,919,803	(193,864,750)	415,179,400
Cash and cash equivalents at beginning of year	1,013,281,222	633,361,419	765,810,015	350,630,615
Cash and cash equivalents at ending of year	<u>845,312,214</u>	<u>1,013,281,222</u>	<u>571,945,265</u>	<u>765,810,015</u>
	-	-	-	-
Supplemental cash flows information				
Non-cash transactions				
Transfer deferred interest expenses to investment properties	38,322,626	35,895,963	36,899,206	-
Transfer deferred interest expenses to plant and equipment	-	2,121,521	-	-
Increase in investment properties from lease liabilities	1,423,000,000	9,035,604	1,423,000,000	9,035,604
Increase in property, plant and equipment from lease liabilities	39,987,756	-	-	-
Lease modification	-	21,318,789	-	-

The accompanying notes are an integral part of the financial statements.

Notes to the Financial Statements

The Platinum Group Public Company Limited and its subsidiaries

Notes to financial statements

For the year ended 31 December 2025

1. General information

The Platinum Group Public Company Limited (“the Company”) is a public company incorporated domiciled in Thailand. The Company is principally engaged in the provision of property rental, hotel operations and food center operations.

In January 2026, the Company changed office location and the registered office of the Company at 222/1398, The Platinum Fashion Mall Building, 11th Floor, Phetchaburi Road, Petchaburi Road Sub-District, Ratchathewi District, Bangkok to be located at 111 Pier111 (M2) Building, 21st Floor, Ratchadamri Rd., Lumpini, Pathumwan, Bangkok.

2. Basis of preparation

- 2.1 The financial statements have been prepared in accordance with Thai Financial Reporting Standards enunciated under the Accounting Professions Act B.E. 2547 and their presentation has been made in compliance with the stipulations of the Notification of the Department of Business Development issued under the Accounting Act B.E. 2543.

The financial statements in Thai language are the official statutory financial statements of the Company. The financial statements in English language have been translated from the Thai language financial statements.

The financial statements have been prepared on a historical cost basis except where otherwise disclosed in the accounting policies.

2.2 Basis of consolidation

- a) The consolidated financial statements include the financial statements of The Platinum Group Public Company Limited (“the Company”) and the following subsidiary companies (“the subsidiaries”) (collectively as “the Group”) are as follows:

Company's name	Nature of business	Country of incorporation	Percentage of Shareholding (Percent)
The Platinum Market Company Limited	Property development and rental and hotel operations	Thailand	100
The Platinum Samui Company Limited	Hotel operations	Thailand	100

- b) The Company is deemed to have control over an investee or subsidiaries if it has rights, or is exposed, to variable returns from its involvement with the investee, and it has the ability to direct the activities that affect the amount of its returns.
 - c) Subsidiaries are fully consolidated, being the date on which the Company obtains control, and continue to be consolidated until the date when such control ceases.
 - d) The financial statements of the subsidiaries are prepared using the same significant accounting policies as the Company.
 - e) Material balances and transactions between the Group have been eliminated from the consolidated financial statements.
- 2.3 The separate financial statements present investments in subsidiaries under the cost method less allowance for impairment.

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 standards that became 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

Rental income

Rental income from retail space in shopping centers and office spaces are recognised based on a straight-line basis over the lease term.

The obligation to transfer retail space to a customer for which the Group has received consideration from the customer is presented under the caption of “Contract liabilities” in the statement of financial position. Contract liabilities are recognised as revenue over the lease term.

Rendering of services

Related service revenue from retail space in shopping centers and office spaces are recognised based on a straight-line basis over the service term.

Other service revenue is recognised at a point in time upon completion of the service.

The obligation to transfer retail space services to a customer for which the Group has received consideration from the customer is presented under the caption of “Contract liabilities” in the statement of financial position. Contract liabilities are recognised as revenue when the Group performs under the contract.

Revenues from hotel operations

Revenues from hotel operations mainly comprise room sales, food and beverage sales and revenues from auxiliary activities, and represent the invoiced value (excluding value added tax) of goods delivered and services rendered after deducting discounts and adding service charges.

Sales of goods

Revenue from sale of goods is recognised at the point in time when control of the asset is transferred to the customer, generally upon delivery of the goods, revenue is measured at the amount of the consideration received or receivable, excluding value added tax, of goods supplied after deducting discounts and allowances.

Finance income

Interest income is calculated using the effective interest method and recognised on an accrual basis.

Finance cost

Interest expense from financial liabilities at amortised cost is calculated using the effective interest method and recognised on an accrual basis.

4.2 Cash and cash equivalents

Cash and cash equivalents consist of cash in hand and at banks, and all highly liquid investments with an original maturity of three months or less and not subject to withdrawal restrictions.

4.3 Investments in subsidiaries

Investments in subsidiaries are accounted for in the separate financial statements using the cost method less allowance for impairment.

4.4 Investment properties

Investment properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are stated at cost less accumulated depreciation and allowance for loss on impairment.

Depreciation of investment properties is calculated by reference to their costs on the straight-line basis over estimated useful lives of 5 - 30 years. Depreciation of the investment properties is included in determining income.

No depreciation is provided for investment properties under construction.

On disposal of investment properties, the difference between the net disposal proceeds and the carrying amount of the asset is recognised in profit or loss in the period when the asset is derecognised.

4.5 Property, plant and equipment / Depreciation

Land is stated at cost. Buildings and equipment are stated at cost less accumulated depreciation and allowance for loss on impairment of assets (if any).

Depreciation of buildings and equipment are calculated by reference to their costs on the straight-line basis over the following estimated useful lives:

Land improvements	5 - 20 years
Buildings and buildings improvements	5 - 30 years
Equipment	3 - 20 years
Furniture, fixtures, and office and hotel equipment	2 - 20 years

Depreciation is included in determining income.

No depreciation is provided on land and assets under installation and construction.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on disposal of an asset is included in profit or loss when the asset is derecognised.

4.6 Intangible assets

Intangible assets are comprised of computer software and construction costs resulting from the Group obtaining rights in the project to construct a Skywalk connecting to BTS Skytrain at Chidlom Station ("R-Walk" Project). This Project is a joint investment between the Group and a shopping center.

The Group is initially recognise intangible assets at cost. Following 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.

The economic useful life of the cost of rights in the R-Walk Project corresponds to the term of the BTS Skytrain green line concession granted by The Bangkok Metropolitan Administration (15 years).

The useful life of computer software is 3 - 15 years.

4.7 Leases

At inception of contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

4.7.1 The Group as a lessee

The Group applied a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. At the commencement date of the lease (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 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 or remaining lease term.

Land	12 - 30 years
Buildings and building improvement	20 years
Building and building improvement for rental	15 - 20 years
Equipment	5 years
Motor vehicles	4 - 5 years

If ownership of the leased asset is transferred to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

Right-of-use assets are presented as part of property, plant and equipment in the statement of financial position.

Right-of-use assets which are classified as investment properties are presented as part of investment properties in the statement 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. Moreover, the lease payments include payments of penalties for terminating the lease, if the lease term reflects the Group exercising an option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses in the period in which the event or condition that triggers the payment occurs.

The Group discounted the present value of the lease payments by the interest rate implicit in the lease or the Group's incremental borrowing rate. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a change in the lease term, a change in the lease payments or a change in the assessment of an option to purchase the underlying asset.

Short-term leases and leases of low-value assets

A lease that has a lease term less than or equal to 12 months from commencement date or a lease of low-value assets is recognised as expenses on a straight-line basis over the lease term.

4.7.2 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.

4.8 Related party transactions

Related parties comprise 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 associates and individuals 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.

4.9 Foreign currencies

The consolidated and separate financial statements are presented in Baht, which is also the Group'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.

4.10 Impairment of non-financial assets

At the end of each reporting period, the Group performs impairment reviews in respect of the non-financial assets whenever events or changes in circumstances indicate that an asset may be impaired. An impairment loss is recognised when the recoverable amount of an asset, which is the higher of the asset's fair value less costs to sell or 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.

4.11 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

Defined contribution plan

The Group and its employees have jointly established a provident fund. The fund is monthly contributed by employees and by the Group. The fund's assets are held in a separate trust fund and contributions of the Group is recognised as expenses when incurred.

Defined benefit plan

The Group has obligations in respect of the severance payments they must make to employees upon retirement under labor law. The Group treats these severance payment obligations as a defined benefit plan.

The obligation under the defined benefit plan is determined by a professionally qualified independent actuary based on actuarial techniques, using the projected unit credit method.

Actuarial gains and losses arising from defined benefit plans are recognised immediately in other comprehensive income.

Past service costs are recognised in profit or loss on the earlier of the date of the plan amendment or curtailment and the date that the Group recognises restructuring-related costs.

4.12 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.

4.13 Income tax

Income tax expenses represent 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 they recognise deferred tax assets for all deductible temporary differences and tax losses carried forward to the extent that it is probable that future taxable profit will be available against which such deductible temporary differences and tax losses carried forward can be utilised.

At each reporting date, the Group 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.

4.14 Financial instruments

The Group initially measures financial assets at its fair value plus, in the case of financial assets that are not measured at fair value through profit or loss, transaction costs. However, trade receivables, that do not contain a significant financing component, are measured at the transaction price as disclosed in the accounting policy relating to revenue recognition.

Classification and measurement of financial assets

Financial assets are classified, at initial recognition, as to be subsequently measured at amortised cost. 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.

Classification and measurement of financial liabilities

At initial recognition the Group's financial liabilities are recognised at fair value net of transaction costs (if any) and classified as liabilities to be subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process. In determining amortised cost, the Group takes into account any discounts or premiums on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included in finance costs in profit or loss.

Derecognition of financial instruments

A financial asset is primarily derecognised when the rights to receive cash flows from the asset have expired or have been transferred.

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires.

Impairment of financial assets

The Group recognises an allowance for expected credit losses (“ECLs”) for all debt instruments not held at FVTPL. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate.

For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure (a lifetime ECL).

The Group considers a significant increase in credit risk to have occurred when contractual payments are more than 30 days past due and considers a financial asset as credit impaired or default when contractual payments are 180 days past due. However, in certain cases, the Group may also consider a financial asset to have a significant increase in credit risk and to be in default using other internal or external information, such as credit rating of issuers.

For trade receivables, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. ECLs are calculated based on its historical credit loss experience and adjusted for forward-looking factors specific to the debtors and the economic environment.

A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Offsetting of financial instruments

Financial assets and financial liabilities are offset, and the net amount is reported in the statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

4.15 Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between buyer and seller (market participants) at the measurement date. The Group 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 result could differ from these estimates. Significant judgements and estimates are as follows:

Leases

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.

Allowance for expected credit losses of loans

The Group recognises an allowance for expected credit losses for loans to which require management to make estimates of cash flows to be received from such loans including the selection of a suitable discount rate.

Investment properties, Property, plant and equipment / Depreciation

In determining depreciation of investment properties and property, plant and equipment, the management is required to make estimates of the useful lives and residual values of the plant and equipment and to review estimate useful lives and residual values when there are any changes.

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.

Allowance for impairment of non-financial assets

In determining allowance for impairment of a non-financial assets, the management is required to exercise judgements regarding determination of the recoverable amount of the asset, which is the higher of its fair value less costs of disposal or its value in use. The fair value less costs of disposal calculation is based on available data from binding sales transactions, conducted at arm's length, for similar assets or observable market prices less incremental costs of disposing of the asset. The value in use calculation is based on a discounted cash flow model. The cash flows 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 (for fair value less cost of disposal based on income approach, cash flow includes significant future investments that will enhance the performance of the assets). 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.

6. Related party transactions

During the years, the Group had significant business transactions with related parties. Such transactions, which are summarised below, arose in the ordinary course of business and were concluded on commercial terms and bases agreed upon between the Company and those related parties.

(Unit: Million Baht)

	Consolidated		Separate		Transfer pricing policy
	financial statements		financial statements		
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	
<u>Transactions with subsidiaries</u>					
(eliminated from the consolidated financial statements)					
Finance income	-	-	89	90	1 - 2 percent per annum
Management fee income	-	-	4	4	Contract price
Rental expenses	-	-	4	-	Contract price
<u>Transactions with related parties</u>					
Land use rights	650	223	610	223	Contract price

The balances of the accounts between the Group and those related parties are as follows:

(Unit: Million Baht)

	Consolidated		Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Other current receivables - related parties				
(Note 8)				
Subsidiaries	-	-	69	65
Total	-	-	69	65
<u>Lease liabilities - related parties (Note 16)</u>				
Related parties (common directors)	38	-	-	-
Total lease liabilities - related parties	38	-	-	-

On 19 April 2024, the 2024 Annual General Meeting of the Company's shareholders passed a resolution to acquire the rights of a long-term land lease for a period of 30 years, commencing from the end date of the construction period specified in the agreement from Platinum Square Company Limited, a related company (with common directors and shareholders) amounting to Baht 833 million.

On 10 June 2025, Platinum Square Company Limited, a related company, transferred its rights under the long-term land lease agreement to the Company at the contract price. The land lease agreement is for a period of 30 years, commencing from the end date of the construction period specified in the agreement.

On 30 July 2025, the Company, enter into a long-term office space lease agreement with the Platinum Market Company Limited, a subsidiary at rates as specified in an agreement. The office space lease agreement is for a period of 3 years.

On 29 October 2025, The Platinum Samui Company Limited, a subsidiary, enter into a long-term land lease agreement with S.P.C. Wealth Development Company Limited, a related company at rates as specified in an agreement. The land lease agreement is for a period of 12 years.

Loans to subsidiaries and interest receivables

The balances and movements of loans between the Company and subsidiaries are as follows:

(Unit: Million Baht)

	Separate financial statements			
	Balance as at			Balance as at
	31 December	During the year		31 December
Loans to	2024	Increase	Decrease	2025
The Platinum Market Company Limited				
Loans principal	5,163	111	-	5,274
Add: Interest receivables	516	83	-	599
Total	5,679	194	-	5,873
Less: Allowance for expected credit losses	(41)	(83)	-	(124)
Total	5,638	111	-	5,749
The Platinum Samui Company Limited				
Loans principal	606	-	(104)	502
Add: Interest receivables	18	6	(4)	20
Total	624	6	(108)	522
Total loans to subsidiaries and interest				
receivables	6,262	117	(108)	6,271

Loans are in the form of promissory notes, carrying interest at a rate 1 - 2 percent per annum with repayable at call.

As the Company will not demand the subsidiaries to repay the loans until the subsidiaries have excess cash flow from operations, the Company, therefore, classified the loans and interest receivables as non-current assets and presented under “Loans to subsidiaries and interest receivables” in the separate statement of financial position.

Directors and management’s benefits

The Group had employee benefit expenses payable to their directors and management as below.

	(Unit: Million Baht)	
	Consolidated / Separate	
	financial statements	
	<u>2025</u>	<u>2024</u>
Short-term employee benefits	38	43
Post-employment benefits	2	2
Total	<u>40</u>	<u>45</u>

Guarantee obligations with related parties

The Company has guaranteed the Subsidiaries’ letters of guarantee for electricity usage as described in Note 25.3.1 to the consolidated financial statements.

7. Cash and cash equivalents

As at 31 December 2025, bank savings deposits carried interests between 0.10 and 1.05 percent per annum (2024: savings deposits and fixed deposits carried interests between 0.13 and 1.70 percent per annum).

8. Trade and other current receivables

	(Unit: Million Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
<u>Trade receivables - unrelated parties</u>				
Aged on the basis of due dates				
Not yet due	36	30	13	15
Past due				
Up to 3 months	4	6	2	4
Over 12 months	-	2	-	-
Total	40	38	15	19
Less: Allowance for expected credit losses	-	(1)	-	-
Total trade receivables unrelated parties - net	40	37	15	19
<u>Other current receivables</u>				
Other current receivables - related parties				
(Note 6)	-	-	69	65
Other current receivables - unrelated parties	9	5	4	4
Accrued rental and services income	8	2	2	2
Interest receivable - unrelated parties	-	1	-	1
Total other current receivables - net	17	8	75	72
Total trade and other current receivables - net	57	45	90	91

The normal credit term is 5 to 30 days.

9. Other current assets

	(Unit: Million Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Input vat receivable	179	255	32	-
Undue input vat	15	24	10	5
Prepaid expenses	58	7	40	4
Others	15	16	12	13
Total	<u>267</u>	<u>302</u>	<u>94</u>	<u>22</u>

10. Investments in subsidiaries

Details of investments in subsidiaries as presented in separate financial statements are as follows:

Company's name	(Unit: Million Baht)							
	Paid-up capital		Cost		Allowance for impairment of investments		Carrying amounts - net	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
The Platinum Market								
Company Limited	2,000	2,000	2,000	2,000	(834)	(658)	1,166	1,342
The Platinum Samui								
Company Limited	520	520	520	520	-	-	520	520
Total			<u>2,520</u>	<u>2,520</u>	<u>(834)</u>	<u>(658)</u>	<u>1,686</u>	<u>1,862</u>

During the years 2025 and 2024, no dividend income was received from its investments in subsidiaries.

The Platinum Market Company Limited

Impairment consideration

During the current year the Company's management has assessed the impairment of investment in subsidiary, The Platinum Market Company Limited, by comparing the carrying amount of the investment to its recoverable amount. The recoverable amount is the fair value less costs to sell or the value in use, which was determined using cash flow projections from financial estimation approved by management and discounted to its present value using a discount rate that reflects the subsidiary's risk exposure.

The Company has determined the recoverable amounts of its investment based on value in use over 24 years (2024: 25 years)

In 2025, the Company recognised an impairment loss on investment in The Platinum Market Company Limited amounting to Baht 176 million (2024: Baht 117 million) as impairment loss on investment in subsidiary in profit or loss to reduce the carrying amount of the investment to their recoverable amounts.

The management's assessment of the recoverable amount is judgmental in nature because its forecasted results is based on current economic situation while future economic outcomes is uncertain.

Key assumptions used in recoverable amount calculations are as follows:

	(Unit: percent per annum)	
	<u>2025</u>	<u>2024</u>
Discount rate	9.5	9.5
Long-term growth rate	0.0 - 3.0	0.0 - 3.0

The following reasonably possible change in the key assumptions on which the units' recoverable amount are based would result in a further impairment loss.

	(Unit: Million Baht)	
	The Platinum Market Company Limited	
	<u>2025</u>	<u>2024</u>
Discount rate increase 1.0%	615	652
Long-term growth rate decrease 1.0%	574	833

11. Investment properties

(Unit: Million Baht)

Consolidated financial statements						
				Right-of-use assets -	Building and improvement for rental - under construction	Total
	Land	Right-of-use assets - Land	Building and improvement for rental	Building and improvement for rental		
As at 31 December 2025						
Cost	241	3,091	1,712	5,542	912	11,498
Less: Accumulated depreciation	-	(320)	(1,081)	(1,255)	-	(2,656)
Net book value	241	2,771	631	4,287	912	8,842
As at 31 December 2024						
Cost	241	1,441	1,736	3,662	2,136	9,216
Less: Accumulated depreciation	-	(244)	(1,046)	(997)	-	(2,287)
Net book value	241	1,197	690	2,665	2,136	6,929

(Unit: Million Baht)

Separate financial statements						
				Right-of-use assets -	Building and improvement for rental - under construction	Total
	Land	Right-of-use assets - Land	Building and improvement for rental	Building and improvement for rental		
As at 31 December 2025						
Cost	241	1,650	1,712	50	816	4,469
Less: Accumulated depreciation	-	(28)	(1,081)	(22)	-	(1,131)
Net book value	241	1,622	631	28	816	3,338
As at 31 December 2024						
Cost	241	-	1,736	50	229	2,256
Less: Accumulated depreciation	-	-	(1,046)	(18)	-	(1,064)
Net book value	241	-	690	32	229	1,192

A reconciliation of the net book value of investment properties are presented below.

			(Unit: Million Baht)	
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Net book value at beginning of year	6,929	6,938	1,192	984
Acquisition of assets	2,269	274	2,172	268
Decrease from lease modification	-	(18)	-	-
Capitalised interest	37	36	37	-
Transfer to property, plant and equipment (Note 12)	(27)	(19)	-	-
Depreciation charged	(366)	(282)	(63)	(60)
Net book value at ending of year	<u>8,842</u>	<u>6,929</u>	<u>3,338</u>	<u>1,192</u>

As a lessee, the Group has lease contracts for various items of investment property used in its operations. Leases generally lease terms between 10 - 30 years.

As at 31 December 2025, the fair values of the above investment properties are approximately Baht 14,484 million (the Company only: Baht 9,638 million) (2024: Baht 14,380 million, the Company only: Baht 9,638 million) and has been determined based on valuation performed by an accredited independent valuer. The fair values of building space for rental has been determined using the income approach. The fair value is measured at fair value with hierarchy level 3.

Key assumptions used in the valuation are summarised below:

			(Unit: percent per annum)	
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Discount rate	9.5	9.5 - 10.5	9.5	9.5
Long-term growth rate	0.0 - 3.0	0.0 - 3.0	3.0	3.0

As at 31 December 2025, the Company has mortgaged land and construction thereon of its investment properties with a total net book value of Baht 418 million, as collateral against credit facilities obtained from a bank as described in Note 15 to the consolidated financial statements.

12. Property, plant and equipment

(Unit: Million Baht)

Consolidated financial statements

	Land and land improvements	Right-of-use assets - Land	Buildings and building improvement	Right-of-use assets - Building and building improvement of rental	Operating equipment and tools	Right-of-use assets - Tools	Furniture and fixtures	Office equipment	Right-of-use assets - Motor vehicles	Assets under installation and under construction	Total
Cost											
1 January 2024	353	262	1,428	24	203	13	507	53	15	1,446	4,304
Lease modification	-	(3)	-	-	-	-	-	-	-	-	(3)
Additions	-	-	10	58	24	-	3	4	5	69	173
Transfer in (out)	-	-	-	1,182	48	-	217	36	-	(1,483)	-
Transfer from investment properties (Note 11)	-	-	-	19	-	-	-	-	-	-	19
Disposals / write-off	-	-	-	-	(3)	-	-	(2)	(4)	-	(9)
31 December 2024	353	259	1,438	1,283	272	13	727	91	16	32	4,484
Additions	-	40	46	20	7	-	31	4	-	121	269
Transfer in (out)	-	-	21	3	4	-	2	-	-	(30)	-
Transfer from investment properties (Note 11)	-	-	-	-	7	-	20	-	-	-	27
Disposals / write-off	-	-	-	-	(11)	-	(10)	(9)	-	-	(30)
31 December 2025	353	299	1,505	1,306	279	13	770	86	16	123	4,750
Accumulated depreciation											
1 January 2024	3	35	508	5	97	12	301	37	14	-	1,012
Depreciation for the year	3	9	60	54	17	1	45	11	1	-	201
Depreciation on disposals / write-off	-	-	-	-	(3)	-	-	(2)	(4)	-	(9)
31 December 2024	6	44	568	59	111	13	346	46	11	-	1,204
Depreciation for the year	3	10	63	52	23	-	51	11	2	-	215
Depreciation on disposals / write-off	-	-	-	-	(11)	-	(9)	(9)	-	-	(29)
31 December 2025	9	54	631	111	123	13	388	48	13	-	1,390
Net book value											
31 December 2024	347	215	870	1,224	161	-	381	45	5	32	3,280
31 December 2025	344	245	874	1,195	156	-	382	38	3	123	3,360
Depreciation for the year											
2024 (Baht 181 million depreciation included in cost of rental and services, hotel operations, food and beverage sales, and the balance in selling and administrative expenses)											201
2025 (Baht 201 million depreciation included in cost of rental and services, hotel operations, food and beverage sales, and the balance in selling and administrative expenses)											215

Separate financial statements

	Land	Buildings and building improvement	Operating equipment and tools	Furniture and fixtures	Office equipment	Right-of-use assets - Motor vehicles	Assets under installation and under construction	Total
Cost								
1 January 2024	127	783	113	272	31	15	-	1,341
Additions	-	4	17	-	-	5	29	55
Disposals / write-off	-	(1)	(2)	(1)	(1)	(4)	-	(9)
31 December 2024	127	786	128	271	30	16	29	1,387
Additions	-	45	5	22	3	-	111	186
Transfer in (out)	-	21	4	1	-	-	(26)	-
Disposals / write-off	-	-	(11)	(9)	(7)	-	-	(27)
31 December 2025	127	852	126	285	26	16	114	1,546
Accumulated depreciation								
1 January 2024	-	464	82	269	30	13	-	858
Depreciation for the year	-	34	5	1	-	2	-	42
Depreciation on disposals / write-off	-	(1)	(2)	(1)	(1)	(4)	-	(9)
31 December 2024	-	497	85	269	29	11	-	891
Depreciation for the year	-	35	8	1	1	2	-	47
Depreciation on disposals / write-off	-	-	(11)	(9)	(7)	-	-	(27)
31 December 2025	-	532	82	261	23	13	-	911
Net book value								
31 December 2024	127	289	43	2	1	5	29	496
31 December 2025	127	320	44	24	3	3	114	635
Depreciation for the year								
2024 (Baht 39 million depreciation included in cost of rental and services, hotel operations, food and beverage sales, and the balance in selling and administrative expenses)								42
2025 (Baht 43 million depreciation included in cost of rental and services, hotel operations, food and beverage sales, and the balance in selling and administrative expenses)								47

As a lessee, the Group has lease contracts for various items of property, plant, and equipment used in its operations. Leases generally have lease terms between 4 - 30 years.

As at 31 December 2025, certain building improvement and equipment items were fully depreciated but are still in use. The gross carrying amount before deducting accumulated depreciation of those assets amounted to approximately Baht 505 million (the Company only: Baht 468 million) (2024: Baht 513 million, the Company only: Baht 475 million).

As at 31 December 2025, the Company has mortgaged land and construction thereon with a total net book value of Baht 424 million, as collateral against credit facilities obtained from a bank as described in Note 15 to the consolidated financial statements.

13. Intangible assets

(Unit: Million Baht)

Consolidated financial statements						
	Cost of rights under the					
	R-Walk Project		Computer software		Total	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Cost	276	276	46	47	322	323
Less: Accumulated amortisation	(196)	(176)	(34)	(31)	(230)	(207)
Net book value	<u>80</u>	<u>100</u>	<u>12</u>	<u>16</u>	<u>92</u>	<u>116</u>

(Unit: Million Baht)

Separate financial statements						
	Cost of rights under the					
	R-Walk Project		Computer software		Total	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Cost	103	103	35	36	138	139
Less: Accumulated amortisation	(75)	(69)	(30)	(28)	(105)	(97)
Net book value	<u>28</u>	<u>34</u>	<u>5</u>	<u>8</u>	<u>33</u>	<u>42</u>

A reconciliation of the net book value of intangible assets are presented below.

	(Unit: Million Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Net book value at beginning of year	115	136	42	51
Acquisition of assets	-	4	-	-
Amortisation	(23)	(24)	(9)	(9)
Net book value at ending of year	<u>92</u>	<u>116</u>	<u>33</u>	<u>42</u>

14. Trade and other current payables

	(Unit: Million Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Trade payables - unrelated parties	54	66	37	46
Other current payables - unrelated parties	16	33	12	9
Payables and accrued expenses from purchase of fixed assets	134	172	49	14
Accrued expenses	<u>74</u>	<u>112</u>	<u>28</u>	<u>56</u>
Total	<u>278</u>	<u>383</u>	<u>126</u>	<u>125</u>

15. Long-term loans

		(Unit: Million Baht)	
		Consolidated/Separate	
		financial statements	
Interest rate (percent per annum)	Repayment schedule	<u>2025</u>	<u>2024</u>
MLR - Contract rate	Repayment of principal and interest on monthly basis with the first repayment of principal in November 2025 and is to be repaid in full within October 2032.	276	100
Less: Current portion		<u>(14)</u>	<u>(2)</u>
Long-term loans, net of current portion		<u>262</u>	<u>98</u>

The loan is secured by a bank deposits and mortgage of the Company's land and constructions.

These credit facilities agreement contains several covenants which, among other things, require the Group to maintain such as debt-to-equity ratio, debt service coverage ratio and interest-bearing debt to EBITDA ratio, at the rate described in the agreement.

As at 31 December 2025, the long-term credit facilities of the Group which have not yet been drawn down amounted to Baht 700 million (2024: Baht 900 million) (the Company only: Baht 700 million, 2024: Baht 900 million).

16. Leases

16.1 The Group as a lessee

a) Lease liabilities

	Consolidated		Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Lease payments	8,237	6,552	3,128	31
Less: Deferred interest expenses	(4,064)	(3,826)	(1,647)	(7)
Total	4,173	2,726	1,481	24
Less: Portion due within one year	(53)	(50)	(3)	(3)
Lease liabilities - net of current portion	<u>4,120</u>	<u>2,676</u>	<u>1,478</u>	<u>21</u>

Movements of lease liabilities are presented below.

	Consolidated		Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Balance at beginning of year	2,726	2,749	24	17
Additions	1,463	9	1,423	9
Increase from interest	203	190	38	1
Payment	(219)	(201)	(4)	(3)
Decrease from lease modification	-	(21)	-	-
Balance at ending of year	<u>4,173</u>	<u>2,726</u>	<u>1,481</u>	<u>24</u>

A maturity analysis of lease payments is disclosed in Note 26.1 to the consolidated financial statements under the liquidity risk.

b) Expenses relating to leases that are recognised in profit or loss

	(Unit: Million Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Depreciation expense of right-of-use assets	64	65	2	2
Interest expense on lease liabilities	165	152	1	1
Expense relating to short-term leases	4	4	7	4
Expense relating to leases of low-value assets	1	1	1	1
Expense relating to variable lease payments	21	24	21	24

The Group has lease contracts for office building space that contains variable payments based on rental and service income and usage quantity. The lease term is 3 - 5 years.

c) Others

The Group had total cash outflows for leases for the year ended 31 December 2025 of Baht 245 million (the Company only: Baht 34 million) (2024: Baht 243 million, the Company only: Baht 32 million), including the cash outflow related to short-term lease, leases of low-value assets and variable lease payments that depend on rental and service income and usage quantity.

16.2 Group as a lessor

The Group has entered into operating leases for its investment properties portfolio consisting of land, building and building improvement for rental (see Note 11 to the consolidated financial statements) of the lease terms are between 1 and 10 years.

The Group has future minimum rentals receivable under operating leases as follows:

	(Unit: Million Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Within 1 year	807	684	766	652
Over 1 and up to 5 years	108	81	59	43
Total	<u>915</u>	<u>765</u>	<u>825</u>	<u>695</u>

During the year 2025, the Group has sub-lease income amounting to Baht 59 million (the Company only: Baht 6 million) (2024: Baht 43 million, the Company only: Baht 10 million).

17. Provision for employee benefits

	(Unit: Million Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Provision for employee benefits				
at beginning of year	10	21	9	20
Included in profit or loss:				
Current service cost	3	2	2	2
Included in other comprehensive income:				
Remeasurement (gain) loss arising from				
Experience adjustments	-	(13)	-	(13)
Provision for employee benefits				
at ending of year	<u>13</u>	<u>10</u>	<u>11</u>	<u>9</u>

The Group does not expect to pay long-term employee benefits during the next year (the Company only: Nil).

As at 31 December 2025, the weighted average duration of the liabilities for long-term employee benefit of the Group is approximately 7 - 21 years (the Company only: 7 years) (2024: 7 - 21 years, the Company only: 7 years).

Significant actuarial assumptions are summarised below:

	(Unit: percent per annum)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Discount rate	2.2 - 3.0	2.2 - 3.0	2.2	2.2
Salary increase rate	2.8 - 5.6	2.8 - 5.6	2.8	2.8
Turnover rate (depending on age)	0.0 - 32.0	0.0 - 32.0	0.0 - 32.0	0.0 - 32.0

The result of sensitivity analysis for significant assumptions that affect the present value of the long-term employee benefit obligation from post-employment benefits plan are summarised below:

	(Unit: Million Baht)			
	As at 31 December 2025			
	Consolidated		Separate	
	financial statements		financial statements	
	Increase 0.5%	Decrease 0.5%	Increase 0.5%	Decrease 0.5%
Discount rate	(0.4)	0.4	(0.2)	0.2
Salary increase rate	0.4	(0.4)	0.3	(0.3)
Turnover rate	(0.7)	0.5	(0.3)	0.3

	(Unit: Million Baht)			
	As at 31 December 2024			
	Consolidated		Separate	
	financial statements		financial statements	
	Increase 0.5%	Decrease 0.5%	Increase 0.5%	Decrease 0.5%
Discount rate	(0.3)	0.3	(0.2)	0.2
Salary increase rate	0.3	(0.3)	0.2	(0.2)
Turnover rate	(0.4)	0.4	(0.3)	0.3

18. Statutory reserve

Pursuant to Section 116 of the Public Limited Companies Act B.E. 2535, the Company is required to set aside 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 statutory reserve has fully been set aside.

19. Finance income

	(Unit: Million Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Interest income on loans measured at amortised cost	-	-	89	90
Interest received from bank deposits	11	12	10	7
Total	<u>11</u>	<u>12</u>	<u>99</u>	<u>97</u>

20. Expenses by nature

	(Unit: Million Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Salaries, wages and other employee benefits	395	397	254	231
Depreciation and amortisation expenses	604	495	119	112
Utilities expenses	173	163	111	109
Rental expenses	26	29	29	29

21. Income tax

	(Unit: Million Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Current income tax:				
Current income tax charge	224	214	197	197
Deferred tax:				
Relating to origination and reversal of temporary differences	(3)	8	(10)	2
Income tax expenses reported in profit or loss	<u>221</u>	<u>222</u>	<u>187</u>	<u>199</u>

The reconciliation between accounting profit and income tax expenses are shown below.

	(Unit: Million Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Accounting profit before tax	651	631	762	867
Applicable tax rate	20 percent	20 percent	20 percent	20 percent
Accounting profit before tax multiplied by income tax rate	130	126	152	174
Unused tax losses which not be utilised	92	94	-	-
Effects of:				
Non-deductible expenses	3	8	1	2
Temporary differences for which no deferred tax was recognised	-	-	35	23
Additional expense deductions allowed	(4)	(6)	(1)	-
Total	<u>(1)</u>	<u>2</u>	<u>35</u>	<u>25</u>
Income tax expenses reported in profit or loss	<u>221</u>	<u>222</u>	<u>187</u>	<u>199</u>

The components of deferred tax assets and deferred tax liabilities are as follows:

(Unit: Million Baht)

	Statements of financial position			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Deferred tax assets				
Allowance for expected credit losses	-	-	25	8
Provision for employee benefits	3	2	2	2
Deposits received of rental and service income	12	13	9	11
Other unearned revenues	-	1	-	-
Deferred tax relating to intercompany transactions	38	39	-	-
Right-of-use assets	-	1	-	-
Total	<u>53</u>	<u>56</u>	<u>36</u>	<u>21</u>
Deferred tax liabilities				
Accumulated depreciation - Plant and equipment	5	-	5	-
Differences of tax and accounting of cost of investment properties and property, plant and equipment	<u>20</u>	<u>32</u>	<u>-</u>	<u>-</u>
Total	<u>25</u>	<u>32</u>	<u>5</u>	<u>-</u>
Presentation in the statements of financial position				
Deferred tax assets	28	24	31	21

As at 31 December 2025, the Group has deductible temporary differences and unused tax losses totaling Baht 1,900 million (2024: Baht 1,931 million) (the Company only: Baht 834 million, 2024: Baht 658 million), on which deferred tax assets have not been recognised, as the Group believes that the deferred tax asset may not utilised.

Details of expiry date of unused tax losses are summarised as below:

(Unit: Million Baht)

	Consolidated financial statements	
	<u>2025</u>	<u>2024</u>
31 December 2025	-	491
31 December 2026	499	499
31 December 2027	473	473
31 December 2028	468	468
31 December 2029	460	-
	<u>1,900</u>	<u>1,931</u>

22. 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.

23. Segment information

Operating segment information is reported in a manner consistent with the internal reports that are regularly reviewed by the chief operating decision maker in order to make decisions about the allocation of resources to the segment and assess its performance. The chief operating decision maker has been identified as Board of Executive Directors.

For management purposes, the Group is organised into business units based on its products and services and have three reportable segments as follows:

- (1) Development and rental of retail space in shopping center and office spaces segment.
- (2) Hotel operations segment
- (3) Food and beverages center segment

The Group has not aggregated the above operating segments. In addition, the Group operates in Thailand only, and so all of the revenues and assets as reflected in these financial statements pertain exclusively to this geographical reportable segment.

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.

For the years 2025 and 2024, the Group has no major customer with revenue of 10 percent or more of an entity's revenues.

The following tables present revenue and profit information regarding the Group operating segments are made up as follows:

(Unit: Million Baht)

	Hotel operations segment		Development and rental of retail space in shopping centers and office spaces segment		Food and beverage centers segment		Total	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Revenue:								
Revenue from external customers	1,340	1,251	1,157	1,063	182	213	2,679	2,527
Operating profit:								
Segment profit	600	540	738	670	49	26	1,387	1,236
Other income							28	31
Depreciation and amortisation							(604)	(495)
Finance income							11	12
Finance cost							(171)	(153)
Profit before income tax expenses							651	631
Income tax expenses							(221)	(222)
Profit for the year							<u>430</u>	<u>409</u>

24. Provident fund

The Group and its employees have jointly established a provident fund in accordance with the Provident Fund Act B.E. 2530. The Group and its employees each contribute to the fund monthly at the rate of 4 to 6 percent of basic salary. The fund, which is managed by Thanachart Fund Management Company Limited, will be paid to employees upon termination in accordance with the fund rules. The contributions for the year 2025 amounting to Baht 8 million (the Company only: Baht 6 million) were recognised as expenses. (2024: Baht 5 million, the Company only: Baht 5 million).

25. Commitments and contingent liabilities

25.1 Capital commitments

As at 31 December 2025, the Group had capital commitments of approximately Baht 1,755 million (the Company only: Baht 1,720 million) (2024: Baht 79 million, the Company only: Baht 15 million), relating to the construction of rental office building and hotel.

25.2 Management agreements

25.2.1 The Company entered into a hotel management agreement with a company, whereby it was to receive hotel management services. The Company is required to comply with the conditions and pay fees at the rate specified in the agreement. The agreement is for a period of 10 years and the term of the agreement will be ended in 2031.

25.2.2 A subsidiary company entered into hotel management agreement with a company whereby it was to receive hotel management services. The subsidiary company is required to comply with the conditions and pay fees at the rate specified in the agreements. The agreement is for a period of 15 years and the term of the agreement will be ended in 2037.

25.2.3 Another subsidiary company entered into hotel management agreements with a company whereby it was to receive hotel management services. The subsidiary company is required to comply with the conditions and pay fees at the rate specified in the agreements. The agreement is for a period of 30 years and the term of the agreement will be ended in 2049.

25.3 Guarantees

25.3.1 As at 31 December 2025, the Company has guaranteed bank credit facilities of the subsidiaries amounting to Baht 8 million (2024: Baht 8 million) to guarantee the electricity usage.

25.3.2 As at 31 December 2025, the Group has outstanding electricity usage guarantees of Baht 16 million (the Company only: Baht 16 million) (2024: Baht 16 million, the Company only: Baht 16 million).

26. Financial instruments

26.1 Financial risk management objectives and policies

The Group's financial instruments principally comprise cash and cash equivalents, trade and other current receivables, loans to subsidiaries and interest receivables, loans from bank, trade and other current payables, lease liabilities, deposit and retention payables. 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 and other current receivables, loans to subsidiaries and interest receivables and deposits with banks. 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, has a policy to collect a deposit in advance and therefore does not expect to incur material financial losses. Outstanding trade receivables are regularly monitored. In addition, the Group does not have high concentrations of credit risk since they have a large customer base.

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 services type and coverage by deposit in advance is considered an integral part of trade receivables and taken into account in the calculation of impairment. The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions.

Cash deposits

The Group manages the credit risk from balances with banks by making investments only with approved counterparties. The approval has been made in order to mitigate financial loss that may impact in the future.

Market risk***Foreign currency risk***

The Group exposure to foreign currency risk is considered low because most of business transactions of the Group denominate in Baht.

Interest rate risk

The Group's exposure to interest rate risk relates primarily to its cash at banks, loans to subsidiaries and interest receivables and loans from bank. 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 interest rate risk is expected to be minimal. Detail of cash at banks, loans to subsidiaries and interest receivables, and loans from bank were presented in the related notes to financial statements.

Liquidity risk

The Group monitors the risk of a shortage of liquidity through the use of bank loans and lease contracts. The Group has current assets exceeded current liabilities by Baht 398 million (2024: Baht 507 million) and of the Company only current assets exceeded current liabilities by Baht 246 million (2024: Baht 384 million). The Group has concluded liquidity risk to be low. The Group also has access to a sufficient variety of sources of funding and it maintains good cash flow from ongoing operations.

The table below summarises the maturity profile of the Group's financial liabilities based on contractual undiscounted cash flows:

(Unit: Million Baht)

Consolidated financial statements as at 31 December 2025					
	On demand	Less than 1 year	1 to 5 years	> 5 years	Total
Financial liabilities					
Trade and other current payables	278	-	-	-	278
Long-term loans and interest payables					
from bank	-	24	114	196	334
Lease liabilities	-	219	906	7,112	8,237
Short-term deposits of rental and service	257	-	-	-	257
Long-term deposits of rental and service	-	-	68	-	68
Retention payables	17	-	-	-	17
Total	552	243	1,088	7,308	9,191

(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					
Trade and other current payables	383	-	-	-	383
Long-term loans and interest payables					
from bank	-	8	88	28	124
Lease liabilities	-	215	864	5,473	6,552
Short-term deposits of rental and service	-	246	-	-	246
Long-term deposits of rental and service	-	-	43	-	43
Retention payables	5	-	-	-	5
Total	388	469	995	5,501	7,353

(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	126	-	-	-	126
Long-term loans and interest payables					
from bank	-	24	114	196	334
Lease liabilities	-	4	39	3,085	3,128
Short-term deposits of rental and service	-	245	-	-	245
Long-term deposits of rental and service	-	-	34	-	34
Retention payables	10	-	-	-	10
Total	136	273	187	3,281	3,877

(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	125	-	-	-	125
Long-term loans and interest payables					
from bank	-	8	88	28	124
Lease liabilities	-	3	28	-	31
Short-term deposits of rental and service	-	229	-	-	229
Long-term deposits of rental and service	-	-	38	-	38
Retention payables	2	-	-	-	2
Total	127	240	154	28	549

26.2 Fair values of financial instruments

Since the majority of the Group's financial instruments, except for loans to subsidiaries and interest receivables and loans from banks, are short-term in nature or carry interest at rates close to market rates, their fair value is not expected to be materially different from the amounts presented in the statement of financial position.

During the current year, there were no transfers within the fair value hierarchy.

27. Capital management

The primary objective of the Group's capital management is to ensure that they have appropriate capital structure in order to support their business and maximise shareholder value. As at 31 December 2025, the Group's debt-to-equity ratio was 0.62:1 (2024: 0.47:1) and the Company's was 0.22:1 (2024: 0.07:1).

28. Events after the reporting period

On 25 February 2026, a meeting of the Company's Board of Directors' No. 1/2026 passed a resolution to propose the payment of a dividend of Baht 0.02 per share or a total of Baht 56 million, to the shareholders in respect of the Company's operating result for the year ended 31 December 2025. The resolution will be proposed to the 2026 Annual General Meeting of the Company's shareholders on 28 April 2026 for approval.

29. Approval of financial statements

These financial statements were authorised for issue by the Company's Board of Directors on 25 February 2026.

Attachment

Back up attachment

Attachment 1 : Details of directors, executives, controlling persons, the person assigned to take the highest responsibility in Accounting and Finance, the person assigned to take direct responsibility for accounting supervision, the Company's secretary, and the representative for contact and coordination in case of a foreign company

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1252/2025/1773013007253.pdf>



Attachment 2 : Details of the directors of subsidiaries

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1252/2025/1773013007255.pdf>



Attachment 3 : Details of the Heads of the Internal Audit and Compliance Units

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1252/2025/1773013007257.pdf>



Attachment 4 : Assets for business undertaking and details of asset appraisal

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1252/2025/1773966863794.pdf>



Attachment 5 : Unabridged policy and guidelines on corporate governance and unabridged code of business conduct prepared by the Company

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1252/2025/1774571596296.pdf>



Attachment 6 : Report of the Audit Committee

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1252/2025/1773013007264.pdf>



Attachment 7 :Report of the Board of Directors

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1252/2025/1773013007571.pdf>



Attachment 8 :Report of the Nomination and Remuneration Committee

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1252/2025/1773359670182.pdf>



Attachment 9 :Report of the Executive Committee

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1252/2025/1773013007270.pdf>

