



# One Report

Dohome Public Company Limited



Form 56-1

2025





# Dohome Public Company Limited

## Head Office

No. 88/111 Vaillage No.3 Bang Phun Subdistrict, Mueang Pathum Thani District,  
Pathum Thani Province, 12000 Tel. 0 2027 8787  
Tel. 0 2027 8787

Company Registration Number :	0107561000196
No. Of Registered Shares as of 31 Dec 2025 :	Common shares 3,387,322,423 Shares Par 1 baht
No. Of Paid-up Shares as of 31 Dec 2025 :	Common shares 3,383,286,282 Shares Par 1 baht
Registered Stock Exchange :	Stock Exchange of Thailand (SET)
First Trading Day :	6 Aug 2019
Symbol :	DOHOME
Industry/Sector :	Service/Commerce
Index :	SET100
Investor Relation :	<a href="https://investor.dohome.co.th">https://investor.dohome.co.th</a> IR@dohome.co.th Tel. 06 2197 6688



Website  
[www.dohome.co.th](http://www.dohome.co.th)

**Grow Stronger  
Grow Together  
for Sustainability**





# ประวัติความเป็นมาและพัฒนาการที่สำคัญ



1983

- Mr. Adisak Tangmitrphracha and Mrs. Nataya Tangmitrphracha Started a construction material retail business. Under the name of S. Ubon Watsadu Limited Partnership



1993

- The Ubon Ratchathani branch location has been moved to its current location. Warin Chamrap Subdistrict.
- Registered and established under the name Ubon Watsadu Company Limited



2003 - 2006

- The company increased its registered capital continuously in order to properly adjust its capital structure
- Adopted a modern retail business model (Modern Trade).



2016 - 2017

- The company launched an online distribution channel (E-Commerce) under the name "Dohome Shop Online".
- Preparing for the offering of ordinary shares to Initial public offering (IPO).



2015

- The company has begun designing, producing, and distributing the Group's House Brand products.



2018 - 2019

- In June 2018, the company opened a Distribution Center in Pathum Thani Province to improve warehouse management efficiency.
- The company was listed on the Stock Exchange of Thailand (SET) on August 6, 2019.
- In July 2019, the company launched 5 small-format stores under the "Dohome ToGo" brand.
- An additional large branch has been opened, bringing the total number of large branches to 10.

SET100

2020

- In June 2020, the company was selected to be included in the SET100 Index of the Stock Exchange of Thailand.
- 2 additional large branches and 6 Dohome ToGo branches were opened. By the end of 2020, the company had a total of 12 large branches and 11 Dohome ToGo branches in operation.





## 2021

- In June 2021, The Company has declared an intent to join the Thai Private Sector Collective Action against Corruption (CAC).
- 4 large branches and 1 small branch (Dohome ToGo) were opened. By the end of 2021, the company had a total of 16 large branches and 8 Dohome ToGo branches in operation.



## 2023

- The company celebrated its 40<sup>th</sup> anniversary.
- The Company has been certified to join the Thai Private Sector Collective Action against Corruption (CAC).
- Started using the IT system developed in-house, 'HSOS or Home Service Operating System,' with a team of engineers providing services at branches as 'Home Service Consultants'.
- 3 large branches and 6 small branches (Dohome ToGo) were opened, bringing the total at the end of 2023 to 24 large branches and 11 Dohome ToGo branches.



**Dohome Academy**

## 2022

- The company registered the establishment of Dohome Academy Co., Ltd. ("Dohome Academy") to engage in training business, project planning consultancy, seminar organization, and personnel development for the Group.
- 5 large branches and 2 small branches (Dohome ToGo) were opened. By the end of 2022, the company had a total of 21 large branches and 8 Dohome ToGo branches in operation.



## 2024

- 4 small branches (Dohome ToGo) were opened, bringing the total at the end of 2024 to 24 large branches and 15 Dohome ToGo branches.



## 2025

- Established "Nai Chang Academy" (Technician Academy) to develop the labor market and skilled craftsmen, aiming to become the country's number one hub for skilled technicians.
- The Company strives to become a seamless online service hub, integrating all sales channels and data systems to provide a convenient and seamless experience for customers.
- 2 large branches and 7 small branches (Dohome ToGo) were opened, bringing the total at the end of 2025 to 26 large branches and 22 Dohome ToGo branches.

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# Financial Highlights

Unit : Million Baht

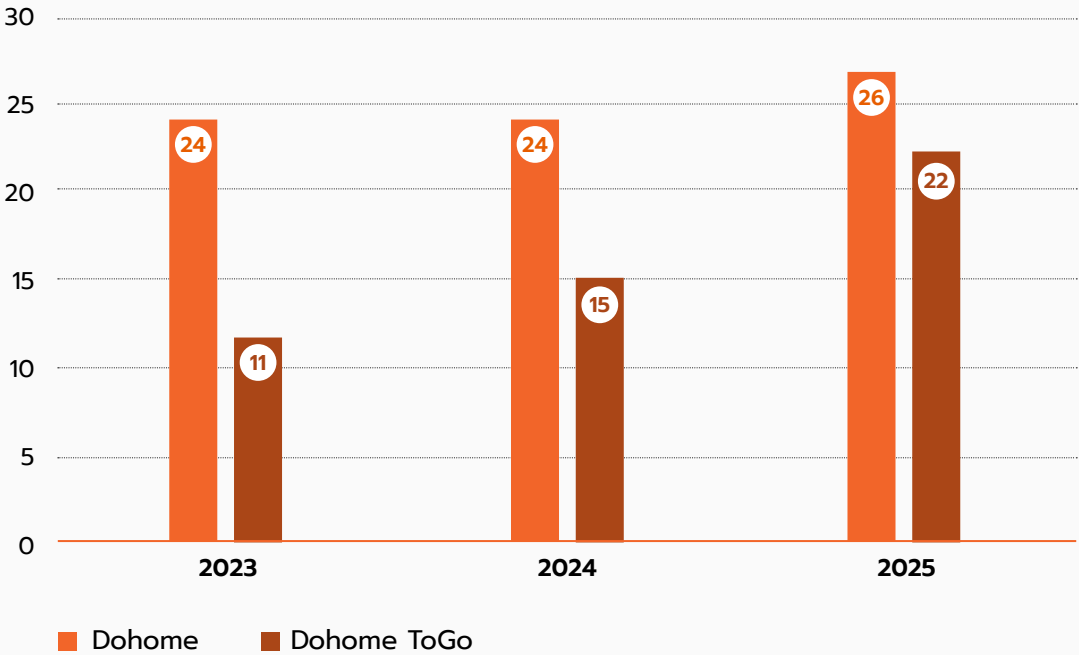
Financial Statement Summary	Consolidated Financial Statements			Separate Financial Statements		
	2023	2024	2025	2023	2024	2025
<b>Statement of Comprehensive Income</b>						
Sales and Service Income	31,218.15	30,991.27	29,110.30	31,218.21	30,991.44	29,110.34
Total Revenue	31,574.19	31,327.03	29,409.13	31,587.49	31,339.21	29,431.24
Gross Profit	4,901.12	5,308.46	5,055.73	4,921.43	5,307.41	5,054.85
Profit before finance costs and income tax	1,265.56	1,384.64	1,138.99	1,215.23	1,316.71	1,068.63
Net Profit for the year	585.29	674.09	601.13	526.40	596.41	521.50
<b>Statement of financial position</b>						
Total Assets	33,982.74	33,566.02	34,306.21	34,838.09	34,316.50	34,956.27
Total Liabilities	21,807.12	20,739.79	20,898.25	22,356.93	21,262.41	21,400.07
Total shareholder's equity	12,175.62	12,826.22	13,407.96	12,481.16	13,054.09	13,556.20
<b>Financial Ratio</b>						
Gross Profit margin (%)	15.70	17.13	17.37	15.76	17.13	17.36
Net Profit margin (%)	1.85	2.15	2.04	1.67	1.90	1.77
Return on equity : ROE (%)	4.92	5.39	4.58	4.31	4.67	3.92
Return on asset : ROA (%)	1.74	2.00	1.77	1.52	1.72	1.51
Debt to equity ratio : D/E (times)	1.79	1.62	1.56	1.79	1.63	1.58
<b>Performance per share (Baht)</b>						
Net profit per share	0.19	0.21	0.18	0.17	0.18	0.15
Book Value per share	3.94	3.97	3.96	4.04	4.04	4.01
No. of ordinary shares (million shares)	3,089.13	3,229.54	3,383.29	3,089.13	3,229.54	3,383.29

# Company Snapshot



## Branches

Branches



## Percentage of House Brand Products (%)

2023	20.0%
2024	19.0%
2025	18.0%



## Total employees (exclude mangaments) (Persons)

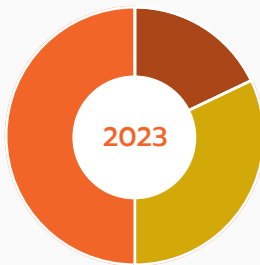
2023	7,625
2024	6,749
2025	6,829



(Unit : Million Baht)



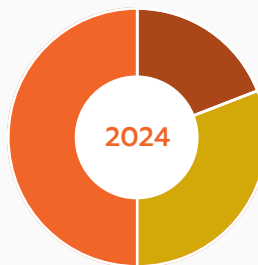
## Financial Statement 31 December



**Total Assets**  
33,982.74

**Total Liabilities**  
21,807.12

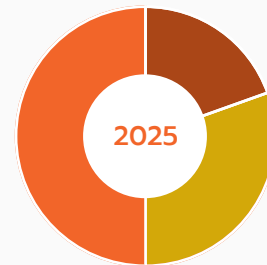
**Total Shareholder's equity**  
12,175.62



**Total Assets**  
33,566.02

**Total Liabilities**  
20,739.79

**Total Shareholder's equity**  
12,826.22

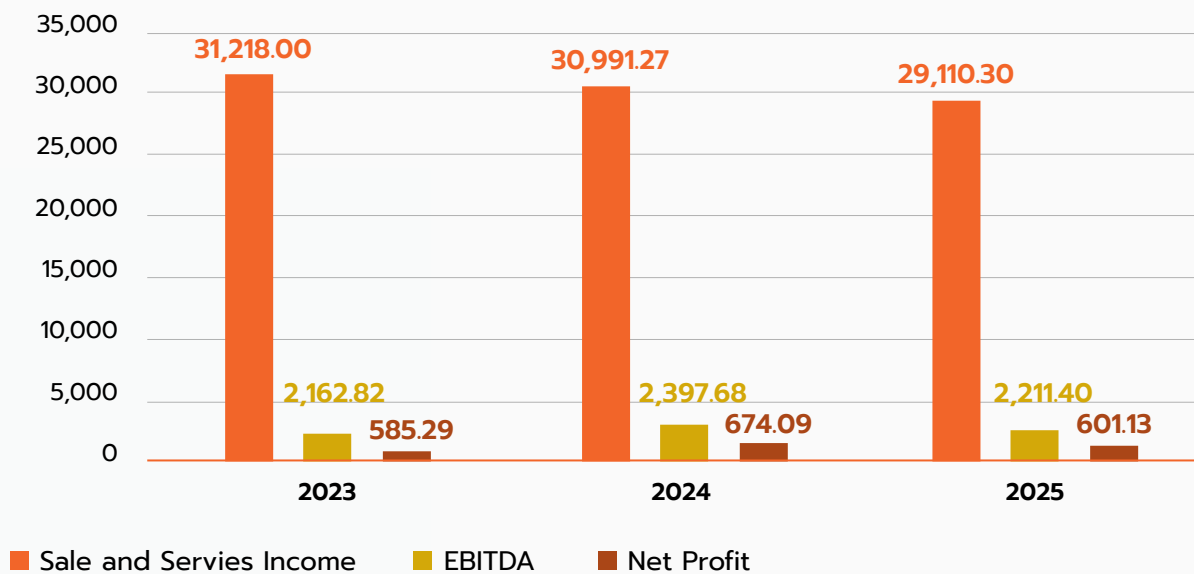


**Total Assets**  
34,306.21

**Total Liabilities**  
20,898.25

**Total Shareholder's equity**  
13,407.96

Million Baht



### Net profit margin (%)

2023	1.85%
2024	2.15%
2025	2.04%



### Net profit per shares (Baht)

2023	0.19
2024	0.21
2025	0.18

# Message from Chairman of the Board of Directors



## Dear Shareholders,

In 2025 Thailand's economy still faced challenges from both internal and external factors. The overall economic growth rate was quite limited due to gradual recovery of domestic purchasing power, high household debts, the volatility of global economy and geopolitics that affected the trade and investment sector. In addition, the overall construction sector also grew slowly, particularly investments in the private sector's real estate development projects that tended to slow down due to the condition of residential market.

Under the above-mentioned context, the Group has operated the business with cautions and at the same time has constantly improved its competitiveness by developing quality products and services, managing costs efficiently, strengthening business alliances; as well as improving the service standard, increasing service efficiency by incorporating technology, and diversifying House Brand products to create values and suitably meet the demand of all customer groups. With the lead of experienced executive team, we pay attention to balanced growth together with our partners and communities. We are ready to drive the organization towards the ESG-based sustainability in a concrete way to ensure that Dohome will become the number one for customers and can continue to generate good returns for our shareholders in the year 2026. We believe that with strong foundation we will grow steadily and can always overcome any future challenges.

On behalf of the Board of Directors, I would like to thank all shareholders, customers, suppliers, business partners, financial institutions and employees for trust and constant support given to us as always. We are determined to improve the company to grow steadily under the principle of good corporate governance in which the business performance and the environmental, social and governance (ESG) responsibility are balanced. This will serve as a key foundation for sustainable business operation and lead to sustainable success and growth along with all stakeholders.

With Best Wishes

(Mr. Chatrchai Tuongratanaphan)

Chairman of the Board of Directors



## Message from Chairman of Executive Committee



### Dear Shareholders,

The year 2025 was another year that Thai business sector had to face economic challenges due to various factors, both domestic and international, as well as the uncertainty of global economy that impacted overall investment and spending sentiment since consumers were cautious in spending due to an economic slowdown. However, despite the volatility faced by Thai economy the Group has focused on pro-active cost management and technology-based efficiency improvement to concretely reduce operating expenses. We have strategically enhanced customer experience by employing databases to develop customized products and services that are cost effective. Additionally, the online platform has been improved to become intelligent and seamless to perfectly connect with modern lifestyle.

For the business performance in 2025, the Group's total revenue is 29,409.13 million baht, decreasing by 6.1% from the previous year; the gross profit margin increases from 17.1% to 17.4% as a result of an increase in gross profit margins of all product groups, more efficient cost of sales management, and an increase in gross profit margin of House Brand products. The net profit for the year 2025 amounts to 601.13 million baht, decreasing by 10.8% from the previous year. The Group aims at creating sustainable growth and taking care of all stakeholders, from shareholders, customers, partners, employees to communities. Also, the Group adheres to business operation under the good corporate governance principle with transparency and social and environmental responsibility to build long-term corporate growth and create social value at the same time.

On behalf of the Executive Committee of Dohome Public Company Limited, I would like to thank shareholders, customers, suppliers, financial institutions, business partners, employees and all stakeholders for always having confidence in us and joining our journey. We will transcend any challenges and overcome obstacles to flourish strongly and push forward the organization unceasingly. We hereby commit to bringing the Group towards steady and sustainable growth while creating value together with all stakeholders.

A handwritten signature in black ink, appearing to be 'Adisak' followed by a stylized flourish.

(Mr. Adisak Tangmitrphracha)

Chairman of Executive Committee

# Report of the Audit Committee

## Dear Shareholders,

The Audit Committee of Dohome Public Company Limited comprises three independent directors appointed by the Board of Directors. Each of them is not involved in the management and is fully qualified and inline with the regulations of the Stock Exchange of Thailand and the Securities and Exchange Commission and in accordance with the laws relating to the provisions relating to independent directors appointed by the Board of Directors.

In 2025, the Audit Committee has performed the duties under the roles and responsibilities specified in the charter of the Audit Committee and as assigned by the Board. During the past year, the Audit Committee had a total of 4 meetings as follows :

Name of Committee member	Position	Meeting of Audit Committee
1. Mr. Suvait Theeravachirakul	Chairman	4 / 4
2. Mr. Arnut Changtrakul	Member	4 / 4
3. Mr. Chatrchai Toungratanaphan <sup>(1)</sup>	Member	2 / 2
4. Mr. Surat Pralongsil <sup>(2)</sup>	Member	3 / 3

Remarks: <sup>(1)</sup> Mr. Chatchai Tuangratanaphan resigned from the Audit Committee on 21 May 2025.

<sup>(2)</sup> Mr. Surat Pralongsil was appointed by the 2025 Annual General Meeting of Shareholders on 28 April 2025.

Key duties performed by the Committee can be summarized as follows :

### 1. Review of Financial Reports

The Audit Committee has reviewed the quarterly and annual financial statements, consolidated financial statements of the Company and its subsidiaries jointly with the Auditor and the executives of finance & accounting. According to the Committee's review of the accuracy and completeness of the financial statements, it was found that the Group's financial reports are accurate and in line with the accounting standards, and the financial disclosure is sufficient, complete, reliable and beneficial to the shareholders and users. Moreover, the Committee had an exclusive meeting with the Auditor without the participation of the management in order to discuss the independence of performing duties and express opinions about the Company's financial statements during the Meeting No. 1/2025 on 19 February 2025.

### 2. Review of the Internal Control System

The Audit Committee has reviewed the sufficiency, appropriateness and efficiency of the control environment, risk assessment, operational control, information technology and communication system, monitoring and evaluation system of the Company's internal control system based on the reports of internal auditors and auditor to ensure that the internal control system is suitable and sufficient for preventing and mitigating potential risks. According to

there view, the Group has sufficient, efficient and effective monitoring and evaluation system for internal operations in line with the principle of good management.

### 3. Risk Management

The Audit Committee has reviewed and evaluated the efficiency of the Group's risk management process. In this regard, the Risk Management and Sustainability Committee has been set up to consider and suggest both internal and external key risks, to propose a risk management plan, to regularly monitor the results of risk management that may affects the Group's goals and strategies on a quarterly basis. It is found from the review that the Group's risk management is appropriate, efficient and effective in line with the defined business goals, policies and operating approach.

### 4. Legal Compliances

The Audit Committee has reviewed the operation of the Group in compliance with the securities and exchange law and the regulations of the Stock Exchange of Thailand, as well as reviewed the good corporate governance policy under the Securities and Exchange Commission of Thailand's good corporate governance principle. According to the review, the Group has not violated any laws on securities and exchange, the regulations of the SET, laws relating to the Group's business operations, and the good corporate governance policy. The Audi Committee has also assured strict compliance by the Group.



### 5. Related Party Transactions or Transactions that May Have Conflict of Interests

The Audit Committee has considered and given opinions about the related transactions, related party transactions, or transactions that may have conflict of interests. These transactions is required to be reported to the Audit Committee every year to ensure that the Company adheres to integrity, diligence, reasonability and transparency, takes into account the benefits of the Group and stakeholders, and performs complete, accurate and sufficient disclosure in line with the good corporate governance policy under the criteria of the Stock Exchange of Thailand. The Committee opines that the related party transactions or transactions that may have conflict of interests complied with laws and regulations concerned and the regulations of the SET, and were justifiable for the highest benefit of the company. The Committee has no other observation regarding any abnormality.

### 6. Supervision of Internal Audit

The Audit Committee reviewed the internal audit system in order to evaluate the efficiency of the Internal Audit Unit based on auditing principles. In doing so, the Committee emphasized on the level of business risks, the annual internal audit plan, the information from the internal audit reports, monitoring of corrections as specified in the reports and examination in key issues. The Committee also gave recommendations on how to improve the internal audit process to be efficient and effective, as well as evaluated annual performance of the Internal Audit Unit. The Committee viewed that the Company's internal audit had independence, appropriateness and effectiveness that would contribute to good internal control, risk management and good corporate governance.

### 7. Review of Anti-Corruption

The Audit Committee has reviewed counter corruption actions as well as measures and preventive approaches against potential corruption in various systems. The Committee has encouraged the Company to provide channels for complaints and whistleblowing of the violation of the code of conduct, to protect whistleblowers, and to ensure that all persons relating to investigation correctly and fully follow the procedure. The anti-corruption practices must be applied to suppliers in accordance with the good corporate governance principle. According to the Committee's review, the preventive and counter corruption measures are sufficient and clear-cut and are implemented continuously in line with the good corporate

governance principle. There is no risk of corruption occurring in the processes of systems

### 8. Selection and Appointment of the Auditor for the Year 2025

The Audit Committee has selected and considered the remuneration of auditors from EY Office Company Limited base on their qualifications, knowledge, experiences, reliability, independence according to the regulations of the SET or other agencies concerned, and the quality of auditing for the past year. The Committee is of the opinion that the auditor is one of leading companies providing international-standard audit service with expertise and good understanding of the Company's business; the yare ndependent, reliable and have no relation or conflict of interests with the Company. Consequently, it can be assured that the auditing is thorough and proper under the auditing standards, as well as efficient and transparent. The auditor will be proposed to the Board of Directors for approval by the Shareholders' Meeting to appoint EY Office Company Limited to be the Group's auditor for the year 2025.

### 9. Performance Evaluation of the Audit Committee

According to performance evaluation in 2025, it can be concluded that the Audit Committee has efficiently performed its duties under the roles and responsibilities prescribed in the Charter. The Audit Committee has fully performed their duties under the roles and responsibilities assigned by the Board of Directors inline with the Charter of the Audit Committee. The Committee has employed their knowledge, capabilities, prudence and independence in expressing their straightforward opinions under the good corporate governance. The Committee opines that during the accounting period ended 31 December 2025 the Company has prepared the financial statements under the financial reporting standards and sufficiently disclosed information. The Company has in place a proper internal control system and risk management in line with its business environment. Its anti-corruption actions are satisfactory and transparent. And the Company complies with relevant laws and regulations.



(Mr. Suvait Theeravachirakul)

Chairman of the Audit Committee

## Report of the Nomination and Remuneration committee

Dear Shareholders,

The Nomination and Remuneration Committee has performed the duties assigned by the Board of Directors according to the duties specified in the charter of the Nomination and Remuneration Committee. In 2025, the Committee had 4 meetings in total as follows

Name of Committee Member	Position	Meeting of the Nomination and Remuneration Committee
1. Mr. Arnut Changtrakul*	Chairman	3 / 3
2. Mr. Adisak Tangmitrphracha	Member	3 / 3
3. Mrs. Nattaya Tangmitrphracha	Member	1 / 1
4. Mr. Chatrchai Tuongratanaphan*	Member	4 / 4
5. Mr. Suvait Theeravachirakul*	Member	1 / 1

**Remark:** Regarding the incomplete attendance of the Chairman and directors relative to the total number of meetings during the year, the primary cause was the rotation of director positions and the redistribution of roles and responsibilities in accordance with the prescribed terms during the period.

\* Independent Director

Key performance in 2025 can be summarized as follows:

1. Nominating and selecting a director and sub-committees in replacement for a director who retired by rotation were performed by considering a candidate, who possesses all appropriate qualifications in accordance with the regulations of the Office of Securities and Exchange Commission and the Stock Exchange of Thailand and have no prohibited characteristics specified by law, using the Board Skill Matrix to assess the candidate's qualifications, experiences and competency for the Group's benefits. The group without restrictions on age, gender, race, nationality and religion. The Group provided an opportunity for minor shareholders to nominate a qualified person to be a director during 30 September 2025 - 31 January 2026 to be proposed to the Board of Directors and the Annual General Meeting of Shareholders for 2026. However, no shareholder nominated a candidate
2. The systematic consideration of succession planning is designed to prepare for key executive positions. This process not only mitigates the risk of management interruption but also reinforces shareholder confidence that the company possesses a robust human capital foundation, capable of driving the corporate vision and ensuring continuous long-term business growth.
3. The consideration of internal organizational restructuring aims to enhance operational agility and reduce decision-making complexity. This is executed alongside the rotation of sub-committee members in accordance with their terms and Good Corporate Governance principles. Such rotation allows for the integration of diverse skills and expertise in providing strategic advice and development, thereby building trust and safeguarding the best interests of shareholders sustainably.
4. Providing strategic advisory on human resources and internal management to achieve maximum agility and efficiency. This serves to establish a solid foundation and enhance personnel potential, ensuring the workforce is well-equipped to adapt to evolving changes.

5. Evaluating work performance of the Managing Director and top management according to objectives in order to determine suitable remunerations.
6. Considering establishing a performance and potential evaluation system for employees and provide recommendations for adjusting salaries, welfares, bonuses and any other benefits of employees appropriate, fair and adequate rates for employees' livelihoods and their families, in line with the Group's performance.
7. Evaluating work performance of the members of the Nomination and Remuneration Committee. The result of performance evaluation shows that the Nomination and Remuneration Committee has efficient performed its duties in accordance with its scope of duties specified in the Charter.
8. Support the enhancement of capabilities through specialized skill and expertise training aligned with business strategies, adhering to the best practices and standards of the Thai Institute of Directors (IOD).
9. Thoroughly review the Charter and related policies, including the policy regarding the qualifications and recruitment of Company Directors and the Chief Executive Officer, to maintain high corporate governance standards. The meeting resolved to maintain the existing versions as the content remains comprehensive, inclusive, and appropriately aligned with current circumstances.
10. Reviewing the charter of the Nomination and Remuneration Committee. In 2025, there was no revision to the current charter as it is already comprehensive and appropriate.

The Nomination and Remuneration Committee has performed its duties under the principle of good corporate governance prudently and carefully. Taking mainly into account the highest benefits of the Group and all stakeholders.



(Mr. Arnut Changtrakul)

Chairman of the Nomination and Remuneration Committee



# Report of the Risk Management and Sustainability Committee

## Dear Shareholders,

The Risk Management and Sustainability Committee has performed the duties assigned by the Board of Directors according to the duties specified in the charter of the Risk Management and Sustainability Committee in order to support the Board's supervision to ensure that the Group has a sufficient and appropriate risk management system that would enable the Group to achieve its objectives efficiently and effectively, and recognizes the importance of sustainable business operations, as well as to control its overall risks at an acceptable level. In 2025, the Committee had a total of 4 meetings of which the details of attendance are as follows:

Name of Committee Member	Position	Meeting of Risk Management Committee
1. Mr. Surath Pralongsil <sup>*(1), (2)</sup>	Chairman	3 / 3
2. Mr. Adisak Tangmitrphracha <sup>(2)</sup>	Member	4 / 4
3. Mrs. Nattaya Tangmitrphracha <sup>(2)</sup>	Member	3 / 3
4. Ms. Ariya Tangmitrphracha <sup>(2)</sup>	Member	3 / 3
5. Mrs. Saliltip Ruangsuttipap <sup>(2)</sup>	Member	3 / 3
6. Mr. Maruay Tangmitrphracha <sup>(2)</sup>	Member	3 / 3
7. Mr. Arnut Changtrakul <sup>*(2)</sup>	Member	3 / 3
8. Mr. Suvait Theeravachirakul <sup>*(2)</sup>	Member	2 / 2

**Remarks:** <sup>(1)</sup> Mr. Surat Pralongsilp was appointed by the 2025 Annual General Meeting of Shareholders on April 28, 2025.

<sup>(2)</sup> In cases where the Chairman or directors did not attend all scheduled meetings during the year, the primary cause was the rotation of directorships and changes in roles and responsibilities in accordance with the terms of office throughout the year.

\* Independent Director

Details of key performance in 2025 can be summarized as follows:

1. Reviewing the Risk Management Policy and risk factors, including risk levels at an enterprise level, considering changes in various aspects such as economy, society, climate that affect the business operations and customer behaviors, as well as a competition in the same industry.
2. Determining a risk management plan and reviewing key risks in 4 areas i.e. strategic risk, operational risk, financial risk and compliance risk; as well as identifying risk indicators, risk levels, impacts on business, response to risks, and existing risk control, monitoring and evaluating thoroughly.
3. Consideration of determining a sustainability operation plan that encompasses economic, social, and environmental dimensions, aligning with the organization's vision, mission, and values for sustainable growth.
4. Acknowledging risk reports to jointly assess key risks at an enterprise level that may have a significant impact on the Company's operational goals, as well as finding a method to control potential risks in order to reduce any impacts that possibly affect the Group's operations.
5. Acknowledge the sustainability report to evaluate and improve the organization's operations in alignment with sustainable development goals, which helps the Risk and Sustainability Committee enhance performance, build stakeholder confidence, and effectively mitigate potential risks.

6. Monitor the management of risk and sustainability issues and report on the performance of duties regarding risk and sustainability management policies and issues from the past year, covering strategic, operational, financial, compliance, social, environmental, and emerging risks, ensuring the adequacy and effectiveness of the risk and sustainability management system, including other duties as specified in the charter.
7. The result of performance evaluation of the Risk Management and Sustainability Committee for the year 2025 shows that the Committee has efficiently performed its duties in accordance with the scope of duties specified in the charter.

The Risk Management Committee has performed its duties under the principle of good corporate governance and continuously reported its works to the Board of Directors. The Committee also commits to encourage the Group to have a universal risk management system so that shareholders and stakeholders can be confident in the Group's business operations taking into account the highest benefits of the Group and all stakeholders.



(Mr. Surath Pralongsil)

Chairman of the Risk Management Committee

## Report of the Executive Committee

Dear Shareholders,

The Executive Committee has performed the duties assigned by the Board of Directors according to the duties specified in the charter of the Executive Committee in order to support the Board's in administrating and closely monitoring the Company's performance according to the work plans, regulations and specified objectives under the framework assigned by the Board of directors, in 2025, the executive committee held a total of 22 meetings.

Name of Committee Member	Position	Meeting of Executives Committee
1. Mr. Adisak Tangmitrphracha	Chairman	22 / 22
2. Mrs. Nattaya Tangmitrphracha	Deputy	22 / 22
3. Ms. Ariya Tangmitrphracha	Member	22 / 22
4. Mrs. Salitip Ruangsuttipap	Member	22 / 22
5. Mr. Maruay Tangmitrphracha	Member	22 / 22

Details of key performance in 2025 can be summarized as follows:

1. Reviewing the charter of the Executive Committee. Preparing and reviewing policies, visions business strategies, business goals and direction, financial goals, annual budget, management structure of the Company and its subsidiaries for the approval of the Board of Director. Taking actions as assigned by the Board of Directors and following up to ensure efficiency and effectiveness.
2. Allocating an annual budget, investment, branch expansion according to the Company's strategies, and presenting to the Board of Director for consideration.
3. Approving business operations and/or transactions relating to the Company's normal business practices under the approval authority delegated by the Board of Directors.
4. Considering and giving opinion to the management on a guideline and method for determining annual key performance indicators.
5. Evaluating work performance of members of the Executive Committee. The result of performance evaluation for the year 2025 shows that the Committee has efficiently performed its duties in accordance with the scope of duties specified in the charter.
6. Performing other duties assigned by the Board of Directors.

The Executive Committee has performed its duties under the principle of good corporate governance and continuously reported its works to the Board of Directors. The Committee also commits to encourage the Group to have a standard management and administration mechanism so that the Group grows steadily and sustainably with a commitment to good corporate governance and social responsibility.



(Mr. Adisak Tangmitrphracha)  
Chairman of Executive Committee





## Board of Directors



1



2



3



4



5



6



7



8



9

### 1. Mr. Chatrchai Tuongratanaphan

- Chairman of the Board of Directors
- Independent Director
- Member of Nomination and Remuneration Committee

### 2. Mr. Adisak Tangmitrphracha

- Vice Chairman of the Board of Directors
- Chairman of Executive Committee
- Member of Nomination and Remuneration Committee
- Member of Risk Management and Sustainability Committee
- Managing Director
- Authorized Director to sign on behalf of the Company as stipulated in the Company Certificate

### 3. Mrs. Nattaya Tangmitrphracha

- Director
- Deputy Executive Committee
- Member of Risk Management and Sustainability Committee
- Deputy Managing Director
- Authorized Director to sign on behalf of the Company as stipulated in the Company Certificate

### 4. Mr. Suvait Theeravachirakul

- Director
- Independent Director
- Chairman of Audit Committee

### 5. Mr. Arnut Changtrakul

- Director
- Independent Director
- Member of Audit Committee
- Chairman of Nomination and Remuneration Committee
- Member of Risk Management and Sustainability Committee

### 6. Mr. Surath Pralongsil

- Director
- Independent Director
- Member of Audit Committee
- Chairman of Risk Management and Sustainability Committee

### 7. Ms. Ariya Tangmitrphracha

- Director
- Member of Risk Management and Sustainability Committee
- Member of Executive Committee
- Deputy Managing Director - Operations and Procurement
- Assistant Managing Director - Procurement
- Authorized Director to sign on behalf of the Company as stipulated in the Company Certificate

### 8. Mrs. Salitip Ruangsuttipap

- Director
- Member of Risk Management and Sustainability Committee
- Member of Executive Director
- Deputy Managing Director - Accounting, Finance and Organization Support
- Authorized Director to sign on behalf of the Company as stipulated in the Company Certificate

### 9. Mr. Maruay Tangmitrphracha

- Director
- Member of Risk Management and Sustainability Committee
- Member of Executive Committee
- Deputy Managing Director Information technology and E-Commerce
- Authorized Director to sign on behalf of the Company as stipulated in the Company Certificate



# Executives Committee



## 1. Mr. Adisak Tangmitrphracha

- Vice Chairman of the Board of Directors
- Chairman of Executive Committee
- Member of Nomination and Remuneration Committee
- Member of Risk Management and Sustainability Committee
- Managing Director
- Authorized Director to sign on behalf of the Company as stipulated in the Company Certificate

## 2. Mrs. Nattaya Tangmitrphracha

- Director
- Deputy Executive Committee
- Member of Risk Management and Sustainability Committee
- Deputy Managing Director
- Authorized Director to sign on behalf of the Company as stipulated in the Company Certificate

## 3. Ms. Ariya Tangmitrphracha

- Director
- Member of Risk Management and Sustainability Committee
- Member of Executive Committee
- Deputy Managing Director - Operations and Procurement
- Assistant Managing Director - Procurement
- Authorized Director to sign on behalf of the Company as stipulated in the Company Certificate

## 4. Mrs. Salitip Ruangsuttipap

- Director
- Member of Risk Management and Sustainability Committee
- Member of Executive Director
- Deputy Managing Director - Accounting, Finance and Organization Support
- Authorized Director to sign on behalf of the Company as stipulated in the Company Certificate

## 5. Mr. Maruay Tangmitrphracha

- Director
- Member of Risk Management and Sustainability Committee
- Member of Executive Committee
- Deputy Managing Director information technology and E-commerce
- Authorized Director to sign on behalf of the Company as stipulated in the Company Certificate



## Award and Recognition

### 1. Corporate Governance Excellence

**1. Results of the Corporate Governance Survey of Listed Companies by the Corporate Governance Report of Thai Listed Companies (CGR)**

The company has received the Corporate Governance Report of Thai Listed Companies (CGR) rating for the year 2025 from the Thai Institute of Directors (IOD) with an “Excellent” (5-star) rating for the fourth consecutive year.



**2. The AGM Quality Assessment (AGM Checklist) Project, organized by the Thai Investors Association**

The company achieved a perfect score of 100 and received an ‘Excellent’ rating in the 2025 AGM Checklist assessment by the Thai Investors Association.



สมาคมส่งเสริมพลังคนไทย  
THAI INVESTORS ASSOCIATION



**3. Certificate of Thai Private Sector Collective Action Against Corruption (CAC)**

The company was certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC) in 2023.

**4.**

**ASEAN Corporate Governance Scorecard (ASEAN CG Scorecard) Assessment Results**

The Company has been honored with the ASEAN Asset Class Public Listed Company award, presented to companies achieving a score of 97.50 points or higher in the ASEAN Corporate Governance Scorecard (ACGS) assessment.



### 2. Corporate Management and Human Resources

**5. HR Asia Best Companies to Work for in Asia**

The Company has been honored with the prestigious ‘HR Asia Best Companies to Work for in Asia 2025’ award for the second consecutive year. Organized by HR Asia Magazine, Asia’s leading human resources publication, this award recognizes organizations with an outstanding workplace culture, a strong commitment to employee well-being and happiness, and the cultivation of sustainable employee engagement.





6.

### Plaque of Honor for Organizations Promoting Disability Employment 2025, Good Level

The Company is committed to creating equal opportunities and improving the quality of life within society. Recently, it was presented with a certificate of honor by the Ministry of Social Development and Human Security (MSDHS) as an “Organization Promoting Disability Employment 2025 (Good Level).” This award reflects the corporate intent to not only conduct business but also prioritize the reduction of inequality. By providing opportunities for persons with disabilities to unleash their full potential within a supportive and professional work environment, the Company continues to foster an inclusive workplace.



7.

### Financial Wellness Champion

The Company has received a prestigious award at the SALARY HERO HR AWARDS 2025. This award is presented to Human Resources professionals and organizations that go above and beyond their duties to empower employees with the knowledge, tools, and effective financial access, creating a sustainable impact on the financial security and peace of mind of the workforce.



8.

### Certificate of Honour: Zero Accident Campaign

The Company has been awarded the Certificate of Honour from the Zero Accident Campaign for the second consecutive year, presented by the Thailand Institute of Occupational Safety and Health (Public Organization) (TOSH). This year, the Company achieved outstanding success with 10 participating branches, securing 3 Bronze awards and 7 Entry-level awards. These accolades reflect the commitment to building a sustainable safety culture and recognizing organizations dedicated to maintaining safety standards in accordance with TOSH criteria.

## 3. Brand Building and Marketing

9.

### Complete Home Solutions Award

The Company reinforces its leadership by winning the prestigious ‘Complete Home Solutions Award’ at the Siamrath Awards 2025. This accolade reflects the company’s success and outstanding performance in the integrated retail of construction materials and home decoration products. Rigorously selected by the Siamrath editorial team, this award serves as a guarantee that ‘Dohome’ is a brand that truly meets customers’ home-related needs in every dimension. Furthermore, the company remains committed to relentlessly developing solutions for home lovers.



## Vision Mission



### Vision

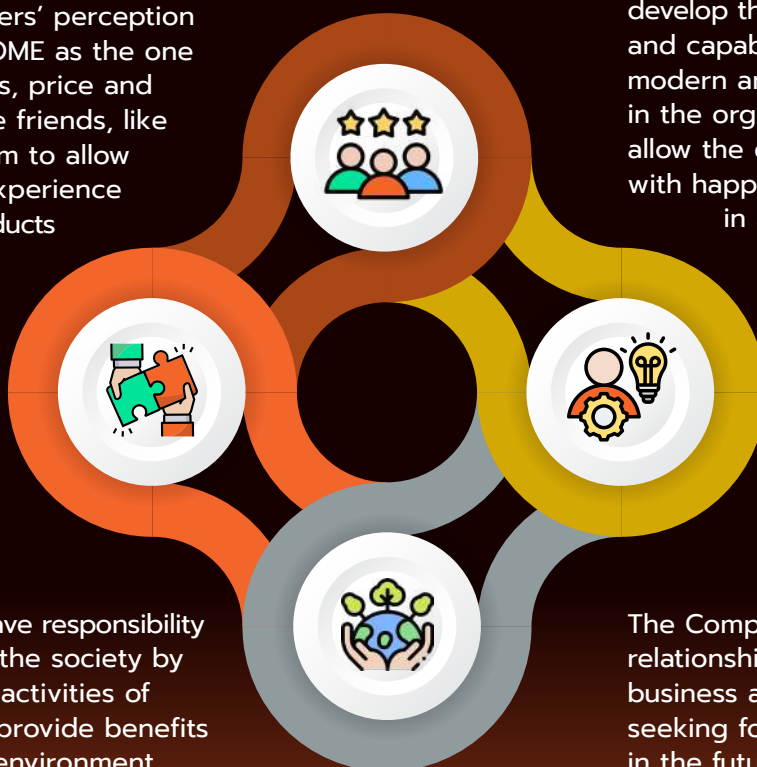
Vision in doing business of Dohome Public Company Limited (the "Company" or "DOHOME") is to be the hub in providing the complete, cheap and best products and services relating to construction materials and home decoration products to all groups of customers.



### Mission

The Company has a mission to achieve the customers' perception in thinking of DOHOME as the one in mind for products, price and sincere services like friends, like relatives, with an aim to allow the customers to experience the purchase of products with smiles.

The Company is determined to develop the employees' proficiency and capability and uses the modern and innovative technology in the organization in order to allow the employees to work with happiness and efficiency in a professional manner.



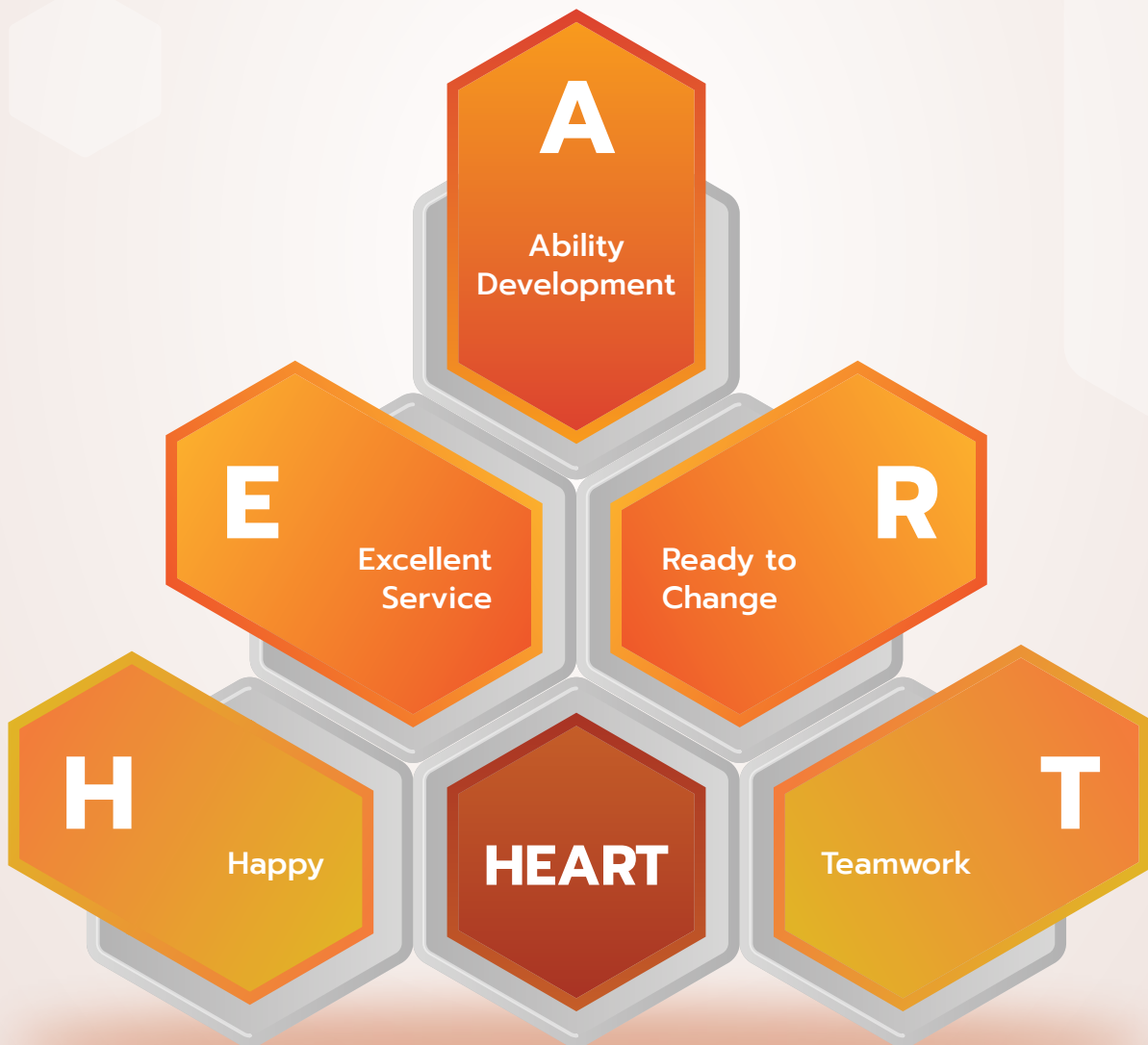
The Company will have responsibility and return back to the society by participating in the activities of the projects which provide benefits to the society and environment.

The Company will keep a good relationship with its current business alliances, including seeking for new business alliances in the future to support and retain the success of both parties.



## Organizational Values

The Board of Directors, management, and executives in each department have formulated strategies that focus on strengthening and empowering the attitude of working together. They have also set clear, concise, memorable, and actionable goals for all personnel to follow as a key guideline in their work. This reflects the core of Dohome under the concept “DOHOME DO BY HEART”



## Goal & Strategy in Business Operation

The Company and its subsidiaries (“the Group”) are committed to becoming a leader in the retail, wholesale business, construction material service, and a full range of home decoration under the concept “Complete, Cheap and Good at Dohome”, which emphasizes on quality products, services, and effectiveness, as the aim is to align with the environmental, social, and corporate governance (ESG) principles for sustainable impact, Key strategies for business operations are as following;



### 1. The Purpose of Eco-Friendly Products

- Select high-quality products to serve all customer groups.
- Promotion of using construction material home decoration as eco-friendly products, such as energy-saving products, recyclable materials, or green labels.
- Focus on price leadership, ensuring that customers receive high-quality products that offer good value for money.



### 2. Construction Material Services and Master of All Home Repair Services

- Covering all processes to start “Installation Renovation Decoration and Inspection”
- Providing standard service by expert technicians to ensure convenience with customers.



### 3. Expansion of Distribution Channels Along with Community Development

- Expanding coverage to all regions in Thailand to ensure easy access to products and services.
- Supporting the local economy by hiring people from the community and promoting projects that enhance the people’s quality of life, such as technician training and home solution projects for disadvantaged individuals.



### 4. Development of the E-Commerce Channel

- Enhancing the efficiency of E-Commerce and Omni-Channel to adapt to changing consumer behavior.
- Applying technology to enhance the customer experience, such as AI-driven product suggestion systems and Chatbot information services.



### 5. Elevating the Standard of Corporate Governance and Transparency

- Conducting business operations under Good Corporate Governance principles.
- Supporting procurement regarding ESG by selecting partners who share the same commitment to social and environmental responsibility.
- Fostering an organizational culture based on honesty, transparency, and accountability to build trust with stakeholders.





Complete

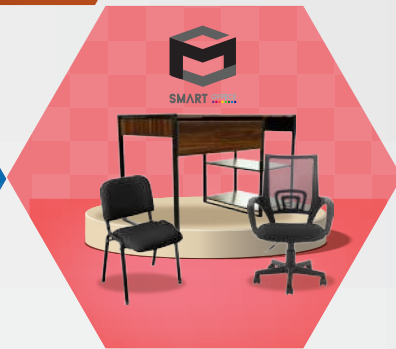


DOHOME



Cheap

Good





## Part

# 1

## Business Operation

1. Business Structure and Operation
  - 1.1 Policy and Business Overview
  - 1.2 Business Operations
  - 1.3 Shareholding Structure of the Group
  - 1.4 Registered and Paid-up Capital
  - 1.5 Other Securities
  - 1.6 Dividend Policy
2. Risk Management
  - 2.1 Policy and Risk Management Framework
  - 2.2 Business Risks
  - 2.3 Financial Risks
  - 2.4 Risks from Business Expansion
  - 2.5 Risks of Management
  - 2.6 Risk Relating to Laws and Regulations
  - 2.7 Future Business Risks

3. Driving Business for Sustainability
4. Management Discussion and Analysis
5. General Information and Other Important Information
  - 5.1 General Information Names and Locations of Other References
  - 5.2 Legal Disputes
  - 5.3 Secondary Market
  - 5.4 Financial Institutions with Regular Contact (only in the case of debenture)



# 1. Business Structure and Operation

## 1.1 Policy and Business Overview

### 1.1.1 Vision and Objectives in doing Business

#### Vision

Vision in doing business of Dohome Public Company Limited (the “Company” or “DOHOME”) is to be the hub in providing the complete, cheap and best products and services relating to construction materials and home decoration products to all groups of customers.

#### Mission

- The Company has a mission to achieve the customers’ perception in thinking of DOHOME as the one in mind for products, price and sincere services like friends, like relatives, with an aim to allow the customers to experience the purchase of products with smiles.
- The Company is determined to develop the employees’ proficiency and capability and uses the modern and innovative technology in the organization in order to allow the employees to work with happiness and efficiency in a professional manner.
- The Company will keep a good relationship with its current business alliances, including seeking for new business alliances in the future to support and retain the success of both parties.
- The Company will have responsibility and return back to the society by participating in the activities of the projects which provide benefits to the society and environment.

### Goal and Strategy in Business Operations

The Company’s and the subsidiaries (it hereby “the Group”), the Company is determined to best of retail and wholesale business and services relating to construction materials and home decoration products full circle under thinking of under the concept “Complete, Cheap and Good at DOHOME” by the major of strategy in business operations as follows:

- (1) Products presentation of decoration products to all groups of customers, by determined of Price leadership.
- (2) Providing related full services.
- (3) Increasing distribution of store sales by expanding branches in the region of Thailand
- (4) Sales online development.

### 1.1.2 Major Changes and Development

#### Major Changes

The Company’s Business was founded in 1983 by Mr. Adisak Tangmitrphracha and Mrs. Nattaya Tangmitrphracha under the name of S.Ubon Watsadu Partnership Limited, originally located on Sappasit Road, Mueang District, Ubon Ratchathani to sell steel products, roofing materials, plywood and construction materials. With a business approach focusing on selling a vast variety of good quality products at cheap prices, the business had grown rapidly.

In 1993, S. Ubon Watsadu Limited Partnership moved its business premise to Warin Chamrap Sub-district, Warin Chamrap District, Ubon Ratchathani Province, which is the current location of the Ubon Ratchathani store. At the same time, the Company was incorporated under the name Ubon Watsadu Co., Ltd. with a registered capital of 20.00 million baht in order to replace Ubon Watsadu Limited Partnership. The new company operated comprehensive retail and wholesale businesses of construction materials and home decoration items under the trade name of “Ubon Watsadu”. Later in 2003, the Company started to expand the Ubon Ratchathani store to support the extension of product groups in order to meet the demands of all customer groups. In doing so, the modern trade model was introduced to the conventional construction material store, by which the store was changed into a warehouse with separated areas for retail and wholesale, and a barcode system and a modernized inventory management system were adopted. As a result, the Company achieved steady and strong growth.

In 2007, the Company opened its second branch that was Nakhon Ratchasima store at Nong Bua Sub-district, Muang District, Nakhon Ratchasima Province. At this time, the new trade name “Dohome under the Ubon Watsadu Company Limited” was used for the first time in order to be in line with the business vision of committedly being a center of products and services offering complete, cheap and best construction materials and home decoration items for all groups of customers.

Subsequently, the Company has been continuously opening new branches in the North, Northeastern, Bangkok and its vicinity. At present, the Company has a total of 48 stores, 26 large stores and 22 small stores under Dohome ToGo and one Distribution Center.

At present, the Company is one of the leaders in retail, wholesale and full service of construction materials and home decoration items under the business concept of “Complete, Cheap, Good...at Dohome”, by focusing on offering a wide range of construction materials and home decoration products with good quality, cheap prices, and providing full range of related services. The Company has a plan to continually expand its investment to potential provinces in order to support the increasing purchasing power of people and urbanization.

### Significant development of the group of Companies in the past 3 Years

Year	Improvement
2023	<ul style="list-style-type: none"> <li>At the 2023 Annual General Meeting of Shareholders on 21 April 2023, the Meeting approved the Company's capital increase to 3,089,330,247 baht (Three billion eighty-nine million, three hundred and thirty thousand two hundred and forty-seven baht only) by issuing a total of 484,603,105 ordinary shares at a par value of 1 baht per share for stock dividend and right adjustment of employee warrants No. 1 Lot 2 (ESOP-W2) and Lot 3 (ESOP-W3).</li> <li>In September 2023 The Company has been certified to join the Thai Private Sector Collective Action against Corruption (CAC)</li> <li>The Company launched 3 large branches at Chiang Rai branch, Ayutthaya branch and Bang Phun branch and 6 Small branches Dohome ToGo at THA IT branch, Wat Ku branch, Kaew-In branch, Lamlukka khlong 7 branch and Lamlukka khlong 4 branch.</li> <li>The Company closed 3 its Dohome ToGo at Tesco Lotus Bangna branch, Thairungthip Market khlong Dan branch and Chatchawan Market (Move to Lamlukka khlong 7 branch).</li> <li>At the end of 2023 the Company has a total of 24 large stores, 11 Small branches Dohome ToGo stores and 1 Distribution Center.</li> </ul>
2024	<ul style="list-style-type: none"> <li>At the 2024 Annual General Meeting of Shareholders on 18 April 2024, the Meeting approved the Company's capital increase to 3,233,746,396 baht (Three billion, two hundred thirty-three million, seven hundred forty-six thousand, three hundred ninety-six baht only) by issuing a total 144,423,334 ordinary shares at a par value of 1 baht per share for stock dividend and Employee Stock Option Program warrants No.2 and right adjustment of employee warrants No. 1 Lot 2 (ESOP-W2) and amendment of Clause 4 of the Memorandum of Association of the Company to be in line with the increase of the Company's registered capital.</li> <li>The Company launched 4 Small branches Dohome ToGo at Sap Phatthana branch, Namdaeng branch, Soi Phra Ngoen branch, Ban Kluai – Sai Noi branch.</li> <li>At the end of 2024 the Company has a total of 24 large stores, 15 Small branches Dohome ToGo stores and 1 Distribution Center.</li> </ul>
2025	<ul style="list-style-type: none"> <li>At the 2025 Annual General Meeting of Shareholders on 28 April 2025, the Meeting approved the Company's capital increase to 3,387,322,423 baht (Three billion, three hundred eighty-seven million, three hundred twenty-two thousand, four hundred twenty-three baht only) by issuing a total 157,787,383 ordinary shares at a par value of 1 baht per share for stock dividend and Employee Stock Option Program warrants No.3 and amendment of Clause 4 of the Memorandum of Association of the Company to be in line with the increase of the Company's registered capital.</li> <li>The Company has implemented continuous sales promotion activities through both physical branches and online channels. This includes organizing events to stimulate customer spending and enhancing market competitiveness, which is a key strategy to expand our product and service offerings to more comprehensively meet customer needs.</li> </ul>

Year	Improvement
2025	<ul style="list-style-type: none"> <li>The “NineChang Dohome” project has evolved into a nationwide network of professional contractors, focusing on digital technology through applications to enhance job acquisition and cost estimation efficiency. This is complemented by establishing trust and standards via a Certification system and authentic user reviews. Furthermore, the project enhances technician potential through innovative construction material workshops while offering comprehensive benefits, including exclusive material discounts, access to funding, and accident insurance. These efforts aim to build a robust ecosystem between technicians, Dohome, and customers for sustainable mutual growth.</li> <li>Reinforcing its leadership in the construction materials retail business, the company garnered two prestigious honors: the Future Trends Awards 2025 in the ‘The Most Corporate Transformation’ category, recognizing its success in evolving into a ‘One-stop Home Products Destination,’ and the ‘Complete Home Solutions Award’ at the Siamrath Awards 2025 for its outstanding performance as a provider of construction materials and home decor. These achievements serve as key drivers in strengthening brand confidence and propelling the organization toward sustainable growth.</li> <li>The Company aims to become an omnichannel retail destination by 2026, through the development of consumer platforms and mobile applications. The strategy emphasizes a one-stop service model that integrates products, services, and after-sales care. Sales growth will be driven by an affiliate system and loyalty programs, bolstered by the integration of internal data systems to ensure a seamless experience. The primary focus remains on enhancing convenience and accessibility for customers across all dimensions.”</li> <li>The Company launched 2 large stores at Thepharak branch and Nakhon Sawan branch.</li> <li>The Company launched 7 Small branches Dohome ToGo at Atchariya Prasit branch, Prachauthit 90 branch, Wat Lat Pladuk branch, Bang Pla branch, Chaloem Phrakiat Rama 9 branch, Kylin Market branch and Sinsakhon branch.</li> <li>At the end of 2025 the Company has a total of 26 large stores, 22 Small branches Dohome ToGo stores and 1 Distribution Center.</li> </ul>

### 1.1.3 Is the proceed from equity offering in line with the objectives?

- None -

### 1.1.4 Obligations declared by the Company in the Registration Statement to Offer for Sale of Securities and/or permission conditions by the SEC Office (if any) and/or conditions for listing admission by the Stock Exchange (if any)

- None -

### 1.1.5 Name Address of the head office, Type of business, Company registration No., Telephone No., Fax No., Website (if any), No. of paid-up shares of the company.

#### Information of Dohome Public Company Limited

Address Bang Phun	No. 88/111 Village No. 3 Bang Phun Subdistrict, Mueang Pathum Thani District, Pathum Thani Province 12000
Telephone no.	0 2027 8787 or Tel. 1746
Website	www.dohome.co.th
Type of business	Comprehensive retail and wholesale business of construction materials and home decoration items under the concept of “Complete, Cheap, Good...at Dohome”
Company registration no.	0107561000196
No. of registered shares	3,387,322,423 ordinary shares of 1 baht each
No. of paid-up shares	3,383,286,282 ordinary shares of 1 baht each
Name of the market	The Stock Exchange of Thailand
Symbol	DOHOME

## 1.2 Business Operations

### 1.2.1 Income structure

The Group operates retail, wholesale and service of construction materials and home decoration products including related services under the trade name “DOHOME” with a One-stop Home Products Destination, which is a large distribution building with service areas consisting of sales areas and warehouses, approximately 22,000 - 65,000 square meters and parking space. As of 31 December 2025, the Group has 48 branches in operation which are divided into area large 26 branches and 22 small branches Dohome ToGo with the following details:

#### The details of Large branches in operation as of 31 December 2025



#### 1. Ubon Ratchathani Branch Size : Large

**Address :** 34-47 Srimongkhon Road, Warinchamrab Sub-district, Warinchamrab District, Ubon Ratchathani Province 34190, Thailand

**Region :** Northeastern

#### 2. Nakhon Ratchasima Branch Size : Large

**Address :** 412 Village No. 2, Nongbuasala Sub-district, Muang District, Nakhon Ratchasima Province 30000, Thailand

**Region :** Northeastern

#### 3. Rangsit Branch Size : Large

**Address :** 185/5 Village No. 4, Rangsit-Nakhonnayok Road, Rangsit Sub-district, Thunyaburi District, Pathumthani Province 12110, Thailand

**Region :** Bangkok & Vicinity

#### 4. Khonkaen Branch Size : Large

**Address :** 678 Village No. 2, Sila Sub-district, Muang Khonkaen District, Khonkaen Province 40000, Thailand

**Region :** Northeastern

#### 5. Udonthani Branch Size : Large

**Address :** 888 Village No. 11, Village No.mon Sub-district, Muang District, Udonthani Province 41000, Thailand

**Region :** Northeastern

#### 6. Mahachai Branch Size : Large

**Address :** 88/8 Village No. 2, Rama II Road, Chaimongkhon Sub-district, Muang Samutsakorn District, Samutsakorn Province 74000, Thailand

**Region :** Bangkok & Vicinity

#### 7. Bangbuathong Branch Size : Large

**Address :** 88 Village No. 5, Kanchanapisek Road, Laharn Sub-district, Bangbuathong District, Nonthaburi Province 11110, Thailand

**Region :** Bangkok & Vicinity



**8. Chiangmai Branch****Size : Large**

**Address :** 88/8 Village No. 3, Umong Sub-district, Muang Lam Phun District, Lam Phun Province 51150, Thailand  
**Region :** Northern

**9. Bangna Trat Km. 38 Branch****Size : Large**

**Address :** 88/8 Village No. 5, Bangna-Trad Road, Samak Sub-district, Bangpakong District, Chachoengsao Province 24180, Thailand  
**Region :** Eastern

**10. Petchkasem Branch****Size : Large**

**Address :** 88/88 Village No. 11, Aomnoi Sub-district, Krathumban District, Samutsakorn Province 74130, Thailand  
**Region :** Bangkok & Vicinity

**11. Surin Branch****Size : Large**

**Address :** 483 Village No. 10, Nok Mueng Sub-district, Mueng Surin District, Surin Province 32000, Thailand  
**Region :** Northeastern

**12. Maptaput Branch****Size : Large**

**Address :** 288/88 Sukhumvit Road, Maptaput Sub-district, Mueng Rayong District, Rayong Province 21150, Thailand  
**Region :** Eastern

**13. Laem Chabang Branch****Size : Large**

**Address :** 88/111 Village No. 4, Bang Lamung Sub-district, Bang Lamung District, Chonburi Province 20150, Thailand  
**Region :** Eastern

**14. Bowin Branch****Size : Large**

**Address :** 88/8888 Village No. 4, Mapyangphon Sub-district, Pluak Daeng District, Rayong Province 21140, Thailand  
**Region :** Eastern

**15. Surat Thani Branch****Size : Large**

**Address :** 88/8 Village No. 5, Kanchanawithi Road, Bang Kung Sub-district, Mueang Surat Thani District, Surat Thani Province 84000, Thailand  
**Region :** Southern

**16. Chonburi Amatanakorn Branch****Size : Large**

**Address :** 178 Village No. 7, Nong Tamlueng Sub-district, Phan Thong District, Chonburi Province 20160, Thailand  
**Region :** Eastern

**17. Hatyai Branch****Size : Large**

**Address :** 388 Kanchanavanich Road, Hat Yai Sub-district, Hat Yai District, Songkhla Province 90100, Thailand  
**Region :** Southern

**18. Phisanulok Branch****Size : Large**

**Address :** 88/88 Village No. 1, Ban Krang Sub-district, Mueang Phitsanulok District, Phitsanulok Province 65000, Thailand  
**Region :** Central

**19. Kanchanaburi Branch****Size : Large**

**Address :** 88/88 Village No. 13, Pak Phraek Sub-district, Kanchanaburi District, Kanchanaburi 71000, Thailand  
**Region :** Western

**20. Buriram Branch****Size : Large**

**Address :** 88/8 Village No. 18, Krasang Sub-district, Mueang Buriram District, Buriram Province 31000, Thailand  
**Region :** Northeastern

**21. Chaiyaphum Branch****Size : Large**

**Address :** 88/88 Village No. 6, Nai Mueang Sub-district, Mueang Chaiyaphum District Chaiyaphum Province 36000, Thailand  
**Region :** Northeastern

**22. Chiang Rai Branch****Size : Large**

**Address :** 888 Village No. 2, Thasai Sub-district, Chiang Rai District, Chiang Rai Province 57000, Thailand  
**Region :** Northern

**23. Ayutthaya Branch****Size : Large**

**Address :** 88/8 Village No. 2, Khan Ham Sub-district, Uthai District, Ayutthaya Province 13210, Thailand  
**Region :** Central

**24. Bang Phun Branch****Size : Large**

**Address :** 88/89 Bang Phun Sub-district, Mueang Pathum Thani District, Pathum Thani Province, 12000, Thailand  
**Region :** Bangkok & Vicinity

**25. Thepharak Branch****Size : Large**

**Address :** 888 Village No. 11 Bang Phli Yai Sub-district, Bang Phli District, Samut Prakan Province 10540, Thailand  
**Region :** Bangkok & Vicinity

**26. Nakhon Sawan Branch****Size : Large**

**Address :** 888 Village No. 8 Nakhon Sawan Tok Sub-district, Mueang Nakhon Sawan District, Nakhon Sawan Province 60000, Thailand  
**Region :** Central

**Figure showing Small branch (Dohome ToGo) in operation as of 31 December 2025**



**1. Thai Somboon Market, Rangsit Khlong 3 Branch**

**Dohome ToGo**

**Address :** 58/109 - 58/116 Village No. 4, Khlong Sam Sub-district, Khlong Luang District, Pathum Thani Province 12120, Thailand  
**Region :** Bangkok & Vicinity

**2. Ruaysap Market, Bang Pli Branch**

**Dohome ToGo**

**Address :** 55 Village No. 6, Bang Phriang Sub-district, Bang Bo District, Samut Prakan Province 10560, Thailand  
**Region :** Bangkok & Vicinity

**3. Thab Yao Market, Lat Krabang Branch**

**Dohome ToGo**

**Address :** 398/4 Pracha Phatthana Road, Thap Yao Sub-district, Lat Krabang District, Bangkok Metropolitan 10520, Thailand  
**Region :** Bangkok & Vicinity

**4. Maruay Market Branch**

**Dohome ToGo**

**Address :** 9/78 Village No. 18, Bueng Kham Phroi Sub-district, Lam Luk Ka District, Pathum Thani Province 12150, Thailand  
**Region :** Bangkok & Vicinity

**5. Bangsrimuang Branch**

**Dohome ToGo**

**Address :** 82/10 Village No. 1, Bang Krang Sub-district, Mueang Nonthaburi District, Nonthaburi Province 11000, Thailand  
**Region :** Bangkok & Vicinity

**6. Tha It Branch**

**Dohome ToGo**

**Address :** 109/11 Village No. 1, Saima Sub-district, Mueang Nonthaburi District, Nonthaburi Province 11000, Thailand  
**Region :** Bangkok & Vicinity

**7. Wat Gu Branch**

**Dohome ToGo**

**Address :** 151 Village No. 1, Pak Kret Sub-district, Pak Kert District, Nonthaburi Province 11120, Thailand  
**Region :** Bangkok & Vicinity

**8. Mangkorn Branch**

**Dohome ToGo**

**Address :** 238 Village No. 4, Preaka Sa Mai Sub-district, Mueang Samutprakan, Samutprakan Province 10280, Thailand  
**Region :** Bangkok & Vicinity

**9. Kaew-In Branch**

**Dohome ToGo**

**Address :** 8/89 Village No. 5, Sao Thong Hin Sub-district, Bang Yai District, Nonthaburi Province 11140, Thailand  
**Region :** Bangkok & Vicinity

**10. Khlong 7 Lam Luk Ka Branch**

**Dohome ToGo**

(Move from Chatchawan Market Branch)

**Address :** 28/10 Village No. 4, Bueng Kham Phroi Sub-district, Lam Luk Ka District, Pathum Thani Province, 12150 Thailand  
**Region :** Bangkok & Vicinity

**11. Khlong 4 Lam Luk Ka Branch**

**Dohome ToGo**

**Address :** 72 Village No. 5, Lad Sa Wai Sub-district, Lam Luk Ka District, Pathum Thani Province 12150, Thailand  
**Region :** Bangkok & Vicinity

**12. Sap Phatthana Branch**

**Dohome ToGo**

**Address :** 45/26 Village No. 4, Bang Mueang Sub-district, Mueang Samut Prakan District, Samut Prakan 10270  
**Region :** Bangkok & Vicinity

**13. Nam Daeng Branch**

**Dohome ToGo**

**Address :** 21/38 Village No. 4, Bang Phli Yai Sub-district, Mueang Bang Phli District, Samut Prakan 10540  
**Region :** Bangkok & Vicinity

**14. Phra Ngoen Branch**

**Dohome ToGo**

**Address :** 82/2 Village No. 8, Bang Muang Sub-district, Bang Yai District, Nonthaburi 11140  
**Region :** Bangkok & Vicinity

**15. Ban Kluai-Sai Noi Branch**

**Dohome ToGo**

**Address :** 15/37 Village No. 4, Phimonrat Sub-district, Bang Bua Thong District, Nonthaburi 11110  
**Region :** Bangkok & Vicinity

**16. Atchariya Prasit Branch**

**Dohome ToGo**

**Address :** 1/37 Village No. 6, Maha Wawat Sub-district, Bang Kruai District, Nonthaburi Province 11130, Thailand  
**Region :** Bangkok & Vicinity

**17. Wat Lat Pladuk Branch**

**Dohome ToGo**

**Address :** 16/7 Village No. 4, Bang Khu Rat Sub-district, Bang Bua Thong District, Nonthaburi Province 11110, Thailand  
**Region :** Bangkok & Vicinity

**18. Prachauthit 90 Branch**

**Dohome ToGo**

**Address :** 605 Village No. 10, Nai Khlong Bang Pla Kot Sub-district, Phra Samut Chedi District, Samut Prakan Province 10290, Thailand  
**Region :** Bangkok & Vicinity

**19. Bang Pla Branch**

**Dohome ToGo**

**Address :** 87/43 Village No. 4, Ban Ko Sub-district, Mueang Samut Sakhon District, Samut Sakhon Province 74000, Thailand  
**Region :** Bangkok & Vicinity

### 20. Chaloe Phrakiat Rama 9 Branch Dohome ToGo

**Address :** 22/62 Chaloe Phrakiat Rama 9 Road, Prawet Sub-district, Prawet District, Bangkok Metropolitan 10250, Thailand

**Region :** Bangkok & Vicinity

### 21. Kylin Market Branch Dohome ToGo

**Address :** 19/96 Village No. 5, Salaya Sub-district, Phutthamonthon District, Nakhon Pathom Province 73170, Thailand

**Region :** Bangkok & Vicinity

### 22. Sinsakhon Branch Dohome ToGo

**Address :** 30/3 Village No. 2, Khok Kham Sub-district, Mueang Samut Sakhon District, Samut Sakhon Province 74000, Thailand

**Region :** Bangkok & Vicinity

The Group is determined to sales products the best quality from supplier manufacture both of domestic and overseas, the product category cover of construction materials, product category of repair materials and product category of decoration materials with a total of stock keeping units (SKUs) of more than 100,000 SKUs, as of 31 December 2025, the products of the group can be divided into 3 main group i.e. product category of construction materials

## Revenue Structure of the Group

Revenue Structure	For the fiscal year ended 31 December					
	2023		2024		2025	
	Million Baht	Percentage	Million Baht	Percentage	Million Baht	Percentage
Sales and Services Income <sup>(1)</sup>	31,218.15	98.9	30,991.27	98.9	29,110.30	99.0
Other Income <sup>(2)</sup>	356.04	1.1	335.76	1.1	298.83	1.0
<b>Total Revenues</b>	<b>31,574.19</b>	<b>100.0</b>	<b>31,327.03</b>	<b>100.0</b>	<b>29,409.13</b>	<b>100.0</b>

Remarks : <sup>(1)</sup> Percentage of total revenues mainly from delivery service.

<sup>(2)</sup> Other Income comes from a space for rent with the branch(es) to third-party, such as tools service center, having foods and beverage shop, design shop and gold mall etc.

## 1.2.2 Product Information

### (1) Nature of Products and Services and Develop Innovation

#### Business information classifying

Products of the Group can be divided into 3 main groups which are construction material product, category of repair materials product and category of decoration material products by product categories and example product list with details as follows:

#### The example product by product category group

Item categories and product groups	Example list of products
1. Construction material product	Steel sections, steel bars, paints and chemicals, wood, cement, stainless steel wire and other infrastructure products.
2. Repair materials product	Hardware, tools agriculture, gardening - plumbing equipment, flooring - wall electrical equipment, Knobs - hinges, water pump, sanitary equipment, Kitchenware - Sink, sanitary ware, door-window.
3. Decoration material products	Electrical appliances, home furniture appliances, printing stationery, decorative lamps, consumer goods, bedding, gift shops, and home decorations.

Source : Company's data

In addition, the Group's offers a wide range of House Brand products including; construction material product group, repair & maintenance materials product group, and decoration product group. House Brand products are designed and/or made from the factory which exclusively sold for the Group. As a result, the Group is able to sell the House Brand product with competitive price as compared to the Non House Brand products which such price highly encourages the customer to buy House Brand products.

#### Examples of House Brand Products



The Group has a dedicated product development team for its House Brand products. This team is responsible for sourcing manufacturers, product development, and design to provide customers with a wider range of options. All House Brand products undergo a rigorous quality assurance process, starting from the selection of manufacturers. The Group researches and compares the quality and pricing of various suppliers to select the best partners. Furthermore, the Group conducts random audits of production processes and performs quality testing through internationally certified agencies. This includes factory inspections and product sampling based on AQL (Acceptance Quality Limit) standards. AQL is a widely used quality control method in manufacturing and supply chain management that evaluates a product lot through representative sampling to decide whether to 'accept' or 'reject' the entire lot (without needing 100% inspection). This comprehensive receiving process ensures that the products are of high quality and provide great value to customers.

As at 31 December 2025, the Group has more than 20,000 SKUs of the House Brand products such as tools agriculture, Hardware, door-window, printing stationery, gardening - plumbing equipment, sanitary ware, furniture etc.

#### Revenue from sales and services fee by products type.

Revenue structure of sales and services	For the year ended 31 December		
	2023	2024	2025
	Percentage <sup>(1)</sup>	Percentage <sup>(1)</sup>	Percentage <sup>(1)</sup>
Non-House Brand products	80.0	81.0	82.0
House Brand products	20.0	19.0	18.0
<b>Total sales and service income</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

Remark : <sup>(1)</sup> Percentage of total revenues mainly from sale and service.



In 2023-2025, the Group's revenue ratios from the revenue from sales and services of House Brand products of the Group were 20% in 2023, 19% in 2024 and 18% in 2025.

### Services

The Group is determined to improve the quality of the services relating to construction, renovation and decoration of home in a complete range and with good quality, comprising of:



#### Delivery Service

The Group provides a delivery service to the customers by delivering the products to the destination by the Group's transport vehicles and the co-transport vehicles from a third party, with an aim to deliver the products to the customers in a fast and punctual manner to achieve the customers' utmost satisfaction.

#### Maintenance Service

The Group provides a space for rent within the branch(es) for setting up a maintenance and repair service center by a third-party service provider having good quality and standard of service and the Group also facilitates the customers by delivering the tools and equipment from the maintenance and repair service center to the branch not having a maintenance and repair service center to provide service to the customers.

#### Home Service and Complete Home Improvement Service

The Group provides assembly and installation services for electric appliances such as air-conditioners, water heaters, washing machines, water pumps, lamps, as well as other household equipment such as sanitaryware, wash basins, furniture, etc. The installation service is available during purchase through all Dohome's distribution channels. Installation appointments can be booked, and the service status can be checked easily through Dohome's LINE account. A skillful mechanic team will operate on-site services for assembly, installation and home improvement of which the fees are based on a type of service and distance. In addition, free-of-charge assembly and installation services are provided to customers who meet purchasing conditions in order to boost sales at a particular period of time.

#### Design Center

The Group provides a design center which has product consultants, a design team and specialists to provide consultation about the products in detail to the customers and to provide consultation on design concurrently with product price assessment in order to allow the customers to select the products which are most suitable and met the customers' requirements.



### Special Order

Dohome has continually developed its new business models. In 2025, the Home Solution strategy was implemented to help end users solve their home problems. The Bang Phun branch was selected as a model branch in which more than 300 square metres area was utilised to set up the “DOHOME 360 Solution” that displays its innovative products and “Nine Chang” services. This will provide solutions to customers’ problems as well as provide new ideas and inspirations.

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### Policy on Research and Development in Various Areas and Innovations in Products and/or Services

The Group has a policy to do market research in all respects to be aware of relevant changes in industry and to acquire in-depth information about consumers so that it clearly understands expectations and problems. As a result, it will be able to plan for developing innovations and create products and/or services that meet consumers’ needs in order to differentiate themselves and build up a strong and sustainable business.

Market research is a process of evaluating consumers in order to identify the products demanded or expected by consumers, as well as their purchasing channel for products and/or services. Collecting information directly from consumers, the Group is able to see an opportunity to create innovations that will increase business efficiency and effectiveness in the future.

To have more in-depth information in terms of both qualitative and quantitative researches, the Group also gathers information from public sources. The qualitative research concerns public opinions and consumers’ perception towards products available in the market; while the quantitative research concerns data and relating trends.

Therefore, the Group has a plan to survey customer satisfaction and conduct market research as such research will enable the Group to recognize consumers’ needs or opinions, leading to the development and improvement of products and/or services.

The Group recognizes the importance of innovation management and has introduced innovations to the whole organization. Personnel are encouraged to bring out creative ideas and adopt innovations into every work procedure, whether product innovation, service innovation, process innovation and business innovation, in order to optimize work efficiency and effectiveness. Innovations also help saving times and labors leading to a competitive advantage and sustainable organizational development.

The Company has developed distribution channels and information technology system to meet the demands of current consumers including.

- (1) The development and improvement project of the Omni-channel online trading system via the Dohome website ([www.dohome.co.th](http://www.dohome.co.th)) including new features such as Home Delivery and Click and Collect (online ordering with in-store pickup) was launched in the second quarter of 2025 and has received positive feedback from customers regarding its ease of use. In 2026, the Company continues to develop and plan the launch of a Mobile Application, as well as the enhancement of the Loyalty Program into a Customer 360 model with an O2O (Online to Offline) focus to elevate the Omni-channel experience for our customers even further.
- (2) Expanding online and live-streaming sales channels for Dohome branches to enhance “Dohome Branding” This strategy aims to reach new customer segments through Dohome’s Omni-channel experience, while also increasing the sales proportion of House Brand products.

## Research and Development Expenses in the Past Year

The Company has conducted a customer satisfaction survey (CSAT) continuously throughout the year and brought feedbacks to improve customer experience at every customer touchpoint, for example, products and services, sales promotion, member privileges, product placement and price tags, payment, employees’ service, after-sales services, and warehouse management. The satisfactory levels regarding services, products and interaction with the Company are evaluated to represent customer satisfaction and customer service. Including the design of the atmosphere and integrated services to maximize the benefits to meet the needs of modern families of all age groups who have passion and love in every detail related to the home, including products related to (1) construction, (2) repair, and (3) decoration, all in one place in DoHome, which takes into account convenience, safety, and occupational health principles in the following forms:

### 1. Store Renovation Project

This project is to improve retail spaces, in-store customer service area.

In 2025, store renovation has been carried out continuously as follows to keep up with a modern lifestyle:

- Developing product display booths include:
  - o Aging Society – products and room display for the elderly;
  - o Innovation Products – modern products, smart home, smart products;
  - o Eco Products – energy-saving products;
  - o Green Products – environmentally friendly products.
- Developing product arrangement to suit customers’ needs and make products’ details more accessible.
- Product bundling displays / 3D Design to meet customers’ needs.



## Tiles, Sanitary Ware ♥



## Hardware ♥





## Power Tools ▾



## Solar Cell &gt;

## EV Charger ▾



## Customer Service &gt;



## Accessible Bathroom ♥



◀ NineChang Booth



### Bedroom Booth ▼



### 2. Development of R&D for House Brand (HB) Products R&D

The purpose is to improve product quality, product continuity and costs to be competitive with competitors' House Brand (HB) and Non-House Brand (NHB) products, whether in terms of retail price and product features and availability; as well as to make the products become main reliable products that are imported (or manufactured) exclusively for Dohome and are at good price and good value for customers.





### 3. Development of Home Service Operating System (HSOS)

#### HSOS : The Centralized Hub for End-to-End Service Management

##### Success of HSOS Phase 1

In the initial stage (Phase 1), the HSOS system was implemented for electrical and home appliance installation services. The primary objectives were to support corporate sales and enhance customer convenience. The operational results demonstrated that the system significantly drove growth in both revenue and service volume. Furthermore, it elevated the customer experience and standardized technician workflows across the country.

##### Development of HSOS Phase 2 : Expansion into Home Construction and Renovation

Phase 2 focuses on construction, extension, and renovation services, which involve greater complexity, longer project durations, and higher service values compared to standard installations. HSOS Phase 2 is designed under a connectivity concept, systematically integrating customer activities, service technicians, and management teams together. This ensures operations are convenient, rapid, cost-effective, secure, and traceable at every stage.

- **User-Friendly via LINE:** No application download is required; users can access the system via LINE Liff on the Dohome LINE Official Account. Various transactions are available at their fingertips, such as reviewing quotations, evaluating 3D designs, making payments through a Secure Payment Gateway, viewing appointment schedules, and tracking construction progress through to final handover and performance evaluation.
- **Efficiency Optimization:** Reduces time, processes, and paperwork while lowering management costs.
- **Integrity and Security:** Enhances transparency, ensures safety, and mitigates operational risks.

##### Inner City Market Penetration and Revenue Growth

HSOS serves as a strategic tool for expanding the customer base in inner-city areas, targeting clients who prioritize convenience and speed without the need to visit physical stores. Customers can directly access “Master Technician by Dohome” services through digital channels. Consequently, the company has achieved a 20% sales increase from this segment and bolstered long-term opportunities for cross-selling related products and services.

##### Future Development Plan

The company plans to integrate the HSOS system with other activities and services within Dohome. The roadmap is divided into three development phases over a five-year period to support sustainable growth in the home service business and strengthen the organization’s long-term competitive advantage.

**Ensure peace of mind with our reliable service: stay effortlessly informed with real-time status updates via LINE notifications, managing every step with ease.**





## (2) Marketing and Competition

### (a) Marketing for Key Products and Services Marketing Policy in the Past Year

In 2025, the retail and wholesale business of construction materials and home decoration equipment in Thailand faced several challenges due to the economic slowdown. The ever-changing climate and environment and the limitless modernization of technology have resulted in a change in consumer behavior, the Group has prepared a plan which is constantly revised to be up-to-date. The Group has also developed new sales channels to accommodate the changing customer behavior such as e-commerce, as well as providing promotions to customers. As a result, the Group can maintain existing customers while continuously increasing its sales. The marketing policy still focuses on both retail and wholesale.

The Group intends to become a leader in retail and wholesale business providing the complete, cheap and best construction materials, home repairs and decorations for all customer groups in order to meet customers' needs. The Group focuses on well-organized management using modern and efficient technology such as an automatic storage and retrieval system (AS/RS). To maintain competitiveness, the Group emphasizes providing full services and branch expansion so as to better serve and reach every customer group.

#### (1) Product Variety

The Group has been continuously developing and searching for new products and services in order to add variety to its products, whether in terms of (1) the quantity to meet customers' demand of products and the vast variety product, whether it be product depth with several SKUs for each product e.g. various designs and brands especially product assortment in order to provide a one-stop service that meet all customers' demand.

Lasting more than 40 decades of experiences in retail and wholesale of construction materials and home decoration items, the Group understands customers' needs; and by analyzing customers' purchasing behaviours enables the Group to even better understands customers' needs. The Group also pays attention to the selection of products for sale. At present, the Group markets and distributes both House Brand and Non-House Brand products.

- **House Brand products** : A specific team of staffs has been set up to seek manufacturers, develop and/or design House Brand products with an aim to provide modern and nice products with equivalent quality to other Non-House Brand products. At the same time, a price strategy is used to promote House Brand products as their marketing budget is not so high and their pricing can be set to generate target profits while providing the highest value to customers.
- **Non-House Brand** : The Group selects famous branded product from both domestic and international manufacturers in order to meet the demand of all customer groups.

#### (2) Price Competitiveness

The Group's pricing policy focuses on worthiness for customers and competitive advantage for the Group. Efficient cost management has enabled the Group to sell products with competitive prices. The Group's pricing policy based on product categories is as follows:

- **Fast Moving Products** are in general popular products with high turnover rate such as branded products known among customers and generally available like paints, hand tools and electric appliances. The Group will determine competition-based pricing of these products by regularly checking their market prices so as to ensure price competitiveness that is attractive to customers and increase sales.
- **House Brand Products** The Group will determine competition-based pricing for the same products of Non-House Brand in order to offer an option for customers who consider price, quality and functional property that are equivalent to the same products available in the market.
- **Steel** is a commodity of which the price varies according to the global market. It is the Group's policy to adjust the steel price according to the market-based pricing and the product's target gross profit margin in order to ensure competitiveness.
- **Others** are other products such as lamps, furniture and home decoration items. Cost-plus pricing is used for this product category, while taking into consideration the target gross profit margin under the Group's policy.

### (3) One-Stop Service

The Group commits to provide comprehensive and quality services relating to construction, extension and interior decoration through (1) acquiring knowledge and profound understanding of products for sale by organizing employee training regularly and continuously and developing digital learning media in forms of VDO and product leaflets which enable employees to learn anywhere and anytime without restriction and; (2) making employees attentively service customers so as to create service differentiation that thus improve the customer service standard.

Currently, the services provided by the Group can be divided into 3 parts i.e.

- **Provision of pre-purchase information :** Product consultants with knowledge of and familiarity with a particular brand or product group are made available to give an insight about such product, as well as advice and suggestions on how to choose a right product that meet customers' need. Additionally, designers and skilled staffs are also available to advise customers on house design, home renovation and decoration.
- **Delivery and installation services :** Nationwide delivery service is available for customers who make both offline and online purchases, emphasizing on fast and on time delivery for the highest customer satisfaction. Moreover, the Group also provides skilled mechanics to assemble and install electric equipment and furniture.
- **Maintenance and repair services :** Maintenance service centers with skilled staffs are established by the Group. Customers can have their equipment or hand tools repaired directly at such service center or can contact a store if there is no service center at that branch for more convenience.

### Sale and Marketing

#### (1) Marketing Activities

The Group has planned and prepared its annual marketing and public relations plan by researching into the target group's behaviours based on which marketing and public relations activities, schemes and media are determined for a particular time of the year in consistent with such target group's buying behaviours based on

seasons or other factors such as a harvesting season, or a government measure or policy to boost consumption. Giving the fact that nowadays the marketing strategies are continually changed and adjusted, continual marketing activities are therefore important in terms of promoting products and services and increasing a sale revenue. In this sense, organizing activities that are interesting for and being talked about amongst the target group and the public are an approach of an event marketing which gains in popularity.

The Group's marketing activities can be grouped into:

- The Company organizes major promotional activities tailored to seasonal consumption patterns. Key events include the Home Decoration Fair, Mechanic Work Fair, Agricultural & Water Supply Fair, Annual Grand Sale, and Furniture & Home Decor Fair. Additionally, a customer appreciation campaign offers lucky draw opportunities for qualifying purchases. Online customers can participate via the 'Dohome Online Festival,' while best-selling product groups are strategically promoted to align with specific market demands during each period.
- Co-promotions with credit card companies and partners to create worthwhile shopping experiences for Dohome's and credit cards' members. This facilitates customers buying home products through financial services from credit cards such as a 0% interest in installments of every product in the store, and discounts from credit cards. There are also special promotions with partners; for instance, the "Saving Earth, Saving Energy with New Label No.5 Refrigerators" activity which was carried out jointly with the Electricity Generating Authority of Thailand (EGAT) to promote the use of refrigerator with the new No.5 label that use natural refrigerants, have the highest level energy efficiency, and are environmentally friendly in sustainable way.
- Joint activities with the public sector i.e. the Department of Internal Trade, Ministry of Commerce to help lightening the burden of the cost of living while stimulating spending and driving forward the Thai economy; for examples, the Blue Flag Fairs in several provinces, the MOC's Back To School 2025 Sales. These activities support the government policies

under the Economic Recovery Scheme with a purpose to reduce the cost of living as a New Year gift to the people.

- Brand Communication Campaign The Group continuously executes brand communications under the concept “Dohome: Wholesale Prices, Complete Solutions for Every Home Need” to enhance brand awareness and reinforce its image as a comprehensive home improvement center. This is achieved through integrated marketing campaigns spanning offline and online channels, including PR media such as Brandage, Brand Inside, and Baan Lae Suan. These activities improve brand recall, support consumer purchasing decisions, and strengthen Dohome’s position as a market leader, driving sustainable business growth.
- Marketing events at fairs to attract the target group to come to stores; for examples, Holy days, Chinese New Year, Valentine’s festival, Songkran festival etc. At these festivals, marketing events are organized in accordance with the Group’s promotion in order to promote it among customers.
- Participation in local activities of each area as a sponsor in order to create the Company’s brand awareness and recognition; for example, being one of sponsors for Songkran festival and Candle festival.

In doing so, media formats and campaign will be prepared in line with the abovementioned marketing activities, using various marketing and public relations channels that cover all customer groups including:

- Conventional advertising like as print media, newspapers, magazines, pamphlets;
- Outdoor advertising like billboards and/or advertising signages on main roads;
- In-store media to improve customers’ buying and service using experiences. Store areas are equipped with different media according to the buying behaviors for construction materials, repair equipment, and home decoration products. Informative media is also added such as product knowledge banners to provide product guidance. Manufacturers and/or distributors also cooperated in preparing media and product displays, providing recommendations about products through product consultants from

product brands to persuade customers to buy products.

- Digital advertising and social media like Facebook, Instagram, LINE, TikTok and the Group’s website to more easily connect between customers and the Group. Through such online media, product information and promotions will be presented, making customers wish to visit stores more to make a purchase.
- Marketing effort at stores by cooperating with manufacturers and/or distributors; for example, advertisement, product display, product recommendation by product consultants representing each particular brand, in order to persuade customers visiting stores to make a purchase.

Furthermore, the Group has a membership scheme to earn points for every purchase and redeem them for gifts under conditions. Special discounts at various occasions are available for members, motivating them to make a purchase. Moreover, the Group can use the member purchasing record to analyze a purchasing behavior at each period of time, thus allowing the Group to better make a marketing plan and select appropriate products to sell that would better meet each customer’s need.

The Group focuses and pays attention to support the career and knowledge of mechanics; therefore the “Mechanic Family” Membership Card for All Mechanic Works, No. 1 for Thai Mechanics is launched to provide privileges to and meet all needs of mechanics under the policies and activities in 3 aspects i.e. product, price and service. Activities and special seminars are organized to provide knowledge and enhance the knowledge, technological innovation, and new techniques and skills for construction and repair works. This can open up opportunities for and generate additional incomes to community and local mechanics, as well as elevate the quality of life of those who are in the “Mechanic Family”.

## (2) Promotional Activities

The Group has done various promotions through distribution channels in order to boost sale and product turnover all year round as follows:

- Price-off promotion
- Premium promotion
- Buy more save more promotion
- Sampling promotion
- Redeem offer promotion

### Target Customers

The Group emphasizes on providing services to various customer groups including

- (1) **Retail customers** are customers buying for personal use
- (2) **Resellers** are customers who purchase the Group's products for reselling at their retail stores. These retail stores therefore gain an advantage over the Group's stores in areas where the Group's business does not exist.
- (3) **Contractors and Construction Projects** are customers who operate businesses in construction, extension and decoration, both minor and major contractors, including owners of construction projects such as housing projects, hotels, resorts and apartments. The Group will sell construction materials and decoration items to real estate developers or contractors under the conditions and requirements of each project.
- (4) **Government Agencies and State Enterprises** are customers who make a purchase for work relating to a government agency and state enterprise such as schools. Such customers will choose products according to their purpose and budget.

For the years ended 31 December 2023, 2024 and 2025, there was no sales by one particular customer that exceeded 5.0 percent of the income from sale of goods. The Group always pays attention to building strong business relationships with all customer groups. In order to increase the Group's sales volume, specialist teams were set up to support marketing and sales specifically for each type of customer in order to deliver a thorough, fast and accurate services with more convenience in making a purchase.

Moreover, thank to the locations of some stores that are on main roads connecting to neighboring countries, the Group can directly sell their products to foreign markets e.g. the Lao People's Democratic

Republic PDR, and can indirectly sell products to foreign markets through resellers. The Group has two types of payment terms and conditions i.e.

- (1) Cash payment including payment by money transfer, check, credit card, and cash on delivery;
- (2) It is the Group's policy to grant a trade credit to each customer under a trade credit limit and term determined by evaluating their creditworthiness based on financial status and supporting documents from a commercial bank, a collateral value, a legal dispute, and a record of past payment. The credit term can be from 30 - 60 days, but mostly 30 days in average. In case that customers wish to adjust their credit term the Group will consider on a case-by-case basis which usually takes 45 – 60 days.

### Distribution Channels

At present, the Group sells its products through (1) Dohome Product Centers (2) e-commerce channel and (3) other distribution channels. Details are as follows:

#### (1) Dohome Product Centers

The One-stop Home Products Destination, or also known as "The Great Empire of Home Products" is the main distribution channel of the Group. As of 31 December 2025, there are a total of 26 large stores and 22 Dohome ToGo store in operation.

The Group has a plan to expand its customer base to cover nationwide in which new stores, both large stores and Dohome ToGo, will be opened. However, such branch expansion is carefully considered taking into account various factors such as the average household income and residential population density. Moreover, the Group also plans to renovate its existing stores in order to provide better customer experiences and maintain existing customers.

The area of each existing store is divided into a store area and a warehouse area as follows:

- **Store area** includes an indoor area where products are displayed for customers to choose and buy. Products are placed by categories of construction, repair and decoration. Layout of store area and indoor walkways are designed focusing on convenience, cleanliness and orderliness; as well as to create a friendly, accessible atmosphere for shopping as a good



### Store Area ▼



At the front area of a store, product consultants are standby in the store area in order to facilitate customers in a friendly way and give advice on products, particularly those that require technical knowledge and skills like hand tools, kitchen hoods and water pump. Moreover, showroom space is set up and staffs will give advices about room decoration like bathroom, kitchen, etc. in order to motivate customers to make a purchase.

### Showroom Area ▼



The Group has store salesperson and product consultants who are employees of manufacturers and/or dealers, and the Group's employees. Training on products by relevant manufacturers and/or dealers is regularly organized for product consultants in order to ensure that the Group's service standard is maintained.

- **Warehouse area** includes the back of indoor area used to provide service to customers who make a purchase with the Group's salespersons. Such area is used to store steel products and large and/or heavy structural materials, as well as used as a pick-up point where customers can park and load their purchases. To support product management for customers, tools and equipment are provided in this area such as forklifts and cranes. Moreover, the Group has introduced an automated storage and retrieval system to increase work efficiency, making the inventory management and delivery become faster and more accurate.

### Warehouse ▼



### (2) E-Commerce Channel

The Group introduced a new distribution channel through a website at [www.dohome.co.th](http://www.dohome.co.th). While enabling customers to shop construction materials and decoration items online at 24/7, this website also conforms to a new trend of electronic-oriented lifestyle under the concept of "Fast, Easy At Fingertips". Furthermore, a customer service team is also available at the Group's call center, including Facebook and LINE account to serve the customers' demand. The Group believes that the online distribution channel has a potential growth in the future. Whether it's Shopee, Lazada, TikTok, etc.





### (3) Other Distribution Channels

Currently, the Group has set up teams to support resellers, contractors and construction projects in areas near each store. Such teams comprising (1) a selling team and (2) a sale representative team are responsible for contacting and presenting products to target customers directly. Working together with the selling team, the sale representative team will contact customers to give advice and details of products, take purchase orders, and provide delivery service. Then, the Group's selling team will closely and continuously provide services to customers, enabling the Group to effectively reach and understand customers, and therefore well respond to their needs in terms of products, prices and services.

### Competition, Industry Trend and Future Competition

Over the next three years, the manufacturing and distribution of construction materials are expected to achieve improved average annual growth. This expansion will be primarily driven by: 1) the accelerated disbursement of government budgets for infrastructure projects, particularly within the Eastern Economic Corridor (EEC) and double-track railway initiatives; 2) the recovery of the residential real estate sector, specifically low-rise housing in high-potential major cities; and 3) the surging demand for renovation materials for older buildings, prompted by the nationwide transition toward Smart Cities.

However, price competition is set to intensify due to several factors: 1) the influx of low-cost imported goods, such as steel and tiles from China and Vietnam; 2) rising labor costs following minimum wage policies; and 3) ongoing high volatility in energy and logistics costs. These factors will pressure the net profit margins of smaller operators, necessitating an urgent shift toward more stringent and efficient supply chain management.

Furthermore, the industry is undergoing a full-scale transition toward "Eco-Construction." Manufacturers will focus on the research and development of low-carbon materials, such as high-quality fly ash concrete or steel produced from renewable energy, to meet the green procurement criteria of the public sector and large private corporations. This shift includes the adoption of prefabrication systems and 3D Construction Printing to reduce labor dependency and minimize on-site construction waste.

Concurrently, construction material retailers will evolve into "Tech-Driven Solution Providers." Rather than merely selling products, they will focus on providing services through digital platforms that connect designers, contractors, and homeowners within a cohesive "Construction Ecosystem." AI systems will be integrated to analyze customer behavior and ensure precise inventory forecasting. Moreover, ESG standards will serve as the core framework for building trust with international partners and maintaining long-term global competitiveness.

Based on the 2025 analytical summary for the construction materials retail sector, modern trade retailers exhibit a more prominent and distinct growth trend compared to traditional stores. Revenue recovery is anticipated through key supporting factors: 1) the acceleration of infrastructure projects and private investment in strategic economic zones; 2) aggressive branch expansions and enhanced digital channel efficiency; 3) an increased proportion of House Brand products to boost profit margins; and 4) one-stop-service models that cater to consumer preferences for convenience and after-sales support. In contrast, traditional wholesalers and retailers are expected to see stagnant or only marginal revenue growth as they face intense competition from modern trade players and manufacturers moving toward direct-to-consumer models. Nevertheless, repair and decoration products will remain a primary revenue stabilizer for smaller community-based stores.

Supporting factors and challenge factors for the construction business are as follows:

Supporting Factors	Challenge Factors
<p>1. Acceleration of Government Infrastructure Projects</p> <ul style="list-style-type: none"> <li>Accelerated construction phases of high-speed rail projects and several intercity motorways.</li> <li>More efficient annual budget disbursement, ensuring a continuous flow of funds into the construction economy.</li> </ul>	<p>1. Volatility in Construction Material and Energy Costs</p> <ul style="list-style-type: none"> <li>Upward trends in prices for steel, cement, and concrete products driven by global energy costs.</li> <li>Rising transportation expenses making project budget management more difficult than before.</li> </ul>
<p>2. Expansion of Technology and Data Center Industries</p> <ul style="list-style-type: none"> <li>Rising demand for data centers and cloud system facilities from foreign investors in Thailand.</li> <li>Upgrading of digital infrastructure to support the new economy.</li> </ul>	<p>2. Shortage of Unskilled and Skilled Labor</p> <ul style="list-style-type: none"> <li>Migration of foreign labor back to their home countries and the transition of the Thai workforce into an aging society.</li> <li>Competition for skilled craftsmen in large-scale projects, impacting small-scale contractors.</li> </ul>
<p>3. Eastern Economic Corridor (EEC) Promotion Policies</p> <ul style="list-style-type: none"> <li>Construction of targeted industrial plants and public utilities within key economic zones.</li> <li>Attraction of foreign investment in clean energy sectors.</li> </ul>	<p>3. Strict Criteria for Residential Lending</p> <ul style="list-style-type: none"> <li>High household debt levels leading banks to be more cautious in mortgage approvals, resulting in lower demand for new home construction.</li> <li>Interest rates remaining at high levels, increasing the financial burden for both developers and buyers.</li> </ul>
<p>4. Recovery of the Tourism Sector</p> <ul style="list-style-type: none"> <li>Renovation and construction of hotels and accommodations to support the increasing number of tourists.</li> <li>Capacity expansion of major airports to accommodate heavy travel traffic.</li> </ul>	<p>4. Competition from Foreign Contractors</p> <ul style="list-style-type: none"> <li>Entry of large international construction firms, particularly from China, competing on price and technology.</li> <li>Decreased competitiveness of small Thai contractors when bidding for large-scale projects.</li> </ul>
<p>5. Green Construction Trend</p> <ul style="list-style-type: none"> <li>Growing interest from major investors in energy-efficient buildings and Green Building Standards.</li> <li>Implementation of prefabricated construction technology to reduce waste and dust emissions on-site.</li> </ul>	<p>5. Stringent Environmental Regulations and Standards</p> <ul style="list-style-type: none"> <li>Intensified enforcement of pollution control measures (e.g., PM2.5) in urban construction areas.</li> <li>New requirements regarding carbon taxes and construction waste management standards, increasing operational steps and costs.</li> </ul>

**Sources :** Construction Industry Outlook – Krungsri Research; Construction Industry Perspective 2025 – Kasikorn Research Center; Construction and Materials Sector Analysis – LH Bank.



### Competition

The current landscape of the construction materials retail market has entered an era of intense and complex competition. Market players are increasingly adopting Omni-channel strategies and targeted customer engagement through five key approaches: 1) expanding Compact Stores to reach local communities; 2) establishing Strategic Alliances to cater to specific customer segments; 3) increasing the proportion of House Brand products to optimize margins and costs; 4) creating a seamless shopping experience via Mobile Applications and leading Marketplaces; and 5) continuously accelerating business expansion into regional markets.

Amidst these challenges, the Group is accelerating its organizational drive through Digital Transformation and Agile management to enhance flexibility and adaptability. Simultaneously, we are upskilling our personnel to keep pace with modern technology while maintaining our focus as a leader in One-stop Solutions. Our comprehensive product range covers structural, repair, and decoration categories, aimed at delivering superior value and experience to customers across all dimensions.

### Competitors

Competitors in the business of construction materials and home decoration items can be grouped as follows: Homecenter business group including:

1. HomePro & HomeProS : Managed by Home Product Center Public Company Limited, operating a retail business in home and building construction, extension and improvement as a one-stop shopping home center. Currently, there are 101 stores in Thailand.
2. MEGA HOME & Hybrid : Managed by Mega Home Center Company Limited, is a product center for construction materials and tools. Its major shareholder is Home Product Center Public Company Limited (HomePro). It was established in 2013 and now has 35 store.
3. Thai Watsadu x BnB home : Managed by CRC Thai Watsadu Company Limited under Central Retail Corporation. It is an apartment store for the house selling a complete range of materials for home improvement with a selling point. The business was established in 2012, there are currently 88 branches in operation, 14 Go Wow branches.
4. GLOBAL HOUSE : Managed by Siam Global House Public Company Limited, has been operating a retail business in construction, home improvement, tools for home and garden decoration for more than 18 years. Currently, there are 96 stores in operation in Thailand.
5. Home HUB : Managed by Mr. Ong-ard Tangmitphracha, selling home construction and decoration materials under a slogan: “Home HUB, Fast, Easy, As You Wish”. They now have 6 stores, of which 3 stores located in Ubon Ratchathani, 1 stores located in Khon Kaen, 1 stores located in Udon Thani and 1 stores located in Amnat Charoen.

### (b) Procurement of Products and Services

The Group has paid attention to the procurement of products and services in accordance with its business vision and mission that commit to be a center of complete, cheap and best construction and decoration materials for all customers. To ensure that products are of good quality, sold at competitive prices and always available, the Group has a policy to procure and purchase products from various well-known and reliable, both domestic and international, manufacturers and/or dealers with whom the Group has had a long-standing relationship. On the other hand, the Group has also sought for new manufacturers that are able to manufacture enough products for consumer demand, whether innovative products, construction materials, home decoration items and repair materials. Also, the Group has jointly developed some products with manufacturers and distributors in order to differentiate such products from others available in the market and to reduce a risk from relying on one manufacturer and/or dealer, thus creating the Group’s bargaining power in price negotiation in a long term. In addition, the Group has periodically discussed with key manufacturers and/or dealers to plan product procurement and purchase in advance, as well as to jointly determine selling strategies, marketing activities and promotions. Products are procured differently based on product category and how they are acquired; the details of which are as follows:

### Selecting Dealers and Service Providers

This is a process to select dealers with capabilities to deliver products and develop a business together. Dealers can be divided into 2 categories as follows:

- (1) **Dealers** are assessed by 5 criteria i.e. business assessment, product manufacturing and quality assessment, delivery assessment, assessment on industrial standards including standards on environment, safety and occupational health, and service assessment.
- (2) **Service Provider/Contractor** are assessed by 4 criteria i.e. business assessment, assessment on preparedness in providing services, assessment on industrial standards, and service assessment.

### Procurement Methods

#### (1) House Brand Products

The Group procures House Brand products from both domestic and overseas manufacturers. To ensure that House Brand products are in accordance with a quality standard, the selected manufacturers must be accredited with a production standard, open for factory visits to see production process, have random quality inspection in place, and have appropriate product delivery time. The Group quality inspection will be conducted (1) before delivery at a factory or an origin port by a quality inspector according to a checklist specified by the Group. In case of defect, damage or wrong specification, such products will be changed or returned before delivery; and (2) upon arrival at stores the products will be randomly inspected by checking external packaging and will be counted again before being received into warehouse. In case of defect or damage, the Group will return such defective or damaged products to manufacturers for refund or change.

The Group also has a policy to examine patents and/or copyrights in outsourcing production of House Brand products in order to reduce any risks arising from patent and copyright infringement.

#### (2) Non-House Brand Products

The Group purchases Non-House Brand products from both domestic and overseas manufacturers and dealers listed on the Approved Vendor List, but mostly from domestic ones.

The Group plans the procurement of various categories and brands of Non-House Brand products in advance, ensuring that the selection of merchandise

for distribution at any given time aligns precisely with the established business plan. This process involves a continuous analysis of consumer demand by integrating historical sales statistics from each branch with market share data. By monitoring domestic market trends and consumer preferences, the Group can consistently source and provide products that accurately fulfill the specific needs of its customers.

For warehouse receiving process, the Group has a policy to randomly inspect products by checking external packaging, and to count the number before receiving into warehouse. In case of defect or damage, the Group will return such defective or damaged products to manufacturers and/or dealers, and then confirm the actual number of products received with them.

### Inventory Management

The Group has a policy to manage the inventory by determining the safety stock to make the inventory sufficient for sales, which is one of the Group's key strategies. The inventory is analyzed to plan procurement of various quick products. This is done by the product management team that is separated from the Procurement Unit in order to optimize the product order system along with business growth and to monitor product orders to ensure that the inventory is not lower than the safety stock. Furthermore, random stock counts are performed by the Inventory Management Unit on a regular basis.

The Group launched the Distribution Center with a warehouse area of 41,580 square meters at Pathum Thani as a center for receiving, picking, dispatching goods to consumers and stores. At present, the Group is in a process of install an automated storage and retrieval system (ASRS) which will provide more storage area. The Group expanded and operated a cross docking to distribute products to stores nationwide. The Group believes that with the operation of Distribution Center and the introduction of ASRS it will be able to manage the inventory more efficiently, reducing the number of warehouse employees and reducing the cost of storing and delivery in the future.

In addition, the Group of Companies has established rules and regulations About random counting of daily products. as a guideline to prevent lost products or potential fraud by the company group Paying attention to item counting. It is slow moving, has high value, or has been lost frequently.

### Quality Control

To ensure that manufacturers and dealers on the Approved Vendor List (AVL) can maintain product quality and delivery processes in accordance with the standards set by the Group, the Group has established annual assessment guidelines for those on the Approved Vendor List. These include business assessments, product quality assessments, transportation assessments, and service assessments. Additionally, the Group has implemented guidelines for managing deteriorated and slow-moving goods by controlling purchase volumes to align with sales demand. This includes improving and developing standardized delivery and storage processes, inspecting non-salable products, and implementing marketing and public relations plans to boost sales. Furthermore, the Group has established agreements with manufacturers and dealers on the Approved Vendor List regarding the return or exchange of slow-moving or damaged products. These measures are designed to prevent the sale of substandard products to consumers, reduce expenses arising from deteriorated, expired, or damaged goods, and optimize inventory and storage management efficiency.



### Environmental Impacts

The Group strictly observes laws governing the environment and promote a business vision for environmental responsibility which is a key factor in designing building structure and determining operational energy-saving; for examples, using energy-saving light bulbs, using stairs instead of an elevator and using email instead of papers. Also, the Group pays attention to providing eco-friendly products such as fabric bags, bagasse tableware and solar powered products.

### (3) Assets Used in Business Operation

#### Investment in Subsidiaries

The Group operates the retail and wholesale business of complete home products, including investing in companies that support the Group's business operation. According to the separate financial statements as at 31 December 2025, the Group has invested in three subsidiaries as follows:

Subsidiary	Nature of Business	Shareholding Proportion (Percentage)	Investment Value at Acquisition Cost as at 31 Dec 2025 (Million Baht)	Type of Investment
Dohome Group	Owning lands that the Group uses in its operation	100.00	1,054.66	Subsidiary
Dohome Energy	Producing and selling electric power generated from solar rooftops to the Group <sup>(1)</sup>	100.00	270.00	Subsidiary
Dohome Academy	Provide training services to the Group of Companies.	99.95	1.00	Subsidiary

**Remarks :** <sup>(1)</sup> At present, Dohome Energy is granted the investment promotion certificate (BOI), being eligible to the exemption of corporate income tax on the net profit of business operation for 8 years from the date of receipt of the promote certificate and other benefits as required.

### Fixed Assets

As at 31 December 2025, the net book value of fixed assets used in business operation, after accumulated depreciation and allowance for impairments, as appear on the consolidated financial statements equals to 18,180.55 million baht. The Details are as follows:

No.	Items	Net Book Value as at 31 Dec 2025 (Million Baht)	Type of Ownership	Indebtedness
1	Lands and land improvements	5,089.19	Owner	Partial mortgage <sup>(1)</sup>
2	Buildings and building improvements	9,693.60	Owner	Partial mortgage <sup>(1)</sup>
3	Machinery and equipment	1,127.10	Owner	Partial mortgage <sup>(1)</sup>
4	Equipment and computers	48.05	Owner	None
5	Vehicle	6.29	Owner	None
6	Furniture and office equipment	1,783.87	Owner	None
7	Assets under construction	432.45	Owner	None
Total		18,180.55		

Remark : <sup>(1)</sup> Part of lands and land improvements, buildings and building improvements, and assets under construction are under mortgage are pledged as collateral to financial institutions.

### A Right-of-use Asset

As at 31 December 2025, the net book value of A Right-of-use Asset used in business operation, after accumulated depreciation and allowance for impairments, as appear on the consolidated financial statements equals to 1,634.91 million baht. The Details are as follows:

No.	Items	Net Book Value as at 31 Dec 2025 (Million Baht)
1	A Right-of-use Lands	1,619.15
2	A Right-of-use Buildings	15.76
3	A Right-of-use Machinery and equipment	-
4	A Right-of-use Vehicle	-
Total		1,634.91

The above fixed assets can be described in details by asset types as follows:

### Trademarks and Service Marks

As at 31 December 2025, the number of key trademarks and service marks owned by or under registration process by the Group for its business in Thailand is 157. Registration status of such trademarks and service marks is as follows:

Remarks : <sup>(1)</sup> The duration of trademark registration is 16 months from the date the Trademark Office, Ministry of Commerce receives the registration application. (Source: Public Handbook on Registration of Trademark by the Trademark Office, Ministry of Commerce)

Status	Quantity
Registered	146
Under consideration of the Department of Intellectual Property <sup>(1)</sup>	11
Pending ownership transfer from connected party	0
Total	157



Examples of key trademarks and service marks and examples of registered products and services are as follows:

Image of Trademark Service Mark	Trademark/ Service Mark	Example of Product/Service Category
	DOHOME	<ul style="list-style-type: none"> <li>• Operate retail and wholesale businesses for construction materials, repair, decoration, and installation products, including related services.</li> <li>• Manage advertising, business administration, management, and office systems.</li> </ul>
	MARINE STUDIO	<ul style="list-style-type: none"> <li>• Manage the retail and wholesale business of construction materials, repair, decoration, and installation products, including related services.</li> <li>• Provide architectural and structural design services.</li> </ul>
	Décos	<ul style="list-style-type: none"> <li>• Home Decorative Products &amp; Furniture</li> <li>• Bedding &amp; Linens</li> <li>• Household Appliances</li> </ul>
	MARINE	<ul style="list-style-type: none"> <li>• Plumbing Equipment and Sanitary Ware</li> <li>• Flooring and Wall Covering Materials</li> <li>• Home Decorative Products and Household Items</li> <li>• Water Storage Tanks</li> </ul>
	Nobu	<ul style="list-style-type: none"> <li>• Toys</li> <li>• Skill-enhancing accessories</li> <li>• Recreational sports equipment</li> </ul>
	SMART Office	<ul style="list-style-type: none"> <li>• Office Furniture</li> <li>• Stationery and Office Supplies</li> <li>• Instructional Media and Teaching Aids</li> </ul>
	PowerMaxQ	<ul style="list-style-type: none"> <li>• Automatic Circuit Breakers</li> <li>• Consumer Units / Control Panels</li> <li>• Power Strips</li> </ul>

Image of Trademark Service Mark	Trademark/ Service Mark	Example of Product/Service Category
	YOSHINO	<ul style="list-style-type: none"> <li>• Hand &amp; Power Tools</li> <li>• Construction Equipment</li> <li>• Hardware &amp; Machinery</li> <li>• Maintenance &amp; Repair Supplies</li> </ul>
	Chalawan Luklok	<ul style="list-style-type: none"> <li>• Tool Lanyards</li> <li>• Elastic Bungee Cords</li> </ul>
	NASH	<ul style="list-style-type: none"> <li>• Hand Tools</li> <li>• Safety Equipment, Safety Shoes, Safety Helmet</li> </ul>
	HUGDEE	<ul style="list-style-type: none"> <li>• Bicycles</li> <li>• Bicycle Accessories</li> <li>• Sportswear</li> <li>• Exercise and Sports Equipment</li> </ul>
	FREEMO	<ul style="list-style-type: none"> <li>• Decorative Paints and Coatings</li> </ul>

### Investment Policy in Subsidiaries and Associated Companies

In order to strengthen its business or build business synergy, the Group has a policy to invest in subsidiaries and associated companies that conform with the Group's objectives, visions and strategic growth plan, which will enhance its business performance or profits. In this connection, the Company, the subsidiaries and/or associated companies may invest in other businesses that have potential growth, help expand their business, or are beneficial to the Group's business by yielding good return on investment. Prior to investing in any projects, the Group will take into account the investment proportion, expected profits, potential risks, its financial status, and investment feasibility analysis and its potentials. Such investment must be considered and approved by the Board of Director's meeting and/or the shareholders' meeting depending on the specified level of authorization. Request for investment approval must also be in line with the regulations and criteria of Thai Capital Market Supervisory Board, the SEC Office and the Stock Exchange of Thailand, as well as criteria on acquisition or disposal of assets, connected transactions and disclosure.

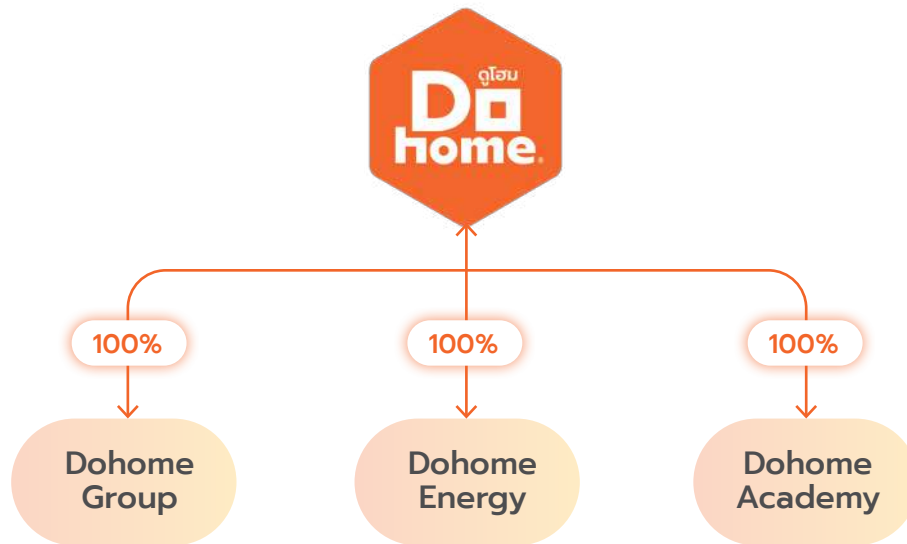
### Work that has not been yet done

- None -

## 1.3 Shareholding Structure of the Group

### 1.3.1 Shareholding Structure of the Group

In the present, the Company has 3 Subsidiaries and the shareholding structure of the Group is as follows:



NO.	Company's name	The business objectives	Registered Capital Paid up (Million Baht)	Proportion of Direct Shareholding (Percentage)	Proportion of Indirect Shareholding (Percentage)
1	Dohome Group	Land holding of the Company's Group	400.00	99.99	-
2	Dohome Energy	Manufacturing and distribution electronic form solar energy (Solar Rooftop) installed, for the Company's Group	270.00	99.99	-
4	Dohome Academy	Training centers to develop the skills of employees of the same affiliates.	1.00	99.95	-

Information of companies in which Dohome Public Company Limited holds at least 10% of issued shares.

**1. Dohome Group Company Limited**

Address	37-47 Srimongkol Road, Warinchamrab Sub-district, Warinchamrab District, Ubon Ratchathani 34190
Telephone no.	0 4595 9888
Type of business	Land holding of the Company's Group
No. of registered shares	4,000,000 shares of 100 baht each
No. of shares held	3,999,998 shares (99.99 percent)

**2. Dohome Energy Company Limited**

Address	37 Srimongkol Road, Warinchamrab Sub-district, Warinchamrab District, Ubon Ratchathani
Telephone no.	0 4595 9888
Type of business	Electric power generation and transmission
No. of registered shares	3,000,000 shares of 100 baht each
No. of shares held	2,999,985 shares (99.99 percent)

**3. Dohome Academy Company Limited**

Address	37 Srimongkol Road, Warinchamrab Sub-district, Warinchamrab District, Ubon Ratchathani
Telephone no.	0 4595 9888
Type of business	Training centers to develop the skills of employees of the same affiliates.
No. of registered shares	10,000 shares of 100 baht each
No. of shares held	9,995 shares (99.95 percent)



### 1.3.2 Shareholder

#### Shareholding Structure

At the book closing date as at 31 December 2025, the Company's registered capital was 3,387,322,423 shares, of which 3,383,286,282 shares had been paid up. The top 10 shareholders are listed below:

No.	Name of Shareholder	Number of Share	Shareholding (%)
1	Dohome Holding Company Limited	953,062,498	28.17
2	Mr. Adisak Tangmitrphracha	391,224,998	11.56
3	Mrs. Nattaya Tangmitrphracha	285,918,746	8.45
4	Mr. Maruay Tangmitrphracha	197,112,498	5.83
5	Ms. Ariya Tangmitrphracha	196,612,498	5.81
6	Mrs. Salitip Ruangsuttipap • Direct Shareholding • Hold shares indirectly through Custodian BNP PARIBAS SINGAPORE BRANCH	190,612,497 167,338,688 23,273,809	5.63 4.95 0.69
7	AMPLUS HOLDINGS LIMITED	181,717,243	5.37
8	SOUTH EAST ASIA UK (TYPE C) NOMINEES LIMITED	39,343,764	1.16
9	Thai NVDR Company Limited	28,338,336	0.84
10	MFC Master Combined Provider Employee Provident Fund Registered	15,400,489	0.46

**Remarks :**

- As at 31 December 2025 the Company's free float is at 29.17 percent approximately and the shareholding of institutional investors is at 8.40 percent approximately.
- The (1) shareholder, Dohome Holding Company Limited, has the following major shareholders: 1) Mr. Adisak Tangmitrphracha holding shares 35.0 percent 2) Mrs. Nattaya Tangmitrphracha holding shares at 35.0 percent 3) Ms. Ariya Tangmitrphracha holding shares at 10.0 percent 4) Mrs. Salitip Ruangsuttipap holding shares at 10.0 percent 5) Mr. Maruay Tangmitrphracha holding shares 10.0 percent of the total shares sold and purchased (as of 27 March 2025).
- The (7) AMPLUS HOLDINGS LIMITED, has the following major shareholders : 1) Mr. Adisak Tangmitrphracha holding shares at 35.0 percent 2) Mrs. Nattaya Tangmitrphracha holding shares at 35.0 percent 3) Ms. Ariya Tangmitrphracha holding shares at 10.0 percent 4) Mrs. Salitip Ruangsuttipap holding shares at 10.0 percent 5) Mr. Maruay Tangmitrphracha holding shares 10.0 percent of the total shares sold and purchased (as of 2 May 2025).

## 1.4 The Company Registered capital and Paid-up Capital

### 1.4.1 Registered Capital / Paid-up Capital / Number of Shares

As at 31 December 2025

Registered Capital	: 3,387,322,423 ordinary shares with a par value of Baht 1 per share
Paid-up Capital	: 3,383,286,282 ordinary shares with a par value of Baht 1 per share
Name of the Market	: The Stock Exchange of Thailand
Symbol	: DOHOME

According to the information on ordinary shareholders, the number of Company's shares held by Thai NVDR Company Limited (Thai NVDR) as at 31 December 2025 is 28,338,336 shares, equivalent to 0.84 percent of the total number of shares sold and purchased. NVDR holders does not have a voting right in the shareholders' meeting, except voting with respect to delisting. Therefore, the number of shares with a voting right is decreased, while making the voting right of other shareholders increased. Shareholders and investors can check the number of shares held by Thai NVDR at the SET's website for the benefit of their voting right.

### 1.4.2 Other Types of Shares with Different Rights or Conditions from Common Shares

- None -

### 1.4.3 Foreign limit

Foreign shareholders can hold shares and have their names appear in the Company's shareholder register at a maximum of 30 percent of paid-up shares in total. As of 31 December 2025, the number of Company's shares held by foreigners is at approximately 8.38 percent.

## 1.5 Issuance of Other Securities

### 1.5.1 Debt instrument – Dohome Plc. Debentures No. 1/2022 Name-registered, unsubordinated and unsecured debentures with debenture holders' representative

No.	Term	Interest Rate	Maturity Date	Number of Shares (thousand)	Value (thousand baht)	Reliability Rating	Objective
1/2022	3 Year	4.3 percent	27 Sep 2025	300	300,000	BBB	To repay loads within 2022 / According to Objectives

Remark : The Company must maintain the Interest-Bearing Debt to Equity Ratio at a ratio not exceeding 3:1 times at the end of each accounting period.

### 1.5.2 Warrants to purchase ordinary shares of the company allocated to employees of the Company No. 1/2025

Warrants	Dater of issue	Age Year	Offering period	Strike Price	Conversion Rate	Unexercised warrants	Warrants exercising this right	Remaining warrants
ESOP3-W1	28 April 2025	Not exceeding 5 years from the date of issuance and offering 2	The offering shall be completed within one year the date on which the issuance and offering of the warrants is approved by shareholders' meeting	0.00	1:1	2,000,000	0	2,000,000
ESOP3-W2	28 April 2025	Not exceeding 5 years from the date of issuance and offering 2	The offering shall be completed within one year the date on which the issuance and offering of the warrants is approved by shareholders' meeting	0.00	1:1	2,000,000	0	2,000,000

## 1.6 Dividend Policy of the Company

### 1. Dividend policy of Dohome Public Company Limited

The Company's dividend policy is to pay out dividends at a rate of not less than 30.0 (Thirty) percent of the net profit reported in the separate financial statements after corporate income tax and all reserves required by law and the company regulation.

Such dividend payment may be changed upon other factors the Board of Directors considers necessary and appropriate, for instances, the performance, liquidity, cash flow, financial position, working capital for business management and expansion, economic condition and other necessities in the future.

Payout of dividend must be approved by the shareholders' meeting except the interim dividend which may be approved by the Board of Directors from time to time if the Company's profit deems sufficient to do so and such dividend payment shall be reported in the next shareholders' meeting.

#### Record of Dividends Payout for the Past 3 years Result of Operations

	2022	2023	2024
Ratio of stock dividend payout (existing share : stock dividend)	(16 : 1)	(22 : 1)	(21 : 1)
Stock dividend per share	0.0625000000	0.0454545455	0.0476190476
Cash dividend per share (unit : bath/share)	0.0069444445	0.0050505051	0.0052910053
Total dividend payout (unit : baht/share)	0.0694444445	0.0505050506	0.0529100529
Ratio of dividend to net profit	29.93%	31.20%	30.17%

### 2. Dividend Policy of the Subsidiaries

The dividend payment of the subsidiaries subject to the approval of the Board of Directors and/or the shareholder meeting of each subsidiary taking into consideration the business performance, liquidity, cash flow, financial status, requirement for working capital for business management and expansion, economic conditions and other factors deemed appropriate by the respective Board of Directors and/or the shareholder meeting.

In order for the subsidiaries' payout of dividend to be in compliance with the corporate governance principle, be transparent and be able to verify, when it is paid, the director, who is the Company's representative in each subsidiary, shall report on such dividend payment to the next Company's Board of Directors' meeting.



## 2. Risk Management

The Company has a process to determine a clear annual work plan with objectives and evaluation corresponding to the visions. Risk factors in various aspects are taken into consideration to determine work strategies. And during implementing the work plan, potential risks to the implementation are regularly monitored and assessed based on the COSO ERM Framework which includes (1) financial risk, (2) operational risk, (3) strategic risk, (4) compliance risk and (5) technology risk. Apart from the risk factors specified herein, there may be some other significant risk factors that may negatively impact the Group and its stock value which are currently unknown to the Group or currently considered as insignificant. Such risk factors may become significant in the future and affect the Group's operation significantly.

### 2.1 Risk Management Policy and Plan

The Company recognizes the importance of enterprise risk management to drive stable growth and generate appropriate returns for shareholders, grounded in sustainable development and ESG responsibility. Amidst competitive landscapes and constant internal and external shifts that may impact core missions, the Risk Management and Sustainability Committee is tasked with defining policies and overseeing strategic risk systems to mitigate negative impacts and seek new business opportunities. Furthermore, the Corporate Strategy and Risk Management Department was established to manage the overall risk framework, reporting directly to the Committee and the Board of Directors. This direct reporting line ensures operational independence and effective oversight, enabling the organization to adapt and maintain stakeholder confidence.

#### Definition of Risks and Risk Management

Risks refer to “uncertain possibilities / situations or things that make a current work plan or action not reach the objective / goal as planned by causing a negative impact on the organization in terms of money, image or reputation”.

Risk management refers to “a process taken by the Board, executives and all personnel within the organization to determine strategies and actions. A risk management process is designed to identify potential incidents that may affect the organization and control the risks at an acceptable level in pursuit of objectives”.

#### Objectives of Risk Management

1. To adopt a risk management system that meets a universal standard throughout the organization, and make a risk management a part of decision making, formulation of strategies and work plans, and business operation.
2. To determine a measure and approach to keep remaining risks at the level acceptable to the organization by examining a measure that will effectively reduce a possibility and/or impact of potential risks, leading to the attainment of objectives both at organizational and unit levels.
3. To identify unexpected risks or crisis and to respond properly and promptly to minimize loss or damage.
4. To make the Risk Management and Sustainability Committee and the Board of Directors aware of key risks, risk trends and overall risks in order to efficiently and effectively handle the risks.
5. To assign all work units to identify, assess and manage key risks on a regular basis, including events, activities, procedure and/or projects that are important or have never been implemented, or material changes within the organization. In doing so, a risk appetite and practicability with a proper cost shall be taken into consideration.
6. To regularly communicate and spread knowledge of risk management to employees and to motivate them to understand, become aware of risk ownership and jointly manage the risks under their responsibility.
7. To comply with the good corporate governance principle and the check and balance. The Company has separated a duty of risk management from a business unit. And to handle the risk management efficiently, it is deemed appropriate to establish the Risk Management and Sustainability Committee that is delegated by the Board of Directors to monitor and tackle risks in a proper and timely manner.

### Risk Appetite

Risk appetite is the highest level of risks that is acceptable to the organization. It is determined by the executives under the supervision of the Risk Management and Sustainability Committee and is used for assessing and managing risks. In case that any risk is analyzed and assessed that it may impact the Company beyond the risk appetite, a unit responsible for that risk shall prepare a risk management working plan and report to the Risk Management Committee and Sustainability.

### Risk Management Policy

The Company recognizes the importance and necessity of adopting a risk management system that meets a universal standard. With an intention to create customer satisfaction, positive company image and uniform practices throughout the organization, the Company has determined the following risk management policy.

1. The Risk Management and Sustainability Committee has a duty to formulate a comprehensive policy on managing external and internal risks in line with the business strategies and directions. The policy must cover at least the following four risks:

- (1) Financial risk
- (2) Operational risk
- (3) Strategic risk
- (4) Compliance risk

2. It is responsibility of employees at all levels to recognize operational risks in their units and organization. Risk management shall be handled systematically under the internal control at a adequate and appropriate level.

3. To have in place a standard organizational risk management process according to universal practices so that risks that may impact the Company's operation are managed efficiently, and risk management throughout the organization is implemented in the same direction. The risk management system shall become a part of decision making, formulation of strategies and work plans, and business operation, including an effort to attain the objectives, goals, vision, missions and strategies, in order to create work excellency and confidence among people concerned.

4. Prevention and mitigation of operational risks are determined to avoid potential loss or damage. And risk management shall be monitored and evaluated on a regular basis.

5. Promote an introduction of modern information technology system into the Company's risk management process. All employees shall be encouraged to fully access information about risk management. And a risk management reporting system shall be arranged to ensure an efficient report to the Risk Management Committee and Sustainability.

This Risk Management Policy is effective from 26 March 2018.

This Risk Management Policy has been reviewed and reviewed by the Risk Management and Sustainability Committee Meeting No. 4/2024 on November 5, 2024 and approved by the Board of Directors' Meeting No. 4/2024 on November 5, 2024.

### Risk Management Training

Comprehensive training and dissemination of risk management knowledge are essential for cultivating a robust "Risk Culture." This enables the Board of Directors and senior management to make precise strategic decisions amidst volatility, while ensuring employees at all levels are vigilant and capable of promptly identifying operational warning signs. By aligning the organization's understanding with international standards such as COSO ERM, the company not only mitigates potential losses and prevents fraud but also enhances adaptability. This foster's shareholder confidence in the company's ability to achieve stable and sustainable growth.

## 2.2 Risks Relating to the Group's Businesses

### 2.2.1 Risk from competition and economic environment

The Group operates a business of selling and providing services of construction materials and home decoration items. This industry has a fierce competition both from increasing new entrepreneurs and existing entrepreneurs who are trying to expand their branches to reach more consumers and increase their market share. Moreover, there is a change in customer behavior in which online purchasing is continuously increased. The impact of changing economic environment, such as unemployment rate, level of household debts, household consumption, and other factors may affect the market share and make the Group's business performance not be as expected.

However, the market of construction materials and home decoration items still has a potential growth thanks to the government investment in infrastructure and urbanization. Realizing the risks of competition and economic fluctuation, the Group closely monitors the economic environment so that it can adjust its working plan appropriately and timely according to a changing situation and determines a more prudent investment plan for branch expansion, as well as controls expenses by optimizing internal work procedures to reduce operational costs. Moreover, the Group has also focused on continually raising an awareness of the commercial names "Dohome" and "Dohome ToGo" by adhering to the vision of being a center for construction materials and home decoration products and services that are complete, cheap and best for all customers. In this regard, the Group focuses on offering a variety of products to comprehensively respond the customer needs, including House Brand products which have been developed to differentiate from competitors. Also, services have been enhanced and home service is added to provide all-inclusive services

The Group has developed an Omni-channel marketing which links a store offline distribution channel and an online channel together has been adopted to respond to changing consumer behavior. Work processes and information system relating to online business have been improved, while the customer database are set up to make the Omni-channel marketing more efficient to support the Company's steady growth in the future.

### 2.2.2 Risk from the ability to procure/supply products

The Group's competitive strategy is to select comprehensive quality products that meet customer needs at competitive prices, notwithstanding cost fluctuations in construction, repair and decoration materials that have more intense competition due to the economic environment, demand and supply, transportation cost, etc. As a result, the Group has to manage the stock to be sufficient for meeting customer demands, while not too much overstocked. In case that the Group is not able to procure quality products at the required price and quantities, this may pose an adverse effect to the Group's business and performance.

Recognizing the importance of such risk, the Group has established a specific team to manage procurement by searching and selecting new manufacturers and/or dealers, both domestic and overseas, in order to mitigate a risk from relying on a few manufacturers and/or dealers and to create a negotiation power in a long run. Moreover, the Group has regularly evaluated the standard and capacity of manufacturers in order to ensure continuous procurement of quality products at a sufficient amount to sustain the customer base.

Furthermore, for products with high price fluctuations like steel products, the Group has closely monitored the price change, analyzed the price trend and estimated future sales to make a purchase at appropriate quantity for selling. Also, the selling price is adjusted based on the market-based pricing, along with a policy for target gross profit margin is determined.

### 2.2.3 Risk from an increase in the cost of goods

Despite the fluctuation of the costs of some goods according to the global prices, like steel and metal group, and some other factors beyond control such as the economic situation, demand and supply of goods and raw materials, oil and transportation prices, the Group sometimes cannot fully increase its selling prices according to the increased costs or cannot adjust the prices immediately since this depends on the market and competition, a price-cap and standard imposed by manufacturers and/or dealers. Therefore, there is a risk of an increase in the cost of goods which may affect the Group's performance and financial position.

For this reason, the Group has made advance purchases with manufacturers and/or dealers for certain products. This includes collaborative sales planning and product development with key suppliers to ensure effective cost management and meet consumer demands, particularly for products with non-seasonal price variations. Regarding steel products, the Group closely monitors price fluctuations, analyzes market trends, and estimates sales volumes to maintain optimal inventory levels. Any adjustments to the selling prices of steel products are determined by a combination of market-based pricing and target gross profit margins.

#### **2.2.4 Risk from inventory management**

As the Group operates a business of retail, wholesale and services of construction and decoration materials with a plan to expand its business continuously, it has to manage the inventory more carefully since the warehouse space may not enough to stock goods to support a future growth and new more branches. Moreover, some products may be popular only for a certain period and may pose a risk of reduction in inventory value from the allowance for deterioration and obsolete inventory. As the popularity changes, obsolete inventory may not be able to sale as expected and must be sale at discount; while there are a cost of management or suck cost in goods and other damages that may affect the business.

Realizing such risk, the Group continuously puts an effort to mitigate the risk by reducing the average selling period, increasing distribution channels and online channel, improving services of salespersons, improving a product arrangement, adopting information technology to the inventory management, establishing the distribution center, and negotiating with manufacturers and/or dealers to change some old model products into a new model. The Group has introduced an inventory replenishment system which enables a better inventory management and a shorter average selling period. Furthermore, a purchasing team and an inventory management team are separated for check and balance.

#### **2.2.5 Risk from automated storage and retrieval system**

The Company has implemented the Automated Storage and Retrieval System (AS/RS) in its warehouse management to enhance efficiency, speed, and accuracy in storage and distribution. Controlled by a computerized system working in conjunction with selective racks, this technology reduces reliance on manual labor and supports long-term business growth.

However, the utilization of the AS/RS system entails operational risks arising from machinery breakdown or downtime, information technology system failures, and natural disasters such as earthquakes, which could impact the rack structures and warehouse operational continuity. Consequently, the Company has established risk management measures through preventive maintenance by internal teams and external specialists, autonomous maintenance by operators, and ensuring system design and installation comply with safety and structural standards. Furthermore, a Business Continuity Plan (BCP) has been developed, which includes storing a portion of inventory in selective racks to ensure uninterrupted distribution, thereby minimizing impacts on sales and the Company's operating results.

#### **2.2.6 Risk from damage and loss of goods**

The Group recognizes and pays attention to the risk of defect and loss of products, which may be caused by various reasons. Defects or losses during the transportation of goods, loss of warehouses, fraud or fraud of employees or third parties. Employee carelessness and inventory storage may be inadequate, including the establishment of internal control systems, receipts, transmissions, transfers, etc. Storage, maintenance of goods, etc. If the Group is unable to control the defects and losses of goods to an appropriate level, it may affect the Group's operations and financial position.

In this regard, the Group has managed the risk by setting up a Loss Prevention Unit in each store with a duty to plan and implement measures to prevent, maintain, protect against damage and loss of goods. This unit will liaise with internal units concerned to find a measure to curb loss at minimum level. For warehouses, technology is introduced to ensure higher work efficiency; and the goods inventory and good storage are checked



on a regular basis. Moreover, specific space is allocated for specific goods that need special care in order to prevent and minimize damage or loss. Additionally, the Group has arranged insurance covering possible damage from goods transport, has arranged channels for complaint and whistleblowing about misconduct, has imposed punishment measure against misconduct, and negotiated with partners to jointly take responsibility for obsolete, outdated or deteriorated goods.

### **2.2.7 Risk from reliance on rented lands and buildings for its business**

At present, the Group has made lease agreements for key lands and building for its operation. In case that a request of the Group is refused by a landlord due to incomplete terms and conditions, or the lease agreement is terminated, or the Group cannot renew the agreements under the similar terms and conditions, the Group then cannot use such lands and buildings for its business operation, or may have to pay for demolition or transport of properties out of the buildings, or may not be able to utilize buildings and/or invested building/land improvements as planned. This can pose a negative impact on the Group's business, performance and financial status, as well as causing higher investment expenses.

The Group has planned to mitigate such risk as follows:

- 1) Building a good relationship with the landlords and setting up a monitoring team to ensure that the Group has strictly complied with the lease agreements.
- 2) Negotiating for a long-term lease over 30 years for large stores. If such negotiation is not successful, the Group will negotiate on the longest term for large-scale construction projects.
- 3) Conducting a financial feasibility study before investing, taking into account the returns in case that the Group cannot renew the land and building lease agreement.

### **2.2.8 Risk from product liability claims**

Since the Group sources products from several manufacturers and/or dealers, as well as sells and markets its own House Brand products, the Group may have to face a claim about product liability arising from

various reasons such as product unsafety, product inefficiency, product defect, insufficient or incorrect or misleading product label and warning label, infringement of copyright and/or patent of product and brands.

Whole or partial product recall or product withdrawal resulted from the above incident may cause damage to the Group due to costs of product recall. Furthermore, if there is any allegation that the Group's House Brand products are unsafe, even though not based on facts, it can damage the Group's reputation and image, customer confidence, leading to a negative impact on the Group's business performance and financial status.

Realizing such risk, the Group has a policy to hire an outsource team to examine the quality of products sourced from both domestic and overseas manufacturers and/or dealers, as well as puts in place strict OEM manufacturer selection criteria for its House Brand products to be in line with the following standards:

- 1) Check on patents, copyrights and brands must be carried out during procurement/sourcing process.
- 2) Quality audit must be carried out for new products. And product standards must be as specified by law.
- 3) Terms and conditions for ordering must be explicitly specified in sale contracts.
- 4) Establish Factory Audit protocols to ensure manufacturers strictly adhere to the specified quality requirements and established standards.
- 5) Implement Pre-Shipment Inspection (PSI) to verify product quality and specifications, covering both internal and external attributes, functional performance, packaging, and quantity before dispatch.

In addition, the Group has set up a unit to run a random quality check on goods before receiving into the Distribution Center and do a check again before selling to ensure that products are in good conditions and meet the quality standard.

### **2.2.9 Risk relating to delivery**

Delivery service is a significant to the Group's reputation and image, whether by in-house or outsourced delivery service. There may be risk factors like damage during transportation, as well as factors beyond control such as traffic congestions, natural disasters, accident during transportation, and poor quality of outsourced

delivery service providers. These problems can possibly affect the Group's performance, reputation and image.

In this regard, the Group has imposed measures and policy to manage the risk. The amount of goods to be delivered are planned and calculated in accordance with the number of transport vehicles and then delivery routes will be determined. In addition, a Global Positioning System (GPS) has been installed to track a real-time location and ensure that the determined routes are followed for the highest efficient service. Training on driving skills is organized for drivers and employees are also assigned to liaise and take care of customers for their highest satisfaction with the Group's delivery service.

Regarding outsourced delivery service, the Group has made the Approved Vendor List for delivery service providers, by which their qualifications are thoroughly reviewed in terms of delivery time, scope of service and cost of delivery. Such list is reviewed regularly.

Furthermore, the Group has arranged insurance covering any damage that may occur from delivery; while requesting outsourced service providers to obtain an insurance as well.

#### **2.2.10 Risk from the information technology**

The Group has introduced the information technology system to enhance the efficiency of work procedures such as sales, procurement, inventory management, accounting and finance, human resources. The information technology system also plays a crucial part in online business and Omni-channel marketing.

The risk from IT which may arise from malfunction or interruption, data leaks and security breaches is what the Group has to realize and focus on. Therefore, the following measures are taken to control the risk to an acceptable level and/or not affect the business.

- Assigning permissions to access data and the information system according to the authority and responsibility of employees at each level;
- Using passwords to access information system and assigning password of highest admins according to the IT security policy;
- Installing a firewall, Antivirus, WAF and carrying out surveillance of cyber attack by employees specialized in IT security;

- Vulnerability Assessment (VA) and Penetration Testing (Pen Test) for Information Systems.
- Backing up data and supervising by IT specialists.
- Planning and testing the business continuity plan (BCP) and disaster recovery plan (DRP).

Moreover, the Group plans to continuously improve and enhance the IT capacity and security. Cloud computing is used for data storage to enhance the IT system and support more traffic as the business expands.

## **2.3 Financial Risks**

### **2.3.1 Risk from loan burden with financial institutions and compliance to the provision on rights in debenture**

The Group utilizes bank loans for land acquisition, store construction, and working capital. In 2022, the Company issued 300 million Baht in debentures to institutional and high-net-worth investors (II&HNW) with a 3-year tenor at a 4.3% interest rate to refinance debt, which were fully redeemed upon maturity on September 27, 2025. Nevertheless, the Group remains obligated to timely principal and interest payments, as well as compliance with loan covenants and terms of rights, such as maintaining financial ratios and asset collateral registration. Failure to meet these conditions could lead to loan termination or legal action, adversely affecting the Group's business operations.

To prevent such potential risk, the Group has regularly carried out a financial planning, financial statement analysis and performance monitoring to ensure that its cash flow is sufficient for paying interests and loan repayment, and repayment of principal and interest to bondholders and conditions set forth in the loan agreements are observed and/or are possibly relaxed as requested.

Regarding fund management, the Group has considered utilizing money from the cash flow, operating activities, loans from financial institutions and other sources of fund. Good relationships with several financial institutions have been fostered so that the Group has sufficient funds for its operation and has appropriate financial cost management.

### 2.3.2 Risk from exchange rate fluctuations

The Group faced the risk of exchange rate fluctuations as it makes some payments for goods in foreign currency. As a result, exchange rate fluctuations can increase the cost of sales which affects the Group's performance.

In this regard, the Group manages this risk with a financial tool by entering into FX Forward or FX Option contract to safeguard from currency fluctuation. Currency exchange rates are monitored regularly in order to timely analyze, plan and present to the executive for entering into FX Forward or Option in time.

## 2.4 Risks from Business Expansion

### 2.4.1 Risk from securing funds and lands for branch expansion

The Group plans to expand its branches to potential provinces to reach more customers; therefore, it is necessary to secure funds and land for this purpose. Failure to do so will directly impact the business plan and probably the performance due to inappropriate management of financial cost and higher land cost than forecasted.

Realizing such risk, the Group has prepared an investment budget for new branch expansion so that the investment can be secured sufficiently from appropriate sources and spending of such investment will be monitored to be according to the budget and business plan. Moreover, to prevent the risk from securing investments and land for branch expansion the Group has established a working group in charge of liaison and searching for proper land under the Group's criteria, as well as conducting a feasibility study, reviewing relevant laws and legal land use, and/or hiring a legal advisor to examine the land's status before presenting the information to the executives to make decision on investment.

### 2.4.2 Risk from expansion investment

Under various factors and intense competition in the business, if the Group fails to follow the work plan to monitor business outcome and does not conduct a thorough feasibility study it may not be able to successfully implement the expansion plan under the specified budget and/or timeframe; or the income may fall short of a target or the operating costs may be

higher resulting in a lower return from branch expansion than expected or opportunity loss. This may negatively affect the business operation, performance and financial position of the Group.

However, from the past experiences in opening several new stores the Group has realized such risk and therefore set up a key practice to manage the risk prior to investment. The details of the practice are as follows:

- Conduct a feasibility study of expansion and assess the investment both qualitatively and quantitatively;
- Closely monitor the expansion plan to ensure that it is in line with specified budget and timeframe;
- Monitor the branch's turnover and compared with the planned target so that the Group can properly and timely adjust its operating plan according to a changing circumstance;
- Formulate a policy of land buying and long-term leasing to prevent a termination before the agreement expires.

## 2.5 Risks of Management

### 2.5.1 Risk from the dominance of major shareholders in shareholder's meeting

As of 30 December 2025, the Tangmitrphracha Family directly and indirectly holds a total share of approximately 70.8 percent of total issued and sold shares. Although members of the family do not intend to act in concert, such shareholding proportion allows dominance over resolution of shareholder's meeting, whether on appointment of director, acquisition or disposal transaction, or other resolutions requiring the majority vote of shareholders, except issues required by law or the articles of association company regulation to have three-fourth of the votes cast. Therefore, it is a risk for other shareholders in which they are not able to gather enough votes to do checks and balances against issues raised by major shareholders in the meeting.

However, the Group has in place its business ethics, the principle of good corporate governance and the stakeholder engagement policy which will protect the right of shareholders and ensure the transparency and accountability of the Group's operations. The Company's Board of Directors consists of 9 persons, of which 4 persons are independent directors, a number greater than

one-third of the total directors. An independent director also acts as the Chairperson of the Board in order to check, balance, decide and approve agenda before proposing to the shareholders' meeting in order to ensure that any actions taken by the Group are for the Group's, minor shareholders' and other stakeholders' benefits. Furthermore, the Group has also provided a mechanism to check the BOD's working. There is also a regulation on connected transactions in which such persons interests will not have a right to vote for that transaction approval.

The Group has also arranged a channel through which minor shareholders can propose additional meeting agenda or nominate a person to be a director prior to the shareholder's meeting date according to an approach specified by the Group.

### 2.5.2 Risk from staff shortage

Personnel are a vital part of the Group's success and operation, whether in terms of staffing adequacy to ensure continued operation, their knowledge, capability and understanding in the business nature, their responsibility and their experience that contribute to work efficiency and achievement of the goals set by the Group.

However, due to an intense competition and the Group's demand for more staffs to support its growth and business expansion, the Group is facing risks from staff shortage, higher resignation rate or losing capable employees to competitors which may caused by higher remunerations, incomes and welfares, or a lack of explicit practices regarding values and organizational culture that help to retain employees in a long term. Such risks negatively affect the Group's performance and financial status.

Recognizing the above risks, the Group has emphasized on personnel recruitment, motivation and retention by focusing on the improvement of personnel knowledge, capacity and responsibility as follows:

- 1) Organizing training suitable to the Group's business to develop working skills of employees at all levels to be efficient and keep up with changes in business.
- 2) Clearly defining the career path of employees at each level, and determining a competitive amount of remuneration according to each person's capability to build their confidence in the business growth.

- 3) Making a succession plan.
- 4) Surveying employee satisfaction to reduce a resignation rate.
- 5) Establishing a committee to review the consistency of key performance indicators with the Company's business plan, both in organization and unit levels, to ensure reasonableness and not to create excessive working pressure on employees at all level.

## 2.6 Risks Relating to Laws and Regulations

### 2.6.1 Risks relating to laws and regulations

The Group pays attention to a full compliance with laws, rules and regulations relating to business operation, including acquiring and holding licenses required for business operations. This includes a compliance with laws, rules and regulations that will be effective in the future.

Failure to comply with relevant laws, rules and regulations may lead to litigation which will negatively impact the Group's image, reputation and business operation. Therefore, the Group has determined key practices to ensure legal compliance as follows:

- Legal Department is assigned to oversee compliance to existing and future laws, rules and regulations, and to formulate a working plan in accordance with such laws, rules and regulations.
- Training is provided to responsible employees to create proper understanding of laws, rules and regulations relating to work.
- A process of quality check and selecting OEM manufacturers shall be carried out. And before selling products to customers, a quality check shall be exercised for House Brand products to ensure that the products' standard, quality and safety. Intellectual property registration should be considered for House Brand products in order to prevent a risk of intellectual property litigation.
- Before making a purchase order, processes of distributor selection, copyright and patent check and product quality check must be performed, for both domestic and overseas products, to prevent intellectual property infringement and to ensure a product standard as specified by law.



- Product quality check procedure is implemented for products that are legally required to comply with the Thai Industrial Standard (TIS) so that such products distributed by the Company are up to legal standards.
- Legal Department is assigned to re-examine and acquire necessary licenses for business operation, including re-examination and renewal of such licenses within a specified period to maintain the licenses;
- Revise working procedures in order to follow the provisions of Personal Data Protection Act, B.E.2562 (2019);
- Ensure the monitoring and analysis of new or amended laws and regulations to enable the Company's full, accurate, and timely compliance, thereby mitigating legal risks and enhancing regulatory efficiency.

## 2.7 Future Business Risks

### 2.7.1 Natural Disaster Risk

Environmental changes have led to more frequent and severe natural disasters, potentially causing operational disruptions and property damage. Such impacts result in revenue loss, hindered customer access, and supply chain bottlenecks affecting imports, logistics, and distribution. Furthermore, consumer purchasing power in affected areas may decline. To mitigate these risks, the Company incorporates flood-resistant designs and storm-resilient structures in branch construction. Operationally, a Business Continuity Plan (BCP) is in place, utilizing our nationwide network to redirect distribution and leveraging technology for route optimization to avoid disaster zones. Additionally, we manage risks through comprehensive insurance policies and utilize meteorological data for advanced weather forecasting to accurately provide products and services tailored to specific situational needs.

### 2.7.2 Misinformation and Information Distortion Risk

In the era of rapid information sharing via social media, the Company faces challenges from advanced technologies capable of creating “Deepfakes”- highly deceptive forged images, audio, and video. Such misinformation directly threatens our long-standing reputation and brand image, potentially eroding the confidence of stakeholders, including customers, investors, and partners. This could lead to stock price volatility, lost business opportunities, and weakened employee morale. Additionally, there is a risk of fraudulent activities using the Company's name to deceive customers. To counter these threats, the Investor Relations (IR) department serves as the central hub for providing accurate and up-to-date communication. The Risk Management Committee and Internal Audit department collaborate to monitor and investigate violations rigorously. Furthermore, a Data Protection Committee oversees compliance with the PDPA, while Multi-Factor Authentication (MFA), cyber insurance, and Whistleblowing channels have been implemented to ensure rapid and effective crisis response.



# 3

**Driving Business for  
Sustainability**



# Sustainability Strategies



## 2 Enhancing Employee Potential

Elevate and develop employees' capabilities to support long-term business sustainability.



## 1 Fostering Sustainable Innovation and Technology

Promote sustainable innovation and technology to drive mutual growth with business partners.



## 3 Encouraging Efficient and Eco-friendly Resource Utilization

Advocate for responsible and environmentally friendly resource consumption across all stakeholder groups.



## 4 Building a Sustainable and Responsible Supply Chain

Establish a responsible supply chain that considers environmental, social, and business ethics impacts.



## 5 Strengthening Corporate Governance and Transparency

Enhance corporate governance to ensure transparency and build trust among stakeholders.

## Sustainable Development Report

Dohome Public Company Limited has prepared the sustainable development report on an annual basis and the year 2025 is the 5th year of preparing this report according to the Global Reporting Initiative (GRI Standards) and the United Nations Sustainable Development Goals (SDGs) in order to publicize and communicate the Company's strategy, work procedure and outcome regarding its sustainable social responsibility under the Form 56-1 (One Report) which is in line with the principle of good corporate governance for companies listed on the Stock Exchange of Thailand and the social responsibility approach of the Securities and Exchange Commission covering key issues in economic, social and environmental (ESG) aspects. This report also reflects the Company's determination to operate its business with responsibility and sustainability under the principle of "Complete, Cheap, Good".

The Company pays attention to economic growth by implementing policies and business plans under the corporate governance principle and conducting efficient risk management to ensure stable funds and profits for business expansion good returns to shareholders without compromising on social responsibility and environment. The Group is determined to operate its business with integrity, fairness and ethics. Any behaviors impeding a fair competition will be rejected. Intellectual property rights are respected. Additionally, any forms of anti-corruption are implemented to ensure that every stage of the company growth is transparent and accountable under international standards.

Regarding the supply chain management, the Group places importance on the participation of all stakeholders in the value chain, including both internal and external stakeholders as follows:

- Internal stakeholders i.e. employers, executives and employees
- External stakeholders i.e. customers, partners, public sector, debtors, shareholders, investors and communities

The Group aims to deliver quality products and transparent services, as well as promoting employment and quality of life of people in the communities to ensure that our business operation positively and widely contributes to society.

To continuously promote transparency and participation, the Company allows stakeholders from all sectors to express their opinions about the annual sustainable development report through reader questionnaires. Such opinions will be used to develop and enhance the next report preparation to meet the demand and expectation of all stakeholders. The Board of Directors has reviewed the policy on sustainable development and corporate social responsibility on an annual basis to ensure that Dohome still keeps ahead and truly moves forward to sustainability.





## Policy and Goal of Sustainable Development

Dohome Public Company Limited and its subsidiaries (collectively referred to as the “Group”) are committed to achieving sustainable business growth based on good corporate governance, ethical principles, and sustainable development practices. The Group emphasizes raising awareness and accountability for sustainability by integrating technology and innovation while maintaining a balanced approach across three key dimensions: Environmental, Social, and Governance (ESG). With a strong sense of responsibility, care, and engagement, the Group ensures responsiveness to the needs of all stakeholders throughout the value chain. This commitment aligns with the Sustainable Development Policy and the United Nations Sustainable Development Goals (SDGs). The Group’s key sustainability practices and objectives include:

### The 6 Aspects of Sustainable Practices



#### 1. Good Corporate Governance

The Group adheres to laws, objectives, regulations, and resolutions of the shareholders’ meetings. It also upholds the Principles of Good Corporate Governance of Listed Companies 2012, as outlined by the Stock Exchange of Thailand (SET), and the Corporate Governance Code for Listed Companies 2017, as outlined by the Securities and Exchange Commission (SEC). The Group participates in the Collective Action Coalition Against Corruption (CAC) to enhance anti-corruption efforts and complies with personal data protection laws, respecting the privacy of personal data with modern technology and the most secure data storage and maintenance systems. The Group’s operations are guided by the principles of human rights to ensure efficiency, and transparency to investors, and build external confidence in the company’s business operations.

#### 2. High-Quality Products and Services

The Group is committed to developing its products and services, selecting the best products, and providing the best value for money to consumers, creating satisfaction and maximum benefit. The Group prioritizes quality and standards in product design, creation, and development, focusing on environmentally friendly products and modern, efficient, and comprehensive services to meet the needs of each consumer group. The Group emphasizes the use of quality raw materials and production that meets international safety standards and regulations to ensure consumer confidence in the quality, standards, and safety of its products and services.

#### 3. Human Resource Development and Well-being

The Group recognizes the importance of caring for and developing human resources to drive organizational

success and prevent labor shortages. The Group aims to create a positive image as an organization that people want to be a part of and to enhance the quality of life for its employees, taking into account human rights and labor practices. The Group provides adequate benefits for the well-being of employees and their families to foster organizational commitment. The Group is committed to managing safety, occupational health, and environmental aspects of personnel work in accordance with the Occupational Safety, Health, and Environment Act B.E. 2554 to ensure safety, prevent accidents, and minimize environmental impact in various workplaces. The Group creates a positive work environment that stimulates creativity and prioritizes the health and safety of personnel. The Group establishes development plans that provide learning opportunities for personnel at all levels to enhance their potential, strengthen strengths, improve weaknesses, and prepare for future career advancement through job rotation, assignments, education, and training within or outside the organization.

#### 4. Environmental Responsibility

The Group places great importance on social responsibility in environmental care and is fully aware of potential environmental issues that may arise from its business operations, products, and services. The Group promotes the development of management processes in strict compliance with relevant environmental laws to prevent pollution and mitigate potential impacts. The Group adopts the Circular Economy principle, designing the economy to be a continuous cycle, and managing the entire value chain from upstream to downstream. This principle encompasses three key aspects:

- 1) Designing products and services that conserve natural resources.
- 2) Maximizing resource utilization through material and product recycling.
- 3) Minimizing waste generation and negative environmental impacts.

The Group has set targets for the efficient use of resources and the reduction of limited energy consumption. It promotes environmental training for personnel to instill awareness, making it an integral part of the corporate culture. The Group encourages participation in finding ways to reduce resource and energy consumption, waste generation, and greenhouse gas emissions to prevent, control, and mitigate climate change, and minimize impacts on the environment, community, and society.

#### 5. Supply Chain Management

The Group has established a framework for sustainable supply chain management based on the UN Global Compact's six-step approach, which includes:

- 1) Commitment
- 2) Assessment
- 3) Prioritization
- 4) Implementation
- 5) Measurement and Monitoring
- 6) Communication

This approach is a sustainable development guideline that considers social, environmental, and governance (ESG) issues for integration into business operations throughout the entire supply chain, from upstream to downstream. This is also known as sustainable supply chain management, which helps increase opportunities, reduce risks, combat corruption, protect the company's reputation, reduce costs in business processes, improve labor productivity, create innovations, adapt to changing markets, and enhance the overall competitiveness of the business.

#### 6. Social and Community Engagement

The Group has a mission to give back and be responsible to the community and society. It actively participates in projects that benefit society and the environment, providing support and collaborating with all sectors to promote and enhance the quality of life of people in the community. The Group promotes local employment opportunities within the organization, is cautious of business operations that may affect the community where it operates, and ensures that it is not involved in human rights violations. The Group also learns about and respects local culture for peaceful coexistence.

Driving the organization towards sustainability is not the responsibility of any single individual or department but involves everyone in the organization. Therefore, the responsibilities of everyone in the organization are related to and impact the organization's sustainability. The Group requests the cooperation of the Board of Directors, executives, and all personnel to work together in accordance with the sustainability policy, focusing on operations that create balanced value across three dimensions: economic, social, and environmental, for all stakeholders throughout the value chain. The Group will report on its performance in all dimensions of sustainability in accordance with the criteria and requirements of relevant agencies, as well as internationally accepted standards, in a sufficient, transparent, and sustainable manner.

# Sustainable Value Chain

## ONE STOP HOME PRODUCT DESTINATION

### Supplier

#### Strategic Partnership

- Decline
- Engage
- Manage (Sustainable manufacturing Processes 8 products) ESG

### Warehouse

#### Eco Provision

- Eco-Warehouse
- Automatic



### Distribution Center

#### Eco Logistics

- Eco Logistics

### Store

#### Value Accessibility & Affordability

- Easy & friendly services

### Customers

#### Value Creation

- Usage
- Disposal
- Circular

TO BE A PARTNER FOR ALL QUALITY-OF-LIFE CREATIONS

## Stakeholder Care and Engagement for Sustainable Development



Stakeholders : Customers		
Expectations	Practices	Contact Channel
<ul style="list-style-type: none"> <li>• Quality standardized products and good services</li> <li>• Affordable, fair prices</li> <li>• Excellent pre-sales and after-sales services by employees</li> <li>• Variety of products that meet the demand</li> <li>• Accurate and complete information on products and services</li> <li>• Proper privacy policy</li> </ul>	<ul style="list-style-type: none"> <li>• Equitable services</li> <li>• Promotional activities</li> <li>• Provide quality, standardized products at reasonable prices</li> <li>• Listen to problems and complaints, and solve the problems</li> <li>• Assign pre-sales and after-sales customer service staffs</li> <li>• Employee training on customer service</li> </ul>	<ul style="list-style-type: none"> <li>• Electronic mail</li> <li>• Information on website</li> <li>• Customer satisfaction survey</li> <li>• Customer service center</li> <li>• Comment/Suggestion box</li> <li>• Whistleblowing channels</li> <li>• Website at <a href="http://www.dohome.co.th">www.dohome.co.th</a></li> <li>• Customer relation activities</li> </ul>

Sustainable Development Goals (SDGs)





Stakeholders : Employees		
Expectations	Practices	Contact Channel
<ul style="list-style-type: none"> <li>Fair remuneration</li> <li>Knowledge development, Skill</li> <li>Career path</li> <li>Good working environment for safety of life and property</li> <li>Fair treatment according to human rights principle</li> <li>Ethical labor practices</li> </ul>	<ul style="list-style-type: none"> <li>Have performance and potential evaluation system to manage fair remuneration</li> <li>Proper and competitive welfares</li> <li>Strengthen employee capacity for self-development and career path</li> <li>Properly arrange spaces in office/ stores for good and safe working environment</li> </ul>	<ul style="list-style-type: none"> <li>Satisfaction survey</li> <li>Organizational commitment survey</li> <li>Internal meeting</li> <li>Whistleblowing channels</li> <li>Internal communication system such as website, telephone, e-mail</li> </ul>

## Sustainable Development Goals (SDGs)



Stakeholders : Business Partner		
Expectations	Practices	Contact Channel
<ul style="list-style-type: none"> <li>Transparent and fair procurement according to free trade principle</li> <li>Increasing purchase order</li> <li>Create common value and growth</li> <li>Jointly find new innovation to improve products</li> <li>Keep business commitment</li> </ul>	<ul style="list-style-type: none"> <li>Have a procurement policy</li> <li>Transparent and checkable procurement procedure</li> <li>Comply with agreed trade terms and conditions</li> <li>Persuade partners to join anti-corruption network</li> <li>Promote free and fair-trade competition, as well as manufacturing standard</li> <li>Enhance long-lasting relations with partners through projects</li> </ul>	<ul style="list-style-type: none"> <li>Onsite inspection</li> <li>Communication with executives</li> <li>Site Visit</li> <li>Website: <a href="http://www.dohome.co.th">www.dohome.co.th</a></li> <li>Whistleblowing channels</li> </ul>

## Sustainable Development Goals (SDGs)



## Stakeholders : Creditors

Expectations	Practices	Contact Channel
<ul style="list-style-type: none"> <li>Debt repayment on due date</li> <li>Compliance with terms and conditions</li> </ul>	<ul style="list-style-type: none"> <li>Repay debt according to specified conditions</li> <li>Keep the financial ratio not exceeding the credit terms and conditions by financial institutions</li> </ul>	<ul style="list-style-type: none"> <li>Executives</li> <li>Website: <a href="http://www.dohome.co.th">www.dohome.co.th</a></li> <li>Whistleblowing channels</li> </ul>

## Sustainable Development Goals (SDGs)



## Stakeholders : Shareholders/Investors

Expectations	Practices	Contact Channel
<ul style="list-style-type: none"> <li>Good performance and growth</li> <li>Sustainability</li> <li>Regular dividend payment</li> <li>Good corporate governance and accountability</li> <li>Disclosure of key and necessary information relating to operation</li> <li>Accurate, complete and timely disclosure</li> </ul>	<ul style="list-style-type: none"> <li>Manage business for sustainable growth</li> <li>Implement sustainability</li> <li>Continuously generate returns in a long term</li> <li>Accurately, completely and timely disclose to the public, not exploit inside information</li> </ul>	<ul style="list-style-type: none"> <li>Form 56-1 One Report</li> <li>Shareholders' meeting</li> <li>Investment promotion activities such as site visit, company visit, opportunity day, analyst meeting</li> <li>Whistleblowing channels</li> <li>Investor Relations Tel. 06-2197-6688 E-mail <a href="mailto:IR@dohome.co.th">IR@dohome.co.th</a> Website : <a href="http://investor.dohome.co.th">investor.dohome.co.th</a></li> </ul>

## Sustainable Development Goals (SDGs)



## Stakeholders : Public Sector and Other Agencies

Expectations	Practices	Contact Channel
<ul style="list-style-type: none"> <li>Legal compliance by all departments relating to business operation</li> <li>Accurate, complete and timely information provision</li> <li>Participation in projects of public sector and other agencies</li> </ul>	<ul style="list-style-type: none"> <li>Fully support and comply with laws and regulations relating to business operation</li> <li>Cooperate with public sector and other agencies</li> <li>Participate in projects of public sector and other agencies</li> </ul>	<ul style="list-style-type: none"> <li>Executives</li> <li>Reporting or disclosure according to disclosure criteria</li> <li>Website: <a href="http://www.dohome.co.th">www.dohome.co.th</a></li> </ul>

## Sustainable Development Goals (SDGs)



## Stakeholders : Society and Community

Expectations	Practices	Contact Channel
<ul style="list-style-type: none"> <li>Develop community to be self-reliance</li> <li>Build engagement and trust with the society and community</li> <li>Prevent environmental impacts according to controlling criteria</li> <li>Give assistance to community in case of trouble</li> <li>Jointly utilize resources efficiently</li> </ul>	<ul style="list-style-type: none"> <li>Listen to community opinion and suggestion to find solution together</li> <li>Promote occupation of community members</li> <li>Selling community products at Company's stores</li> <li>Employ local labors</li> <li>Jointly organize cultural events</li> <li>Preserve the ecosystem Major environmental surrounding branches, construction sites</li> <li>Regularly take part in community's activities and projects</li> </ul>	<ul style="list-style-type: none"> <li>Office, Store Manager</li> <li>Regular visit to inspect and meet community leader</li> <li>Communication channels such as website, e-mail, telephone, LINE official account, Facebook</li> <li>Whistleblowing channels</li> <li>Website : <a href="http://www.dohome.co.th">www.dohome.co.th</a></li> </ul>

## Sustainable Development Goals (SDGs)



## Business Strategies and Approaches towards Sustainability

In 2025, the Company has vigorously incorporated ESG principle into its business operation with a concept of being a partner who helps create a good quality of life through eco-product group. Product quality standards are raised to achieve both eco-friendly and efficient resources management in order to attain the net zero goal. On the other hand, customers privacy protection and employee potential development are also implemented through Dohome Academy to keep up with changes in the digital world. Meanwhile, the Company will develop confidence of investors and all stakeholders through transparent and corruption-free corporate governance. Moreover, the supply chain is thoroughly managed with responsibility to concretely drive the organization along with the society and environment towards steady growth and sustainability.

### ENVIRONMENTAL

Conduction business in accordance with eco-friendly policies.



Focus on reducing impacts on earth through green business by converting to clean energy from solar at every store; managing inventory waste to achieve zero waste; and selecting eco-friendly products for sales. This is to promote the most efficient resource utilization and to achieve zero greenhouse gas emission in the future.

- Eco-friendly products
- Circular economy
- Sustainable packaging management
- Electricity consumption
- Water management
- Green Transport and Supply Chain
- Efficient resource utilization
- Renewable energy utilization

### SOCIAL

Promoting access to high-quality products and services, while supporting society to have a better quality of life and ensuring equality within the community.



Focus on creating good quality of life by providing continued employee skills development; ensuring workplace fairness; and bringing construction expertise to assist and develop nearby communities to build strong and safe society for everyone related to the business.

- Electricity consumption
- Social and community care
- Customer care and convenient services that meet all customer needs

### GOVERNANCE

Committed to conducting business based on the principles of good corporate governance, and ethics, and focusing on building business partnerships for sustainable growth.



Adhere to transparency and ethic as a basis by maintaining anti-corruption standards at every level; supervising business partners to operate responsibly; and enhancing the security of customer privacy protection to create continual confidence among investors and all stakeholders.

- Anti-corrupt(ion and fraud prevention
- Creating opportunities and business partnerships
- Focusing on stakeholder care alongside environmental friendliness



## Performance

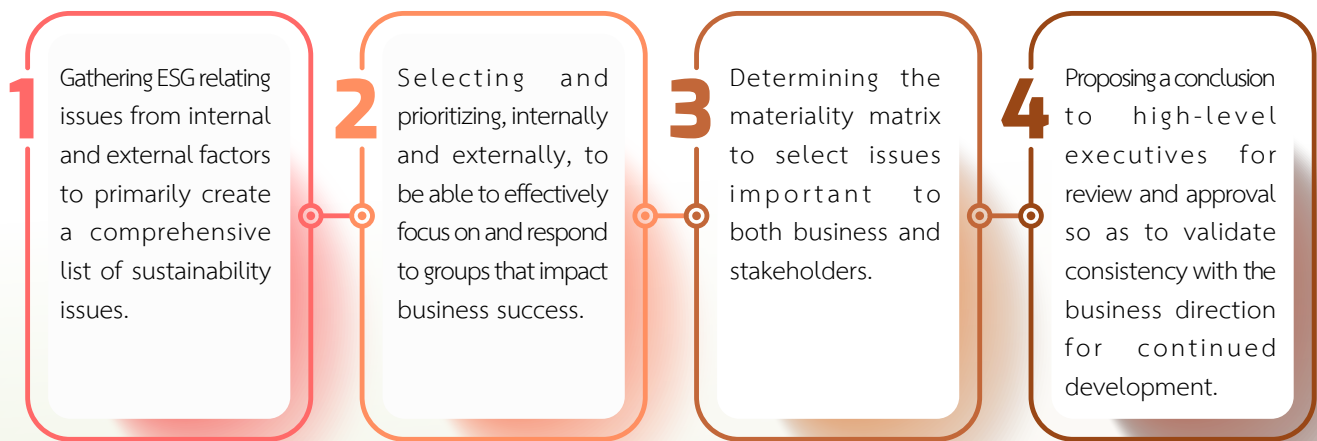
### Environmental

Detail	Unit	2023	2024	2025	Goal	Target year
Electricity consumption	kWh	43,571,963	48,991,429	45,508,587	- 3%	2027
Renewable electricity generation	kWh	21,893,035	27,788,568	32,592,894	2%	2027
Water consumption	m <sup>3</sup>	488,066	563,439	437,095	- 2%	2027
Wastewater treated before discharge	%	80%	80%	80%	- 5%	2027

### Social and Community

Detail	Unit	2023	2024	2025	Goal	Target year
Customer satisfaction	%	91.0%	90.9%	91.0%	95.0%	2028
Employee Engagement Survey	%	83.11	85.95	88.57	90.0%	2028
Accident rate per store		5.08	3.56	2.50	0	2027
Lost time injury frequency rate (LTIFR)		5.36	0.54	2.73	0	2027
Lost time injury severity rate (LTISR)		3.29	0.40	2.15	0	2027
Lost time injury rate (LTIR)		0.66	0.08	0.00	0	2026
Elderly employment	Person	201	215	213	-	-
Employment of disabled person	Person	82	77	14	-	-
Assistance to disaster victims	Baht	846,000	82,000	106,000	-	-
Educational institution support	Baht	315,000	3,819,000	7,325,000	-	-
Religious institution support	Baht	372,000	1,493,000	1,785,000	-	-
Hospital assistance	Baht	108,000	68,000	2,385,000	-	-
Other supportive activities	Baht	830,000	1,646,000	2,615,000	-	-
Number of participating employees	Person	1,200	1,500	1,800	-	-

## Sustainability Materiality Determination Process



The process to select key issues about sustainability that in line with the interest of stakeholders comprises 4 main steps as follows:

1. Identifying relevant issues to gather environmental, social and governance (ESG) topics that may relate to the business by analyzing both internal factors, such as organizational strategies and past actual risks, and external factors, such as legal provisions, international standards like GRI, or a trend in which industry peers are paying attention to. The issues should cover all aspects to ensure that no important thing is missing before beginning the next selection step.

### ENVIRONMENTAL

Conducting business in accordance with eco-friendly policies.



#### Do for Planet

Waste management  
Greenhouse effect  
Environmental impacts

### SOCIAL

Promoting access to high-quality products and services, while supporting society to have a better quality of life and ensuring equality within the community.



#### Do for People

Human resources  
Safety and occupational health  
Labor practices  
Impacts on community  
Accidents

### GOVERNANCE

Committed to conducting business based on the principles of good corporate governance, and ethics, and focusing on building business partnerships for sustainable growth.



#### Do for Prosperity

Technological Innovation  
Operational process  
Trade allies  
Laws and regulations

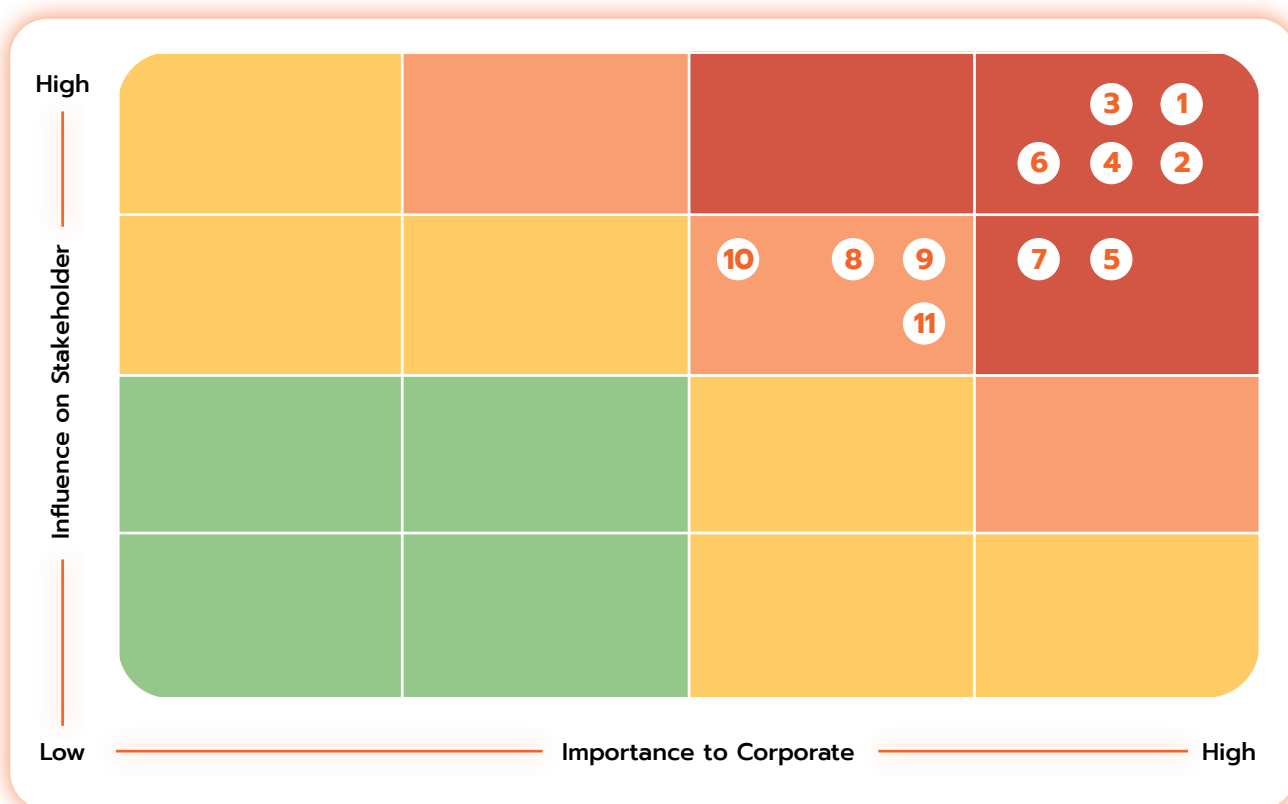
2. Identifying and prioritizing. As the Company cannot respond to everyone's needs at the same time, groups of people or organizations affected by the business or people having obvious impact on the Company's success are therefore determined. Generally, this is divided into an internal group, such as employees and shareholders, and an external group, such as customers, partners, communities and supervising bodies. Afterwards, prioritization is conducted to identify the most influential group upon strategic decision making. This enables the Company to communicate and take feedbacks accurately and efficiently.

3. Analyzing and prioritizing. Information derived from the survey will be processed and shown in a graph called materiality matrix that consists of two axes, i.e. an axis showing an importance on business and an axis showing an impact on stakeholders' decisions. In this regard, the Company must pay attention to information management and disclosure in the sustainability report to demonstrate transparency and sustainable management.

4. Review and proposal. The last step is to submit a conclusion on selected issues to the Board of Directors and high-level executives to review and approve that such issues are truly accurate, complete and consistent with future business direction. Being recognized by the policy level is important because it leads to determination of key performance indicators (KPIs), budget allocation, and delegation of duties to relevant units to implement the issues.

## Sustainability Materiality Determination

Key issues on sustainability or their priority may change as the organization or stakeholders change. Therefore, the Company has constantly reviewed and assessed key issues on sustainability to be in line with and suitable to the changing business environment. In 2025, key issues include:



### Scope of Key Issues on Sustainability

Sustainable Strategies	Significant Issues	Scope	
		Internal	External
Environmental Quality Aspect			
Focus on total home solution and eco products to create the best experience	1. Quality of goods and service	• Employees	• Customers • Partners • Society and community
Reduce carbon footprint through solar rooftop and intelligent inventory management	2. Environmental management	• Employees	• Public sector/Other Agencies • Shareholders
Social Wellbeing Aspect			
Personal data protection and pro-active after-sales service system	3. Responsibility to customers	• Employees	• Customers
Skill development through Dohome Academy and equality in organization	5. Employee well-being	• Employees	-
Labor fair treatment and respect of dignity throughout the value chain	9. Human rights	• Employees	• Partners • Public sector
Society and nearby communities care	10. Responsibility to society	• Employees	• Community • Public sector
“Zero Accident” safety standard in selling and warehouse areas	11. Health and Safety	• Employees	• Customers • Partners
Good Corporate Governance Aspect			
Enhance transparency and governance in line with international standards	4. Corporate governance	• Employees • Shareholders	• Public sector/Other Agencies • Investors
Foster “Zero Tolerance” culture and efficient whistleblowing channels	6. Anti-Corruption	• Employees • Shareholders	• Customers • Partners • Public sector/Other Agencies
Regularly review and assess the risk of compliance	7. Compliance to laws	• Employees	• Public sector/Other Agencies • Creditors
Conduct traceability and green supply chain	8. Supplier Operations	• Employees	• Partners • Creditors



# Sustainability Initiatives and Approaches to Address Material Issues

## Environmental Quality Aspect

Environmental management in the context of social responsibility under this reporting concerns a prevention of potential impacts arising from the organization's decision or operation in terms of resource utilization, location and surrounding area of a business premise, pollutions and wastes, as well as the impact from business operation on natural habitats of plants and living organisms. The prevention and mitigation of the environmental impacts should be done in an integrated way by taking into consideration economic, social, health and environment aspects both directly and indirectly.

To minimize the climate change problem which affects both the environment, like global temperature and more severe climate variability and disasters, the society like human health and lives, and the economy, the Company starts to impose measures to use resources and energy in the most efficient and useful way, whether an electric energy, water, debris and waste management. The purpose of this effort is to reduce the greenhouse gas emissions that are the root cause of the climate change.)

### Target



The company has established environmental targets to reduce energy consumption, water usage, waste production, and greenhouse gas emissions by 3% by 2027 and by 5% by 2032, compared to the 2024 base year.



Campaign for waste segregation and correct waste.



Campaign for saving water and electricity and efficiently using energy.



Increase the production quantity of solar cells.

### Environmental Policy

The Company is determined to operate business with social and environmental responsibility under the environmental protection policy. Compliance with laws and environmental provisions is strictly conducted. Resources and energy are utilized in an efficient way. Comprehensive pollution and waste management, including water, air and chemicals, is implemented in a systematic manner. Explicit objectives of sustainable development are determined. Moreover, the Company also promotes awareness through employee training, and extends such effort to customers, partners and nearby communities in order to jointly protect and mitigate the environmental impacts throughout the business operation.



**Environmental  
Protection Policy**

## Structure of Environmental Supervision

The Company has devised a systematic structure of environmental supervision in which the Board of Directors approves the environmental policy to establish an efficient resource and energy management; while the Risk Management and Sustainability Committee rigorously supervises, monitors and reviews the implementation to be complied with laws and obligations relating the environment including controlling water and air pollutions as well as hazardous wastes. In this regard, employees at all levels are encouraged to participate through training to raise awareness on this issue. Moreover, a communication mechanism has been established to expand this effort to stakeholders such as customers, partners and sub-distributors. These are to implement environmental management and deliver concrete and sustainable results according to the Company's goal to create shareholders' confidence in the Company's determination to continuously maintain and protect the environment against pollution.

## Environmentally friendly products

### • Product Safety Standards

The Company has placed highest importance on the safety standards of its products sold to customers. With a cooperation with purchasing units and manufacturers, product quality is regularly reviewed to ensure that every product is certified by relevant authorities and legal; for examples, Thai Industrial Standard (TIS) certified products, Food and Drug Administration (FDA) registered products, ISO certified products, as well as energy saving and other environmental standards. All products must not violate intellectual property rights, copyrights or patents. The Company has focused on continually improving capabilities of operational personnel in order to develop expertise in examining product quality and overseeing product details on packaging to be in line with legal regulations. This will allow customers to receive accurate and complete information and recommendations. Thanks to effective implementation throughout the year 2025 the Company's products and services are recognized as being reliable and of good quality, leading to the confidence in safety among customers and all relating parties.

### • Eco Products

Eco Products are products that focus on energy saving and environmental care, for example containers made from biodegradable agricultural materials, energy efficient residential or office buildings, environmentally conscious manufacturing such as factories with waste sorting or wastewater treatment before discharging into public water and adopting energy-efficient technologies or low-emission technologies.

## Environmental Product

### Construction

- Shera wood, low carbon
- Steel, cement, low carbon concrete
- Low Carbon Roof

### Fixing

- Plant pot made from paper
- "Green Label" house paint
- Heat-resistant paint
- Fiber cement door
- "Green Label" Chemicals
- Water-saving sanitary ware



### Decorative

- Water-saving washing machine
- KITCHEN WARE recycle PET
- Eco-friendly, biodegradable garbage bags



### • Aging Products

Products that cater to the needs and lifestyles of the elderly. Aligning production processes with the specific requirements of the senior demographic, alongside the ability to penetrate a Niche Market, can be achieved by adopting user-friendly and uncomplicated designs, using larger fonts, or incorporating Universal Design that is suitable for people of all ages.

### Products for the elderly

#### Construction

- Home design for the elderly
- Non-slip fiber cement
- Sliding doors throughout the house
- Prefabricated houses for the elderly
- Clear ramps for the elderly



#### Fixing

- Anti-slip tiles/Sanitary ware
- Safety equipment for the elderly Chair with holes, placed on toilet/shower chair
- Sensorlight/closed-circuit camera
- Anti-slip solution
- Elderly mobility equipment



#### Decorative

- Sofa for elderly people/elderly bed
- Adjustable mattress/Waterproof and dustproof latex mattress
- Ventilated seat cushion
- Walking stick/Anti-slip mats help the elderly
- Pressure relief mattress/Lifting cloth/WALKER for walking
- Wheelchair for the elderly
- Blood pressure monitor
- Smart home product



- Hi-Tech Products

Products crafted through cutting-edge innovation to enhance convenience and elevate quality of life—making it better, simpler, safer, and more joyful. Examples include our Solar Cell and Smart Home Solution product lines.

## Innovative Products

## Construction

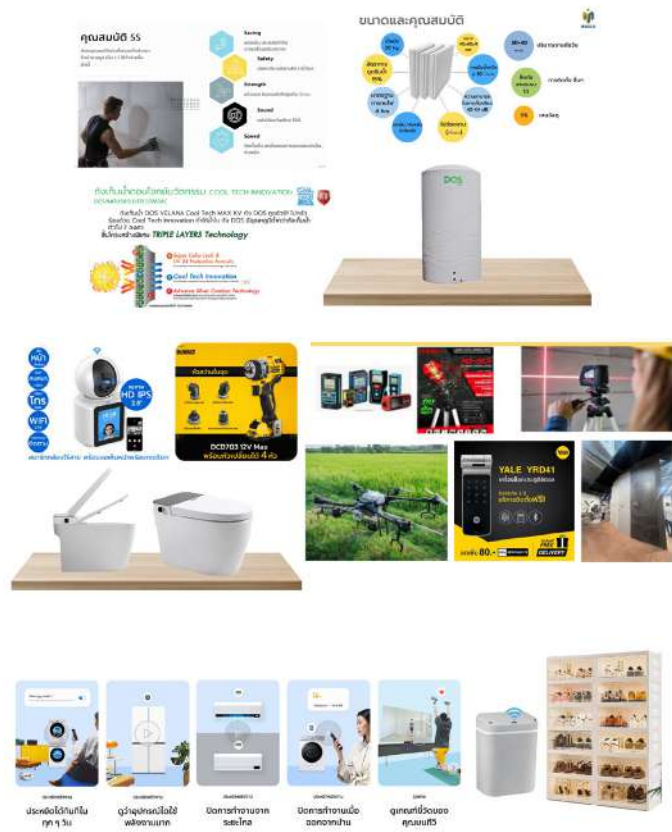
- Cool brick – Innovation for non-plastered walls
- Sliding doors throughout the house
- Elixir polymer water tank UV protection

## Fixing

- Multifunctional power tool battery
- Garden tool battery multifunction
- Laser distance meter /Fertilizer spreading drone
- Digital Door Lock/CCTV camera
- Air purifying tiles/Big slap tiles
- Automatic toilet/sensor faucet/sensor mirror

## Decorative

- Voice Control TV
- Smart washing machine
- Multifunction refrigerator
- Sensor trash can/sensor shoe cabinet



- Health and Care Products

Products developed with a focus on health and physical well-being to enhance safety in everyday living. These items are free from harmful materials, such as paint product groups manufactured using technologies that prioritize consumer safety and environmental friendliness, as well as ergonomic pillows.

## Health Products

## Fixing

- Equipment for protection against germs and PM 2.5
- Air purifying interior paint
- Antibacterial interior paint
- Antibacterial sanitary ware
- HYG tiles prevent bacteria

## Decorative

- Exercise equipment for the elderly
- Health pillow
- Air purifier





### • Pet Products

Products catering to modern pet ownership trends, where pets are regarded as more than just animals but are cared for like family members. This shift towards a Pet Friendly lifestyle represents a growing trend with significant future potential.

#### Pet Products

##### Construction

- Prefabricated animal house



##### Fixing

- Pet door with holes
- Dog shower



##### Decorative

- Automatic pet feeder
- Air purifier for pets
- Pet clothing and accessories
- Cat scratch leather sofa, scratch-resistant
- Animal food



### • Products for Sustainable Energy Consumption

In the past year, the Company recognized an increasing environmental trend. Energy consumption is in transformation from fossil fuels like coal or natural gas to clean energy. This is not only a way to ease the global warming crisis, but also a key business opportunity to respond to new consumer behavior that concerns sustainability. As a result, the Company has selected and provided the following solar energy products to create added value in the long term.



### Solar Rooftop

We provide an alternative to reduce energy costs in the long term with eco-friendly innovation that reduces greenhouse gas emission. Our specialist team can provide one-stop service from surveying, designing a standard system, to after-sales guarantee in order to make residents become totally confident in this investment.

### Solar Cell and Solar Innovation

To enhance the quality of life and promote responsible energy consumption, the Company has expanded its products to off-grid lighting equipment and basic tools that use natural energy, such as outdoor automatic lighting system, CCTV and other equipment. These products reduce reliance on electricity and are eco-friendly.



### Energy-Saving Product Promoting Activity

The Company joined the Electricity Generating Authority of Thailand (EGAT) in the project called 'Happy New Year, Thais Care for Earth' under the campaign called 'Energy-saving Label No.5 with Love and Care' to celebrate the 30 years of Energy-saving Label No.5. This campaign offers special discounts at 2,000 rights and extra point benefit to Dohome member customers to promote the use of Label No.5 products. The ceremony to launch this project was organized at Press Conference room, 50 years Building, EGAT Headquater, Nonthaburi Province. Mr. Thepparat Theppitak, EGAT Governor, was the Chairman of this ceremony; while Ms. Narisara Panpariyes, Deputy Director of Branch Operation signed a cooperation under the campaign. The objectives of this campaign were to promote Label No.5 products, reduce household expenses, and reduce greenhouse gas and carbon dioxide emissions. It was expected that this campaign could reduce electricity costs by more than 20 million baht per year and reduce carbon dioxide emissions by 2,000 tons per year. This cooperation aims towards the goals of carbon neutrality and net zero emissions.





## Sustainable Packaging Management

### • Management of Transport Packaging Materials

To achieve the sustainability standard, an enterprise resource planning (ERP) system has been incorporated to fully control the entire process, enabling paperless operation in which physical packaging labels and tracking papers can be eliminated. This approach is in line with the Company's environmental strategies that focus on using resources wisely and reducing waste in supply chain. Moreover, this technology can increase work efficiency of packing staff with streamline processes; therefore, products are delivered to customers promptly and correctly. This implementation not only increases business competitiveness but also sustains natural resources and enhances work efficiency according to the sustainable development goal in the long term.

The ERP system was changed to cloud-based on Huawei Cloud to optimize speed and cost reduction. The packaging process is fully controlled by this ERP system, allowing staffs to manage data in real-time with noticeably reduced work time and without duplication. This effort also promotes the sustainable development goal by replacing physical label paper with more accurate digitalized system; and contributes to Dohome's success in increasing the efficiency of operation and maintenance (O&M) by 30% and reducing the cost of new technology investment by 30%. The cloud-based ERP system has low latency and therefore becomes a key for fast, cost-effective and eco-friendly packaging and delivery.

## Waste Management

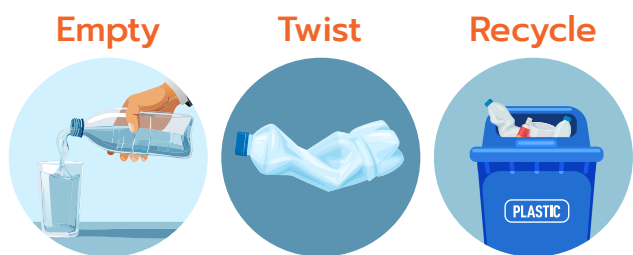
### • Debris Waste and Pollution management

In 2025 waste management and waste segregation activities include:

- o A campaign in which all employees bring their waste to garbage disposal points at each floor every day before getting off work. The objectives are to reach "zero waste" goal, prevent disease vectors, reduce residual waste, avoid large amount of waste, and create pleasant working environment and atmosphere.



- o A "Pour and Dump" campaign is a part of correct waste disposal way for neat and enjoyable workplace. By pouring away liquid before dumping containers, garbage will not be heavy and easy to move, preventing leakage that causes undesirable smell and mess. This can also ease the burden of garbage collectors. Tanks are provided at each floor for pouring away liquid which can be used for plant watering. This can save water resource and sustainably reserve the nature.



### • Energy Management

To maximize energy efficiency and reduce electricity consumption from the national grid, the Company has implemented a measure to install an air conditioning control system. This system automatically adjusts temperatures based on Solar PV generation to fully utilize renewable energy. Additionally, there is a measure to enhance air-conditioned areas by installing 'Big Fans' to improve thermal comfort and further reduce the workload of air conditioning units.

### • Water Management

The Company has consistently implemented water conservation initiatives, such as monitoring water usage activities and inspecting equipment to prevent leaks or damage. Furthermore, the Company has established measures emphasizing employee engagement to reduce water consumption and promote the reuse of treated water.

### • Green Transport and Supply Chain

The Company has adopted the green transport and supply chain concept by reducing nonrenewable resources and pollution emissions while maintaining overall efficiency and effectiveness to increase its competitiveness. Carbon dioxide emission can be reduced by:

- Full Truckload (FTL) Optimization: Heavy-load shipments must undergo gross vehicle weight measurement to ensure each trip is maximized at an optimal and safe capacity.
- Consolidated Shipping Planning: Strategically planning deliveries by consolidating Less than Truck Load (LTL) orders into a single route to increase vehicle utilization and efficiency.
- Backhaul Utilization: To eliminate “deadhead” or empty return trips, the Company prioritizes hiring logistics providers who have completed their primary deliveries and are returning to the origin. By utilizing these backhaul trips, we significantly reduce operational waste.
- Fleet Right-Sizing: Leveraging the diversity of transport vehicles available nationwide, we select the specific vehicle type that precisely matches the cargo requirements and logistical objectives.
- Alternative Energy Adoption: The Company has initiated performance testing of Electric Trucks (EV Trucks) to evaluate efficiency and develop

a roadmap for integrating electric vehicle technology into our future logistics fleet.

- Transport Management System: the electric proof of delivery (E-POD) has been introduced to track delivery. The road optimization function is also employed to plan each transport route for the most cost-effective delivery.

### • Greenhouse Gas Reduction Management

The Company is committed to continuous improvement and development, with a clear policy to increase solar power generation across all branches. Additionally, it seeks innovative energy conservation solutions to reduce greenhouse gas emissions. The Company also communicates the responsibilities, roles, and impacts of these efforts to employees to ensure awareness and participation.

The Company has outlined key strategies to contribute to greenhouse gas reduction as follows:

- Utilizing Solar Energy – Installing solar panels in all stores to reduce and optimize energy consumption.
- Eliminating Plastic Bags – Discontinuing the distribution of plastic bags to minimize plastic waste, which contributes to greenhouse gas emissions.
- Reducing Electricity Consumption – Promoting energy-saving initiatives within the organization to encourage responsible electricity usage.

Installation service  
for solar rooftops.

### • Risks from Climate Change

Increasing average global temperature causes worldwide climate change such as drought, flooding caused by rainfall, and other natural disasters. These are factors beyond control and may affect the business operation; for instances a risk of higher cost of energy, transportation, material and equipment, and stores may not be able to operate normally resulting in missing a sales target.

Example – Risk management in case of flooding that directly affects store operation comprises the following process:

- Establishing a risk management committee - To be a focal point for coordinating with and notifying the situation to all parties.
- Prepared manpower - To assist in handling the floods, build sandbag walls, and move stuffs in stores to minimize damages to properties.
- Managing stock - Company can efficiently manage goods and reduce loss, as well as reduce unnecessary procurement cost.
- Sales Management Plan strategies during floods and post-flood recovery period
- Insurance – Obtain insurance that cover potential damages.
- Remedy to employees and victims – Vigorously raise morale and spirit among employees and victims by giving financial assistance and reducing some expenses.



## Social Wellbeing Aspect

The Company prioritizes systematic human capital development by integrating KPIs and individual aptitudes to design career growth and sustainable business plans. Through modern Digital Learning, employees can continuously access professional skills anywhere, anytime. This approach enhances operational efficiency and prepares our workforce for long-term organizational success.

### Human Rights Respect

The Company has a policy to support and respect the protection of human rights in line with international standards, such as Amnesty International's Universal Declaration of Human Rights. Any persons concerned, whether employees, communities and the surrounding society are treated with a respect for human dignity, taking into consideration an equality and equal freedom, not breaching fundamental rights, and not discriminating on the grounds of race, nationality, religion, language, skin color, sex, age, education, physical condition or social status. The Company also oversees its business not to involve in any human rights violations such as child exploitation and sexual harassment. Besides, the Company has created human rights knowledge and instilled awareness among its personnel to ensure that business operations are free from human rights violations in all business activities, including all stakeholders. Conduct business without involving human rights violations.

### The Company's Human Rights Policy

The Company has adopted the human rights policy as follows:

1. Directors and Top Management of the Organization
  - 1.1 Explicitly announce the organizational policy on human rights to be perceived both internally and externally.
  - 1.2 Publish its activities on human rights and implement the human rights policy and practices in every activity of the Company's operations.
  - 1.3 Assess the risk and impact of human rights, examine the human rights issues in every aspect including any potential impacts arising from business operations.
  - 1.4 Monitor and inspect operations; coordinate and plan to prevent any impacts in which the Company's activities may be involved in human rights violations.
  - 1.5 Initiate remedy procedures in case of damage occurred from human rights violation; as well as correct and prevent the impact of such damage.
  - 1.6 Set up a complaint mechanism for witnesses or victims; determine and implement human rights protection measures in every step of business operations with constant monitoring and reporting.
2. Executives and All Employees
  - 2.1 Human rights of the executives, employees, business partners and business associates, including all stakeholders throughout the value chain will be protected.
  - 2.2 To respect the human rights, obey the law and implement the human rights principle equally with a respect for each other without discrimination on the grounds of race, birthplace, religion, belief, gender, skin colour, language, ethnic group, social status or any other status against all stakeholders in every place that the Company's business is located.
  - 2.3 Avoid any offending actions or taking part in causing an impact on the human rights, both directly and indirectly, against all stakeholders.
- 1.7 Organize training to provide knowledge on human rights to executives and employees at all levels in order to recognize the fundamental rights and freedom every human deserves. This will reduce a risk of human rights violations in business operations.
- 1.8 Oversee a fair employment and compliance to a law on labor protection; for instances, not discriminating against employees and on the ground of sex, paying fair remuneration, not laying off pregnant employees and not employing children below the age of 18 years.

- 2.4 Participate in, cooperate, being vigilant, take care of each other and promote the human rights issue among all stakeholders by all means; and follow the human rights principle.
- 2.5 Communicate and educate all stakeholders to understand, as well as encouraging business partners and associates not to involve in human rights violation.
- 2.6 Not neglect or ignore when witnessing an action in breach of human rights in relations to the Company. Such action must be reported to superiors or the whistleblowing channel.



Human Rights Policy

Furthermore, the Company has strengthened its monitoring effort on the conformity to the human rights regulations. In this regard, arrangements are made to facilitate opinion exchange; and victims of human rights violation caused by the Company's business operations are provided with a complaint channel and are remedied as reasonable.

### Fair Treatment of Workers

Recognizing the importance of human resources which are the most valuable asset in business operation and a part to achievement of goals, the Company has formulated several key policies on personnel management in accordance with the good governance principle and its anti-corruption policy. Recruitment, selection, personnel development, performance evaluation, remuneration and promotion must be carried out in a transparent, equal, fair manner without discrimination on grounds of disability, underprivileged or sex. Female employees are also treated equally.

### Employee Remuneration and Welfare

The remuneration structure of the Company is not less than required by law. The salary structure determines monthly salary for various positions based on grades of job value. The structure consists of salary range for each job grade with a minimum, midpoint and maximum salaries for each salary range. The salary structure is determined based on the Company's data about job grades which is referred from the salaries in the same and different industries. Employees' salary and other remunerations must be proper and competitive in the same industry, as well as sufficient for living.

The Company provides additional welfare benefits to employees, such as cost-of-living allowances, position allowances, housing allowances, per diems, travel allowances, telephone expenses, a provident fund, uniforms, other financial assistance, and group insurance. The Company has also established a labor welfare committee to serve as a focal point for expressing opinions regarding welfare benefits to the employer.

### Respect to Diversity

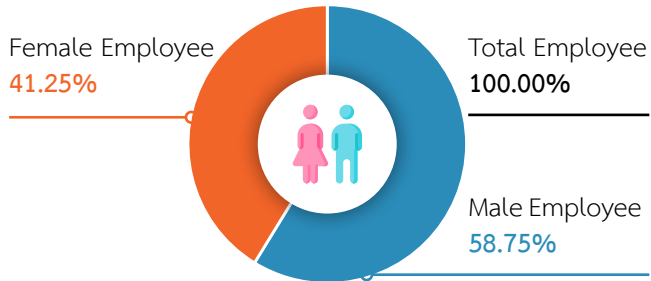
The Company prioritizes equality and fundamental freedoms, strictly prohibiting rights violations and any form of discrimination regarding race, nationality, religion, language, skin color, gender, age, education, physical condition, or social status, including persons with disabilities. The Company promotes career building and enhances the quality of life for the disabled in accordance with the Empowerment of Persons with Disabilities Act B.E. 2550 (2007). We emphasize supporting equal employment opportunities for persons with disabilities in suitable positions. In 2025, the Company had a total of 6,829 employees. According to the legal criteria (100:1 ratio), the Company is required to support the employment of 69 persons with disabilities. To date, the Company has directly employed 14 persons with disabilities. To ensure full legal compliance, the Company contributed to the Fund for Empowerment of Persons with Disabilities under Section 34 during the past year, supporting government public interest activities and national skill development. Furthermore, the Company provides alternative employment opportunities or career support under Section 35 (such as providing sales space or outsourcing services) to promote sustainable organizational equality.

The Company respects and supports gender equality, ensuring female employees are treated equally to their male counterparts. We emphasize mutual respect, non-discrimination, and openness to diverse perspectives from all gender identities to drive the business toward equitable progress.

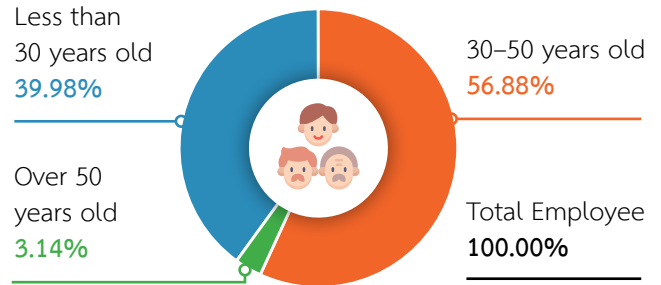
## Employee Statistics in 2025

### Employment

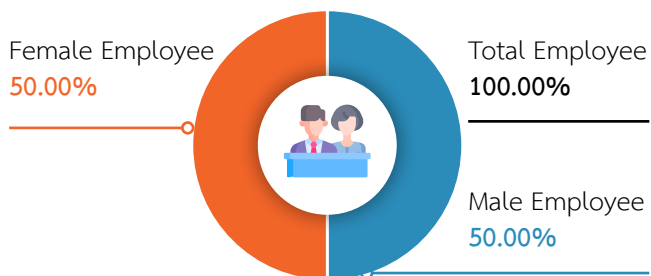
#### Proportion Employment by Gender



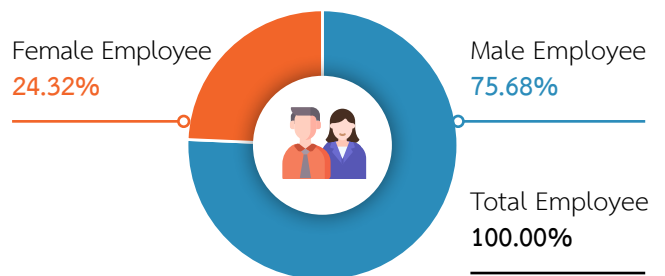
#### Proportion of Employment by Age



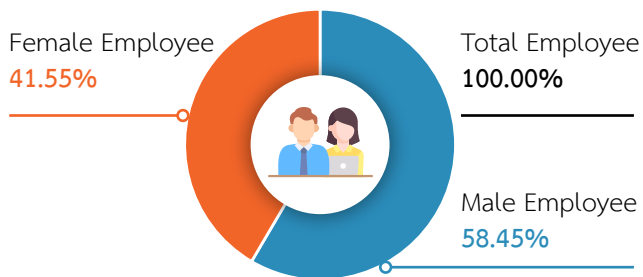
#### Proportion of High-Level Executives by Gender



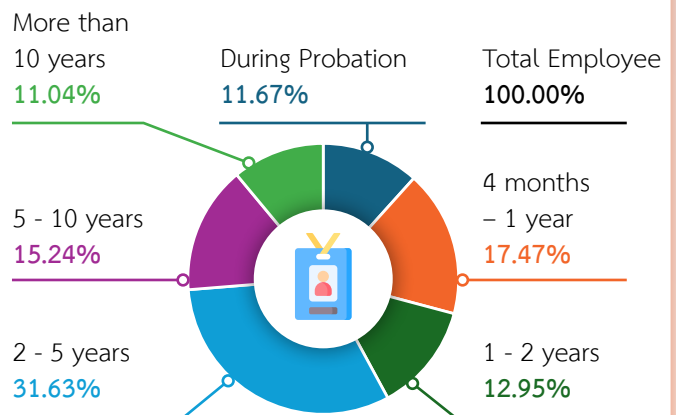
#### Proportion of Mid-Level Executives by Gender



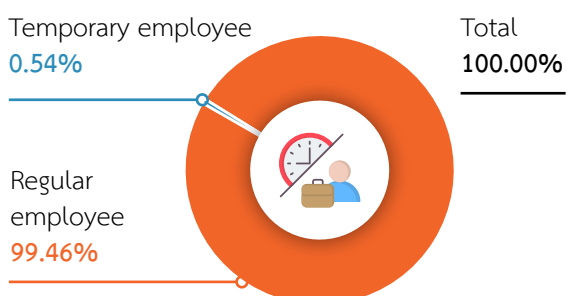
#### Proportion of First-Level Executives by Gender



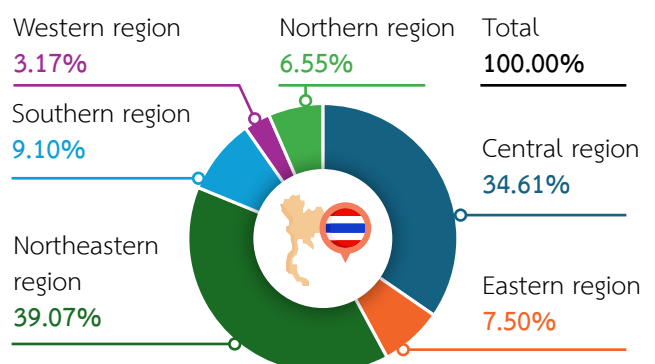
#### Proportion of Employees by Years' Experience with the Company

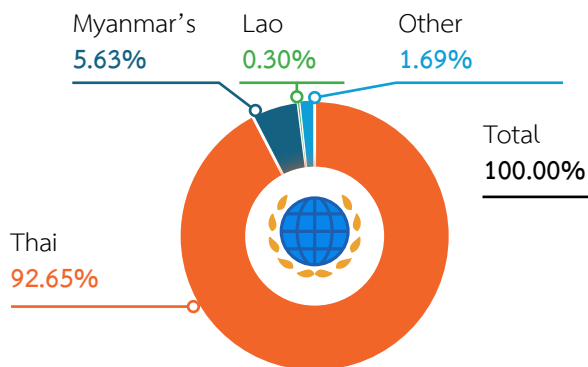


#### Proportion of Employee by Types of Employment

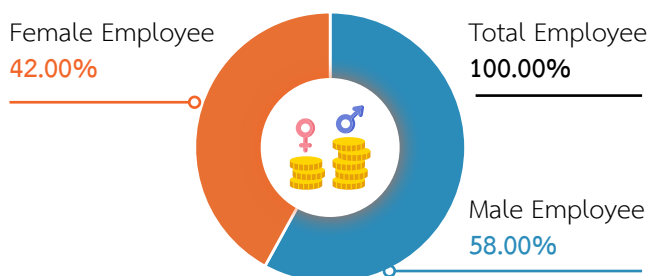


#### Proportion of Employee by Domicile



**Proportion of Employee by Nationality****Number of Disabled and/or Disadvantaged Employees**

Number of employees  
**14 Persons**

**Employee Remuneration****Proportion of Difference in Remuneration Between Gender****Proportion of Employees Who Are Provident Fund's Member**

Provident Fund's Member  
**22.07%**

**Employee Training and Development**

The Company has established a policy to focus on developing employees' skills and mindsets in order to continuously increase the efficiency of employees in all aspects at all levels. This results in creative ideas to add innovative value to the Company with the following practices:

The Executive Committee along with the management and executives of each line of work have developed a strategy aiming at encouraging a positive mindset and being served as a common goal for employees. It is appropriate, easy to remember, concise but comprehensive, and truly practical so that every personnel in the organization can adhere to as the Company's key working guideline. Such a strategy is:

**(a) Recruitment**

The Company puts great emphasis on personnel starting from the recruitment process. The recruitment and selection process must be on the transparent basis and proceed with equality and fairness. Employees' qualifications are defined according to the job description. Educational background, experience, expertise and other qualifications are clearly specified for each job position. The Company selects candidate for each position in accordance with its specified process in order to recruit personnel with proper qualifications for each position.

**(b) Employee Development**

The company has a policy of continuous employee development with the objective of enhancing knowledge, skills, expertise, and work efficiency across all employee



levels. The company has established the following policies and practices:

- (1) The Company encourages employees to develop expertise through practical work experience by assigning supervisors in each department to guide and train employees within their respective functions.
- (2) The Company promotes job rotation and continuously organizes seminars and training sessions, both internally and externally, for employees at all levels, from executives to operational staff. This helps enhance their knowledge, skills, and work potential, and allows them to apply the knowledge gained to improve company operations.
- (3) The Company conducts assessments of the training and development needs of employees at all levels, from executives to operational staff. A human resources development plan is then created to align with the company's growth strategy, ensuring that employees are ready to take on increased responsibilities, career advancement opportunities, and vacant positions.
- (4) The Company organizes various activities to foster closer relationships, familiarity, and good rapport between executives and employees at all levels, which enhances work quality and professionalism, ultimately leading to high customer satisfaction.

### Employee Scholarships

The Company constantly encourages personnel learning and potential development with scholarship program from sub-degree level, undergraduate level to graduate level. This program provides an opportunity to employees to develop their skills and advance in their career path. With approval from superiors, employees whose performance evaluation meets the specified criteria can apply for scholarship. This is in line with the Company's mission to develop the employees' proficiency and capability in order to allow the employees to work with happiness and efficiency in a professional manner since employee is a key to success.

### Developing and Promotion Employee Career Progression

The Group has developed and implemented the Human Capital Management (HCM) solution, which is a system for performance evaluation and career path planning as a tool to systematically and methodologically evaluate and develop personnel. Performance evaluation

for key positions that drive the business—such as sales, operations, and warehouse divisions—is carried out under the following programs:



**With Career path management and development, employees can their professional development within the organization.**

### Career Path Planning

Defines the progression map toward target positions, encompassing both vertical growth (promotion to higher levels) and horizontal movement (job rotation or new assignments). The objective is to accumulate the necessary experience and performance records required for target roles. This process is integrated into the Human Capital Management (HCM) system, allowing employees to track their growth trajectory and conduct competency assessments for positions of interest to facilitate their Individual Development Plan (IDP).



### Succession Planning and Talent Development

The preparation and development of high-potential individuals (Succession Plan) is strategically conducted more than two years in advance. This process integrates candidate selection through the Talent/Succession Matrix with defined Career Paths. Within this long-term succession framework, the Career Path serves as a vital HR Tool to fully prepare and develop successors for target positions. This is achieved through a structured accumulation of experience as specified in the Career Paths for executive positions from level M3 and above.



### Talent Management

The company considers knowledge, abilities, and various factors—such as performance, competency, experience, tenure, and personal attributes—within the Potential Evaluation process. This aims to identify high-potential individuals or “Talents” for systematic development. The process involves a comparative analysis of multiple candidates (more than 1-2 persons) through a “Talent/Succession Matrix.” Furthermore, development plans and evaluation frameworks are established to prepare employees’ potential in alignment with the company’s rapid business expansion.

In addition, the Group recognizes the importance of efficient and effective human resource management. We foresee the potential of employees to progress in their career paths and grow as partners alongside the Group’s business, while simultaneously enhancing employee capabilities to drive the organization toward greater success. Consequently, the Group provides opportunities for employees interested in career transitions or promotions within the corporate structure to undergo interviews and selection through the “Grow Together” project.

The “Grow Together” project is an organizational initiative aimed at providing opportunities and preparing personnel to grow alongside the Group’s expansion. The project seeks to foster continuous development, reduce employee turnover, and minimize the loss of time and opportunity, while enhancing job satisfaction and providing clear career advancement. The Company employs a rigorous selection process for High Potential (HiPo) employees, considering criteria such as:

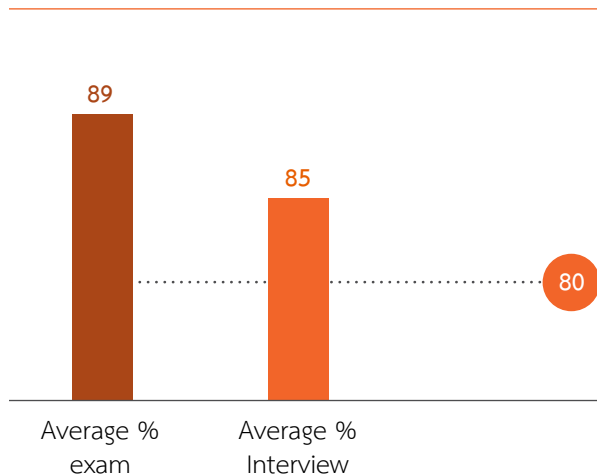
- Qualifications and performance records.
- Potential assessments conducted by direct supervisors, with evaluations presented to higher-level management for final approval.

Those who pass the selection process will enter a structured development program based on the 70:20:10 principle: 70% Experiential Learning, 20% Exchange Learning, and 10% Education Learning.

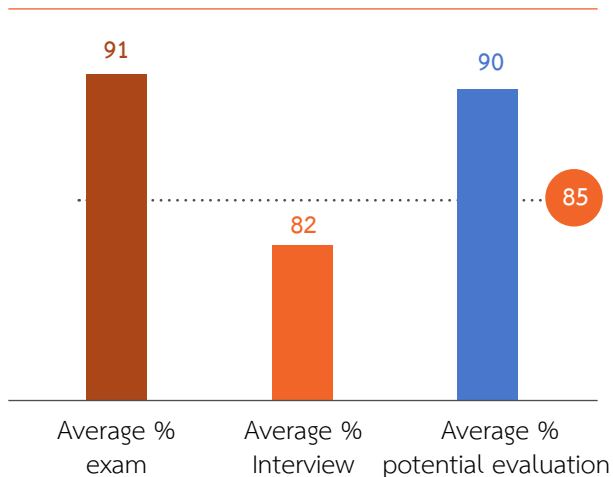


### Promotional Rate

Average % by criteria, Employee Level (01-04)



Average % by criteria, Employee level (M1 UP)



### Employee Training

The Group has a policy for continuous personnel development to enhance knowledge, skills, expertise, and operational efficiency across all levels, with the following guidelines:

- (1) Analyze training and development needs: Conduct analysis at both the departmental and individual levels for all personnel groups. This process considers individual competencies, departmental requirements, customer needs, and strategic challenges. Training needs are identified to create departmental development plans that directly address business requirements and maximize skill development.
- (2) Plan learning and development: Align plans with the needs of the organization, departments, and individuals. Permanent curricula are summarized for employees at all levels to enhance potential in current roles and prepare them for higher positions.
- (3) Execute training and development based on the 70:20:10 principle:
  - 70%: Experiential Learning – Development through hands-on experience and On-the-job training.
  - 20%: Exchange Learning – Learning from others through coaching, feedback from supervisors, and mentoring.
  - 10%: Education Learning – Enhancing knowledge and experience through formal training processes such as Video Conferences, Classroom Training, and Digital Learning.

Beyond classroom training, the Group recognizes the importance of and supports various forms of personnel development as follows:

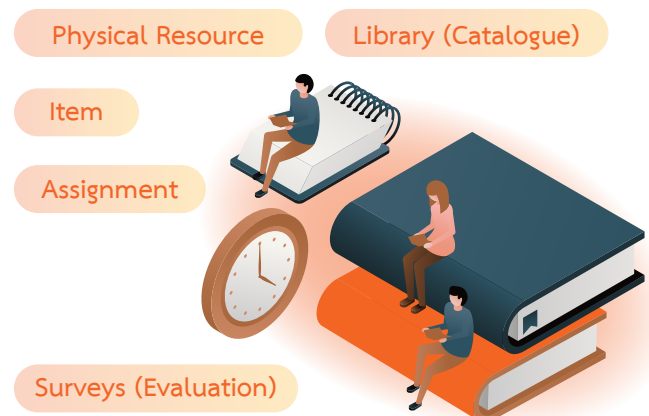
Promoting Digital Learning allows employees to learn without constraints of time or location. The Group has initiated Knowledge Management (KM) processes and implemented a Learning Management System (LMS). This system enables learners to access online content anytime and anywhere. The content is designed to be concise, engaging, and modern, making it easy for employees to understand and effectively apply to their actual work.

Furthermore, the company has established an internal Train the Trainer program to elevate personnel

potential and create a sustainable learning system within the organization, with the following primary objectives:

1. **Develop Internal Instructors:** To enable personnel with specialized knowledge and skills to effectively transfer expertise to their colleagues.
2. **Systematic Teaching Standards:** To develop teaching techniques, presentation skills, and learning management in a unified direction, reducing inconsistencies in knowledge transfer.
3. **Reduce Training Costs:** By having internal instructors, the company reduces reliance on external speakers and can conduct training sessions as frequently as needed.
4. **Foster a Shared Learning Culture:** To encourage internal knowledge exchange and create an environment that supports continuous learning.
5. **Develop Soft Skills for Instructors:** Such as communication, presentation, group management, and motivational skills.
6. **Maintain Up-to-Date Knowledge:** To ensure that essential knowledge and skills remain dynamic, allowing for continuous updates and ongoing transfer.

The Train the Trainer program will be implemented regularly to make Dohome a true learning organization.



**Library (Catalogue):** Determine course groups with access based on job lines and divisions for effortless learning.

**Item:** (learning format) There are 3 formats to choose i.e. course, online and blend.

**Physical Resource:** To manage training resources such as training facility, training room and resource person.

**Assignment:** Determine learners, both automatic assignment in which employees are required to undergo training and custom assignment when it is considered appropriate for employees to take additional training.

**Surveys (Evaluation):** There are 3 types of training evaluation form i.e. (1) course evaluation, (2) knowledge test, and (3) training follow-up.

(4) Post-training evaluation and follow-up : The Group conducts follow-up and evaluation system in 2 aspects which are:

- Efficiency such as training is organized as planned, competence of resource persons, and training satisfaction
- Effectiveness such as employee understanding, post-training test by organization development division and learning center.

### Information of Training and Development

Employee Training and Development	2023	2024	2025
<b>Classroom Training</b>			
Budget allocated to training and development	18,560,832	22,335,550	21,791,050
<b>Training Statistics</b>			
<b>Classroom</b>			
Classroom (person)	11,119	23,013	28,017
Classroom (hour)	70,437	2,818	4,872
<b>Conference</b>			
Conference (person)	14,454	5,992	16,518
Conference (hour)	77,128	2,000	1,380
<b>Number of Curriculums</b>			
Number of Curriculums (curriculum/class)	225/1,447	162/757	197/839
1. Fundamental Training	17/467	30/117	17/195
2. Training required by law	10/101	8/68	8/88
3. Soft-skill training	26/99	33/187	29/145
4. Function/System Training	76/293	29/99	55/172
5. Competency Based Development	96/487	62/286	88/239
<b>Digital LEARNING via Human Capital Management (HCM)</b>			
HCM system manual	315	323	444
HCM system VDO	22	48	38
General test	57	58	165
Promotional tests	28	33	35

**Remark :** 1. Number of curriculums (curriculum) refers to the number of training curriculums held in 2025 / (class) refers to the number of times training was organized. For some curriculums, training was held more than once such as How to Use Human Capital Management (HCM).



### Potential Development and New Personnel Welcome Activity

Recognizing the importance of becoming a learning organization and human resource development, the Company initiated a welcome activity for interns and new employees to provide understanding of the corporate culture and professional skills. This activity includes an orientation to convey the Company's visions, and a mentoring system to share hands-on knowledge and experiences. This activity also provides an opportunity for a young generation to systematically combine theoretical skills and actual practice in an actual working environment, making them prepared for working under the organization's standards. This approach also promotes a bond with and positive attitude towards the Company which is considered a success in utilizing intellectual capital and preparing manpower for future growth.



### Occupational Safety, Health and Environment Administration

The Group commits to administer the safety in accordance with the Occupational Safety, Health and Environment Act, B.E. 2554 (2011); and therefore, has established its policy of occupational safety, health and environment as a guideline for administering this matter. The policy was signed by the top management in order to convey a care for safety of all employees, external persons working in the Group's area and customers. A budget has also been allocated to promote and raise the awareness of personnel on the occupational safety through training, drills, and activities in order to reduce workplace accidents. The Group aims at managing and improving the occupational safety efficiently, steadily and sustainably.

### Policy on Occupational Safety, Health and Environment

The Company determines to provide safety, good health and good working environment by deliberately implementing the occupational safety, health and environment standards as follows:

- (1) All employees at all levels must cooperate in adhering to occupational safety, health, and working environment practices in accordance with the safety rules and regulations established by the Company. Strict compliance is required to ensure

the safety of life and property for themselves, the Company, and all service users.

- (2) The Company will promote and support the development of employees' safety knowledge and skills to foster safety awareness, ensuring that all tasks are performed correctly and safely.
- (3) The Company prioritizes the prevention of work-related accidents affecting employees or third parties. Employees are encouraged to participate by suggesting preventive and corrective measures to ensure maximum safety for all personnel.
- (4) The Company will support the development of safe work procedures and ensure that employees are aware of potential risks and hazards during operations. Explanations regarding causes and preventive methods will be clearly communicated.
- (5) The Company will support and promote safety activities to stimulate employee awareness and establish a standard model for fostering a strong safety culture.
- (6) The Company will monitor and evaluate the performance of its occupational safety, health, and working environment policies to ensure serious implementation and maximum efficiency, in alignment with safety regulations and operational standards.

To achieve the objectives of the aforementioned Occupational Safety, Health, and Working Environment Policy, the Company sincerely expects all employees at all levels to acknowledge and strictly adhere to these guidelines.

### Safety Care and Measures for Accident Prevention

Working skills development activities and safety activities were organized to raise awareness on safety among employees in order to reduce accidents and losses. Supervisors are assigned to be Safety Officer Supervisory Level; and together with staffs jointly mitigate potential risks or dangers for the safety and health of workers.



**Occupational Safety, Health and Environment Policy**

### Occupational Safety Activities

1. Kiken Yoshi Training (KYT) activity is used to motivate staffs to recognize and predict hazards at work, fostering awareness of occupational safety so that they are aware of safety procedures before working.

#### KYT Activity ▼



2. The Company has joined the Zero Accident Campaign organized by Thailand Institute of Occupational Safety and Health (Public Organization) for two consecutive years. This year there were 10 stores participating in the campaign, of which 3 stores were awarded Bronze Plaque i.e. Khon Kaen store, Buriram store and Phitsanulok store; and 7 stores were given primary certificate i.e. Nakhon Ratchasima store, Bang Bua Thong store, Phetsakem store, Bowin store, Kanchanaburi store, Chaiyaphum store and Chiang Rai store. For continued improvement, the Company plans to arrange all stores to join this activity to move forward to the zero accident goal.



### Participation in Zero Accident Campaign ▼



3. Information about occupational safety is communicated, whether about work procedures, accidents that occurred, or preventive and corrective measures. The Store Safety Committees are responsible for preparing occupational safety media to communicate to staff for further implementation. Supervisors will convey the information to staff while emphasizing, suggesting and teaching working practices.

### Activity to Promote Safety Training

The Company has promoted and encouraged training on occupational safety for staff. Training in work skills is provided before working so that staff have knowledge and understand about safety and relevant laws concerning safety and therefore can perform work in a safe way.

1. Training on “Safety Officer Supervisory Level” aims at making supervisors understand their duty as a safety officer, as well as enhancing knowledge on occupational safety and implementing the knowledge to oversee staff safety. They will be appointed and registered as the Company’s Safety Officer Supervisory Level.
2. Occupational safety training for general and new employees as required by law, and training refreshment of better understanding about work safety.

### Occupational Safety Training for General and New Employees ▼



3. Training for crane operators was organized to provide correct knowledge and skills as specified by laws. Furthermore, it aims to raise safety awareness, increase work efficiency, and prevent or reduce potential accidents at work.

#### Training on Safety for Crane Operation ▼



4. CPR and First Aid Training to provide knowledge and skills that are academically correct and in line with safety provisions. The purposes are to provide proper aid to emergency victims, to reduce the severity of injury, to increase a change of survival, and to prevent or mitigate potential impacts from incidents in workplace.

#### CPR and First Aid Training ▼



5. Measures to control contractors working in stores' areas are stipulated for work safety and risk mitigation. Contractors must apply for permission before performing work with risks to ensure implementation of safety standards. All contractors' staff must undergo training on safety and relevant regulations conducted by a Safety Officer Professional Level before working. Equipment, machinery and personal protective equipment must be inspected and are in a good state to prevent any potential accidents and danger.



### Contractors' works ▼



### Number of Lost Time Incidents or Injury

Frequency Rate	2023	2024	2025
Percentage of employees covered by the inspection (%)	100	100	100
The accident rate per store	5.08	3.56	2.50
Lost time Injury Frequency Rate (LTIFR)	5.36	0.54	2.73
- Employee (time)	127	84	70
- Contractor (time)	14	6	9
Lost Workday Rate (LWD)	-	-	-
- Employee (n/200,000 hours worked)	0.0000635	0.000445	0.00035
- Contractor (n/200,000 hours worked)	0.00007	0.00003	0.000045
Lost time Severity Rate : LTISR	3.29	0.40	2.15
Lost time Injury Rate : LTIR	0.66	0.08	0.00
Occupational illness Frequency Rate : OIFR	0	0	0
Fatal accident (Time)	0	0	0
Number of death employee (person)	0	0	0

#### Remarks :

1. Accident rate per store = Number of accident/Number of store
2. Lost time Injury Frequency Rate = (Lost time injury frequency rate X 1,000,000 hours)/Total working hours
3. Lost time Severity Rate = (Lost time severity rate X 1,000,000 hours)/Total working hours
4. Due to force majeure
5. Total time/working hours
6. Lost time injury rate = (Number of Accident/Total working hours X 200,000)

### Guidelines, Procedure, Process or Measure in case of Accident

The Company has formulated guidelines in case of accident or unusual incident. Supervisors are required to report an accident or unusual incident that occurred and prepare a report to submit to Safety Officer Professional Level. The Safety Officer Professional Level will analyze the cause of such incident and impose proper preventive and corrective measures together with Safety Officer Supervisory Level. The report on accident and preventive measures will be proposed at the meeting of store safety committee for consideration and additional recommendations. Implementation of the measures will also be monitored continually.

### Health Care

With a determination to create Happy Workplace in which health care and proper environment are emphasized to enable work efficiency and employees' body and mind welling, the Company was awarded HR Asia Best Companies to Work for in Asia 2025 for 2 consecutive years. This can guarantee that we value employees as the core of the organization. Approaches to create well-rounded wellness are as follows:

- Dohome encourages employees to easily maintain physical fitness every day through an activity called "Using Stairs for Good Health and Energy Saving". This activity encourages people going up or down 1-2 floor to use stairs instead of an elevator to save energy. Climbing one stair can burn 0.5 calories per kilogram of body weight, strengthening muscles, heart and lungs as well as efficiently reducing a risk of hypertension.

- Relaxing area and hygiene for everyone: employee breakrooms are arranged for relaxation by reading, listening to music or chatting in informal atmosphere. The breakrooms also have a beverage fridge and washing area. There is also a project called "Zero Waste" in which employees dispose their waste at common points before specific times to prevent disease vectors and maintain pleasant working environment.
- Comprehensive health care and welfare: Dohome emphasizes employees' well-rounded wellness through HR Asia Clinic that provides counselling for mental problems and stress. Moreover, with the telemedicine service, employees can conveniently see a doctor online and receive medicine. There is also ergonomic assessment to reduce office syndrome and adjust working environment to be more proper. In addition, work from home approach is also implemented. And preventive vaccination is encouraged for the highest safety of employees and their families.
- Annual health check-ups are provided continuously for both headquarters and store employees. This is a part of a proactive health care effort to promote employees' well-being at work. The Company cooperates with hospitals and the Social Security Office to provide health check-ups according to the benefits under the universal coverage scheme and social security. This aims to make employees become healthy and ready to work and serve customers at their best.

### Dohome Relaxing Room: Adding Positive Energy

The Company arranges relaxing areas for employees so that they have space for reading, listening to music or discussing about work in an informal atmosphere. This can reduce stress and promote good relationships among team members. Employees can use provided beverage fridge and clean glasses at washing areas for good hygiene.



### Being healthy easily by taking stairs rather than an elevator

The Company encourages employees to easily maintain physical fitness every day through an activity called “Using Stairs for Good Health and Energy Saving”. This activity encourages people going up or down 1-2 floor to use stairs instead of an elevator to save energy. Climbing one stair can burn 0.5 calories per kilogram of body weight, strengthening muscles, heart and lungs as well as efficiently reducing a risk of hypertension. Small behavior changes at work can promote good physical health for everyone.



### Employee Engagement Surveys

The Group has consistently conducted employee engagement surveys twice a year. These Employee Engagement Surveys are administered alongside the annual performance evaluation to assess the organization’s performance in this area. Furthermore, employee engagement has been established as a key priority and integrated into the Corporate KPIs.

Employee Engagement Survey	2023	2024	2025
% Employee Engagement Surveys			
% of 1 <sup>st</sup> Employee Engagement Surveys	82.79%	84.13%	85.47%
% of 2 <sup>nd</sup> Employee Engagement Surveys	83.42%	87.54%	91.66%
% Employee Engagement Surveys	83.11%	85.84%	88.57%

The Company realized that employee engagement is subjective; therefore, biannual employee engagement surveys may not be sufficient for improving the employee engagement for better participation in efforts to achieve the organization’s goals. The Group plans to organize workshops with employees to listen more to employees and take their feedback and comments to improve its work plans, both at organizational and unit levels. The purpose is to enhance employee engagement and create organizational value as an organization that everyone desires to join while retaining capable employees. To thoroughly take care of employees in an equitable way, the results of the employee engagement survey are used to constantly improve and develop human resources management.

The Company empowers professionals to work happily by setting clear, quantitative metrics for employee satisfaction and engagement. These KPIs serve as tangible measures of HR policy effectiveness and a strong corporate culture. Reflecting transparency and Good Corporate Governance, this approach builds stakeholder confidence in our sustainable human capital management and future readiness.

## Customer Care

### Omni-channel

Due to a rapid change in consumer behavior, the Company has designed a strategy by developing an Omni-channel which combines both offline and online purchasing channels and provides delivery or click and collect service. The Omni-channel is available on various channels like Facebook, LINE, Dohome call center Dohome website, and other platforms such as Shopee, Lazada, TikTok, etc

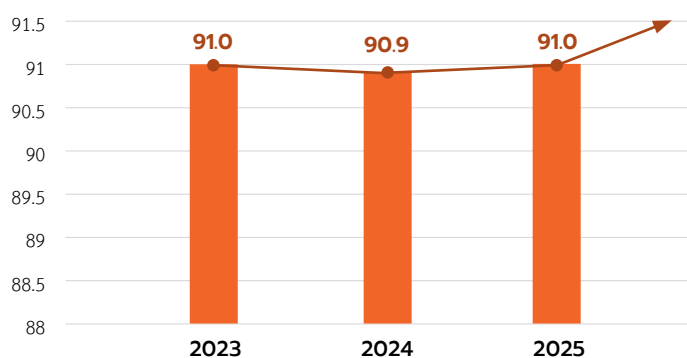
### Customer/Consumer Liability

- **Consumer Protection:** The Company has set up a complaint unit to handle complaints directly. Consumers can file their complaints through several channels including a customer service counter at every store, call center 1746, and [www.dohome.co.th](http://www.dohome.co.th).
- **Customer Privacy:** The Company has managed to protect personal data of customers, partners, employees; follow legal regulations; as well as closely oversee documents and systems to secure personal data of customers, partners and employees in accordance with the Personal Data Protection Act, B.E.2562 (2019).
- **Outcome of Customer Satisfaction Assessment**  
The objective of the customer satisfaction survey is to take customer feedback to improve customer experiences throughout the customer touchpoint and enhance the Company's work procedures and

public image among customers and stakeholders like shareholders, partners, debtors, communities, etc.

According to the customer satisfaction survey, in 2023, the group received a satisfaction score of 91.0%, in 2024, the score increased to 90.9%, and in 2025, the score was 91.0%, which is considered satisfactory. To address areas of improvement, Dohome has identified three key focus areas for urgent action: (1) Enhancing product and promotional information delivery by employees to customers. (2) Improving the waiting time for product collection at the warehouse. (3) Developing after-sales services, including better communication with customers and improving the product exchange/return process to meet service standards. These initiatives aim to improve customer satisfaction and ensure service quality meets expectations.

#### Outcome of Customer Satisfaction Assessment



- **Responsible Marketing and Advertisement** Dohome's advertisement and public relations through every channel must be accurate, particularly information about product prices, specifications, and details so that consumers receive complete information. In case of any error in information, the Company will rectify and compensate customers at its best.

### Product and Service Development for Customer/Consumer Health and Safety

The Company pays attention to the safety of products and services, accurate, honest and straightforward information, fair marketing, and fair contract with consumers and other customers in order to minimize risks that may arise from products and services. This has been achieved through design, production, distribution, information provision, service support and product recall, and protection of consumer data and privacy. Moreover, in case of non-conforming products the Company has implemented a guideline for product recall with explicit procedure according to gravity.



## Home Service



Home Service offers comprehensive services relating to houses to enhance customers' quality of life and safety, covering more than 900 services as follows:

### Installation

Providing prompt and standard installation service for home appliances and equipment; for examples, appliance and electrical equipment installation within 24 hours, same day service, quick service for water pump installation within 3 hours exclusively at Dohome ToGo. These services are carried out by experienced and certified "Nine Chang" team.

### Renovation

Responding to a demand for more usable space with turn-key services from survey, design, budget estimate, construction and construction supervision by profession engineers for standardized structure and safety. Scope of works includes roof extension, kitchen extension and piling work, to fit-in furniture in order to allocate space efficiently for everyday use.

### Decoration

Providing interior and exterior design to reflect the identity and lifestyle of residents, covering interior and exterior design and construction, built-in furniture and lighting design by specialized architects and designers.

### Inspection

Providing house care and inspection services at every stage at prevent any risks and prolong the life of house, including pre-handover house inspection, cleaning and electric appliance cleaning service, electrical system inspection, leak repair, subsidence repair, urgent technician for emergencies, termite treatment, and cleaning and sanitizing service for mattress, sofa and curtain. Services in this category are designed for the safety, hygiene and comfort of customers in the long term.

## Home Solution

360° Solution for Home... for You (One Destination, Your Home Completion)

# โซลูชันครบ 360 องศา เพื่อบ้าน เพื่อคุณ

One Destination, Your Home Completion



### สำรวจหน้างาน

ทีมช่างสำรวจจะเข้ามาที่  
เพื่อตรวจสอบสภาพหน้างานจริง  
ประเมินพื้นที่ โครงสร้าง และสิ่งกีดขวาง  
ส่วนที่ขาดตกบกพร่องของแบบ  
และก่อสร้าง ทีมงานจะมอบหมาย  
Perfect work begins  
with precise surveying.



### ออกแบบ เลือกวัสดุ

ทีมช่างออกแบบจะเข้ามา  
ให้คำแนะนำ เลือกวัสดุ  
ให้สอดคล้องกับ งบประมาณ ความต้องการ  
และสไตล์ที่ชอบ ทีมงานจะมอบหมาย  
Designed with Creativity.  
Selected with Expertise.



### ทำ BOQ ประเมินราคา

ทีมช่างจะจัดทำ BOQ  
และประเมินราคาเป็นระบบ  
ให้ชัดเจน โปร่งใส และเป็นที่ยอมรับ  
ของทั้งสองฝ่าย ทีมงานจะมอบหมาย  
Transparent Costs.  
Confident Decisions.



### เซ็นแบบ ยืนยันขออนุญาต

ทีมช่างจะนำแบบไปขอ  
เซ็นแบบและขออนุญาต  
จากหน่วยงานที่เกี่ยวข้อง  
เพื่อให้สามารถดำเนินการก่อสร้าง  
ได้อย่างถูกต้องและเป็นไปตามกฎหมาย  
Compliance Made Effortless.



### ดำเนินการ ก่อสร้าง

ทีมช่างจะดำเนินการก่อสร้าง  
ตามแบบที่ได้ออกแบบไว้  
ด้วยความเรียบร้อย ปลอดภัย  
และตรงตามงบประมาณ ทีมงานจะมอบหมาย  
Built with focus on Quality,  
Standards, and Safety.



### ดูแล หลังการขาย

ทีมช่างจะเข้ามาดูแล  
หลังการขาย เพื่อให้ลูกค้า  
มีความพึงพอใจและประทับใจ  
ในบริการ ทีมงานจะมอบหมาย  
Beyond Completion,  
Care that lasts.

## Home Solution

“One Destination, Your Home Completion”

**Convenience** Customers are completely taken care by a team of architect, engineer and specialist from consultation, design, budget planning to construction. This can reduce complexity of coordination and reduce time in making decisions.

**Safety** Every project is carried out by experienced professionals who are certified by relevant agencies to ensure work quality, living safety and long-term service standard.

**Good Value** Including product and service in one package (Chang Mao Service) enables customers to obtain appropriate prices, effectively control budget, reduce hidden costs, and increase worthiness compared to doing by oneself which involves several steps.

**Beauty and Uniqueness** Customized and made-to-order services are available whether structural work, decoration or furniture (for examples, customized doors and windows, customized curtain and fit-in furniture). With this service, home can truly reflect uniqueness, lifestyles, and different demands of each customer.

**Better Quality of Life** The goal is to build houses that are livable, cozy, safe and promote healthy lifestyle in terms of usage, space, comfort and living atmosphere so that houses become a space of happiness for the whole family.





### Chang Mao Service

is a complete service that includes both product and service in one package. Customers can instantly buy the service without a hassle of finding a technician. The service covers various types of home service including roof technician, kitchen technician, etc. This can reduce complication, save time and ensure standardized quality.

**Service Development** Improvement of the whole services for sustainable ecosystem.

### Nai Chang Academy

It is a center for improving knowledge, skills and professional standards. Training and skill standard testing are organized in cooperation with relevant agencies to enhance the expertise of a technician team so that they can deliver consistent work quality and efficiently handle complicated work.

### Dohome Repair Center

Dohome establishes a repair center to completely operate after-sales services which include repairs of electrical appliances and technician tools. The objectives are to extend the lifespan of products, relieve the burden of customers, and create a good after-sales experience. This emphasizes the concept of “More Than Sales with Continuous Care”.

### Rent for Technicians

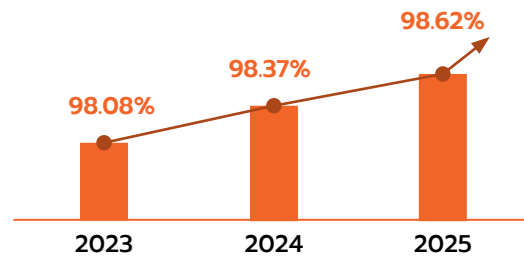
This service responds to the needs of today’s technicians who face limited funds, have a problem of broken tools, or frequently work at different sites. It helps technicians to access quality tools without large fund, lower initial funding and increase an opportunity to take jobs continuously and efficiently.

**Service Development** implementation aims at building an ecosystem connects human development, tool support and after-sales service together to elevate the overall service, create customer satisfaction, and strengthen long-term competitiveness.



### Customer Service Development, Human Resources Development and Partner Network Development

**Customer Service Development** In 2025, the “Nine Chang” brand succeeded at continually raising the service quality. The customer satisfaction (CSAT) score was at 98.62%, increasing from 98.37% in the year 2024. This indicates our standard service quality and continued improvement of the team in all aspects. This success is resulted from efficient fundamental management system and systematic work procedures to deliver quality service needed by customers.



**CSAT increases continually**  
at 98% for 3 consecutive years, indicating the service quality trusted by customers.

**Human Resources Development** The “Ning Chang” brand by Dohome aims at being a center for learning and skill development of engineers, architects, and technicians with a cooperation with leading business partners. This development not only enhances individual capacity but also strengthens the organization service quality for sustainable growth.

**Partner Network Development** A key foundation of sustainable business is having strong partners; therefore, the “Nine Chang” brand strives to build a network of cooperation with leading organizations, both in private sector and public sector, to jointly push forward technicians’ professional standards. This effort is guaranteed by the Labor Network Honor Plaque from the Department of Skill Development for 3 consecutive years. This can indicate our leading role in labor skill development and our dedication to grow along with our partners.





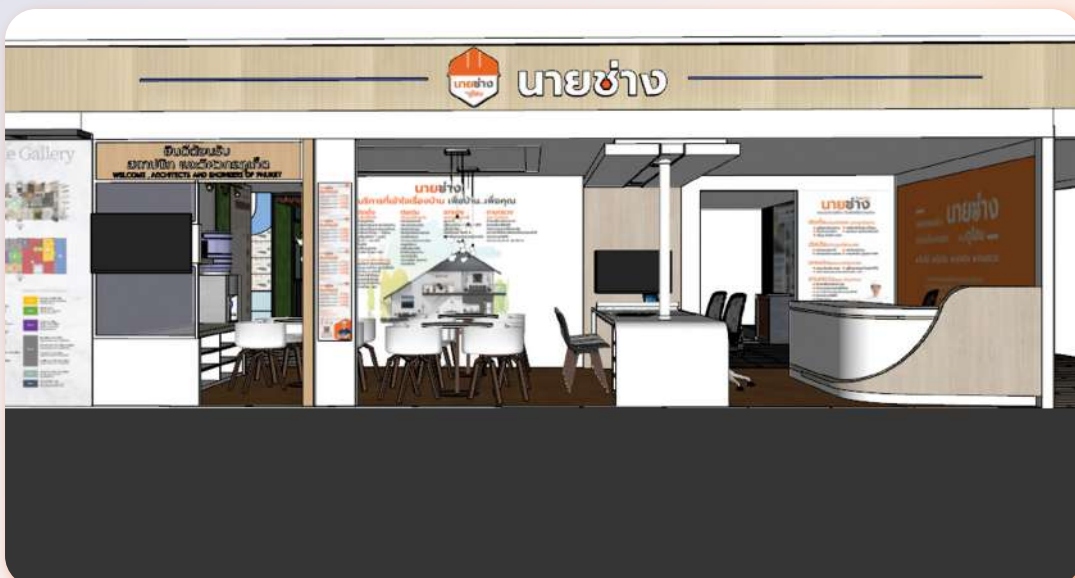
### Home Solution Business Development

In 2024, the Company pursued the Home Solution strategy to optimize a solution to home problems to end users in a concrete way. The Bangpoon store was selected as a model store in which a mock-up home zone called “DOHOME 360 Solution” was created to show innovative products and “Nine Chang” service. This is Dohome’s effort to offer complete home solutions, provide ideas and inspirations, and enhance customer experience by changing from separate purchase to a solution.

In 2025, the Company continued the success by expanding “DOHOME 360 Solution” to another store which is Dohome Theparak. This indicates potential of Home Solution business model in creating add-value and responding to customers seeking in-depth advice and complete service rather than product purchases.

Besides expanding the Home Solution the Company also adjusts the form of “Nai Chang” service counters from normal counters to formal consultation areas for more complex works; for instance, at Dohome Phuket store the Nine Chang counter was adjusted to a space where architects and engineers can meet up with customers to discuss in detail. There is also a space for presenting portfolio, allowing customers to contact designers directly.

This approach not only increases an opportunity to sell products and services of higher value but also strengthens a long-term relationship with customers and contributes to the growth of home service business in the future.



### Nine Chang Academy, Bringing Skilled and Quality Technicians to Thai Society

Recognizing the role of skilled technicians as a core of construction and residential sector, the Company has established “Nine Chang Academy” as a center for promoting skills, knowledge and professional standards in a systematic way. “Nine Chang Academy” serves as a skill standard testing center certified by the Department of Skill Development, the Ministry of Labor. This ensures professional technicians, customers and an industrial sector that certified technicians have skills and capabilities according to professional standards.

In 2025, Nine Chang Academy began to operate officially and organized initial skill standard testing for 2 courses i.e. Electrical Installation of Building Level 1 and Wall and Floor Tiler Level 1. These courses focus on hands-on learning and testing by actual standards under the supervision of specialists from the Department of Skill Development so that test takers can apply knowledge and skills in fieldwork. Once they pass the test, they will be officially certified with professional skill standards.

The key concept of “Nine Chang Academy” is to provide a real learning facility with real standards to produce quality technicians who are confident in their professions and can compete in the labor market both in the present and future. The Company aims at promoting “Nine Chang Academy” as a main mechanism for expanding technician team and developing the skilled labor market into the No.1 skilled labor center of the country within 2028. It is also aimed at constantly elevating the professional standards.

The foundation of “Nine Chang Academy” indicates the intention of Dohome to take part in the development of Thai society by creating career opportunities, promoting the quality of labors, and strengthening the ecosystem of residences and construction .







### #Dohome Care Campaign

#### Restore Home and Heart Together in Times of Crisis

Dohome Public Company Limited recognizes its role as a part of society and is ready to stay side by side people in times of crisis under the campaign called “Dohome Care” that aims to concretely provides assistance to victims using its expertise in house, technician work, and its resources to relieve difficulties and restore the quality of life of victims.

#### Earthquake Victims Assistance

After the earthquake incident, “Nine Chang by Dohome” sent out structural engineers and experts to the affected areas from the beginning to provide house inspection service without any charge. This can help assess building safety, ease people’s worry, and support a decision to do repairs or return to their residences.

#### Residence Restoration after Hai Yai Floods

After the floods in Hai Yai District area, “Nine Chang by Dohome” send out a team to survey houses after water receded to assess damages that may affect the safety of living and give advice on appropriate restoration and repairs.

Moreover, an electrician team from Dohome Repair Center also went to repair electrical appliances without any charge for people suffering from the floods to lower their expenses and support them to return to normal lives.

#### Determination to Provide Sustainable Assistance

The “Dohome Care” campaign reflects Dohome’s intention to become more than a distributor and service provider, but to become a supportive power for the society in times of crisis by employing its knowledge and teams for the highest benefit of the community.

### Pushing Forward the Business for Sustainability

The Company operates its business under the concept of sustainable growth. In 2025, the Company furthered the potential of home service business with the “Rent for Technicians” service under Nine Chang brand. The service is aimed at supporting service-providing technicians who are a key mechanism serving customers and the construction and residence sector. This service is designed to transcend the fund limitations and provide work flexibility for today’s technicians. It offers an opportunity to access quality tools, electrical tools and construction tools without a large amount of fund, hence reducing fixed costs, reducing a risk of ownership, and increasing an ability of professional technicians to manage liquidity.

The Company views that supporting technicians in everyday practice is as much important as selling products. Therefore, the Rent for Technicians service is building on Dohome’s resources and expertise to become a service solution that explicitly increases job opportunities and creates regular income of technicians. With this service technicians can choose suitable tools according to the nature of work at a particular time, work at several sites at the same time, and reduce the impact of tool damage or repair. The fee of this service is approachable with various rental choices, whether daily, weekly or monthly, which are good for cost control and work efficiency.

Furthermore, the concept of rent for use is in line with a new business operation that focuses on using resources wisely, decreasing sunk cost and reducing the environmental impact from overproduction and over-equipped. This is a part of driving the organization towards the approach of circular economy. The Rent for Technicians service is now available at Dohome Rangsit and Dohome Bangpoon. It is planned to expand to stores nationwide so that tools can be easily, quickly and widely accessed. This service also indicates Dohome’s role more than as a seller but rather as a business partner that grows together with technicians, customers and society; as well as its intention to create career opportunities, increase service quality and strengthen a competitiveness of home service ecosystem in a sustainable way.





### Community and social development and involvement

The group of companies recognizes the importance of conducting business in a sustainable manner under Corporate Social Responsibility (CSR), focusing on operating with care for stakeholders, the economy, society, and the environment, all while adhering to ethics, morality, and professional standards. The Company hopes that conducting business with social responsibility will bring benefits to the community alongside the company's growth, aiming to become a leader in the retail and wholesale business and provide comprehensive construction materials and home décor products. The company is committed to running its business while prioritizing social responsibility to help improve the quality of life for people in the community and aims to enhance the quality of the environment sustainably.

The group is also dedicated to supporting various projects from educational institutions, religious organizations, healthcare facilities, and government agencies. Additionally, it provides assistance to communities affected by disasters to serve as a driving force and strengthen the community alongside business growth.

### "Dohome Care and Take Care" Project to restore Hat Yai after the floods

Regarding the floods in Hat Yai District, Songkhla Province, the Group carried out social responsibility mission under the concept of "Dohome Care and Take Care" to restore residences and lessen the cost of living after the crisis for Hat Yai people. This activity was conducted in cooperation with the Department of Internal Trade, Ministry of Commerce under the project "Thais United to Restore the South".

The Company offered 9 main benefits covering all aspects of home repair and home care; for instances, up to 90% discount for cleaning products and construction materials, free-of-charge house inspection and electrical appliance repair by specialists, and the campaign "Old for New" that allow people to buy necessary electrical appliances at budget-friendly prices.



This action is not just short-term assistance but also indicates the Group's strategy for sustainability by becoming a "retail-wholesale center for complete construction materials and home decoration" that is ready to supply communities in every circumstance. The success of this activity also promotes the strong brand image and make investors confident that Dohome is a business that truly takes care of Thai society along with its business growth.

### Supporting activities for educational institutions

With the commitment to improve the quality of life for the public, the group of companies recognizes the importance of education as a foundation for life quality development. Therefore, the company has supported activities that promote learning, focusing on involving students in educational activities that are beneficial.

### The 2<sup>nd</sup> Year of “Sharing Kindness to Society” Project: Enhance Hygiene for Community’s Smiles



With the business operation under the concept of ESG, Dohome ToGo realizes that a strong community partly begins at hygiene of schools. Therefore, high-quality toilet equipment such as hinges, handles, door locks, bidet sprays, faucets and toilet seats was given to Khlong Mai School, Samut Prakan Province. The strong point of this activity is that “Nine Chang by Dohome”

team was mobilized to install and repair toilet equipment with a standardized method to ensure safety for use and long service life. This activity promotes environment that contributes to efficient learning of children. Moreover, it also reflects the shared value strategy between the organization and society in which the expertise in construction materials is applied to create a social impact that constantly promotes a good quality of life of communities around stores in Bangkok Metropolitan Region. The Company believes that giving the right assistance needed by communities will become a main force that makes the brand grow along with the society in a steady and sustainable way. This effort will be expanded to other areas to bring smiles and a good quality of life to Thai society in a long term.

### Creating Sustainable Educational Foundation

In this activity, the Group’s expertise on construction materials and home decoration was employed to create a shared value for the community. Necessary school supplies were given and school building was repaired and improved to be in good condition for the optimum learning environment. This activity indicates the business operation under the ESG principle firmly upheld by the Group, particularly the social aspect and the good relationship with surrounding communities. In this sense, the support that shareholders and investors give to Dohome is not only a support for business growth, but also a collective effort that pushes forward positive social impact in a concrete way. The Group believes that sustainable growth must go along with the strength of society. Therefore, we continuously widens the CSR activities to various forms in order to create added values to all stakeholders, reiterating the corporate image of transparent business operation and social responsibility.







### **“Back to School” Project**

In the past year, the Group still operated its business along with social responsibility by providing educational support and lightening the cost of living with the cooperation with the Department of Internal Trade, Ministry of Commerce under the economic stimulus project called “Back to School”. Dohome supported the project in order to help reduce the expenses of parents during a new semester. Good stationery, school supplies and other necessary items were sold at special and wholesale prices. This is considered a key mechanism in driving the macro economy and providing educational opportunities for Thai children. The participation in this project not only indicates the Company’s readiness for efficient supply chain management but also its main mission of delivering good products at affordable prices to all Thai people. The Company is ready to stand side-by-side the society in every circumstance and intends to continually develop social projects to create the shared value for all stakeholders in a sustained way.

### **Supporting religious institutions**

Supporting religious institutions, the group of companies recognizes the importance of religious institutions as a spiritual anchor for the community. Therefore, the company actively participates in religious activities and contributes various offerings for the public benefit, such as providing donations, offering essential goods, and supporting religious projects and activities.

### **“Color Stains on Hands from Restoration” Project**

Dohome shared kindness to society by giving paint products and equipment to The Best Volunteer Club of North Bangkok University for its volunteer camp at Wat Pong Keng, Saraburi Province. The paint products were used for the restoration of landscape and surrounding areas of the temple for benefit of Buddhist.

This support not only improves the environment of a religious place but also foster an awareness of giving and social responsibility among the new generation so that they become a key strength of Thai society. In this respect, Dohome always intends to create good things for the society and encourage the social development and strength for sustainable growth.



### Dohome supports and carries on the 2025 Great Isan Merit Candle Festival

Dohome Public Company Limited reiterates its image of “One-stop Home Products Destination” by supporting the 2025 Candle Festival. The Company jointly nurtures Buddhism by giving money for making Buddhist lent candles to 15 main temples, at the amount of 170,000 baht in total. The purposes are to praise the wisdom of Thai craftsmen and attract global tourists to experience this unique meticulous fineness. This also indicates Dohome’s intention to develop local economy and promote regional tourism. The action of Dohome’s employees in joining the activity by giving out drinks, snacks and souvenirs also reflects a strong relation between the organization and the community.



### “Dohome” Chonburi Shared Kindness by Donating Equipment for Public Charity and Buddhism

The Group recognized the importance of fostering local religious places and charity organizations for the highest benefit of the public. Therefore, Chonburi store donated equipment to “Wat Samnak Bok” to be utilized for the temple’s operation and Buddhists doing religious practices. Moreover, cashier counters and baby strollers were donated to “Wat Nirotharam School” to support the school that lacks classroom and documentation supplies. Such donations not only fosters Buddhism and support education but also indicate Dohome’s intention to repay to the society and at the same time operate the “Complete, Cheap, Good” business for the smiles and happiness of surrounding communities.



### Supporting community career creation activities

The Company is ready to promote, support and take part in sustainable community development by sourcing materials from local, creating jobs for community members, and providing spaces for community to sell their products in order to support local community products.

In each store expansion, the Company always thinks about members of the community where the construction takes place. The Company recruits people living near stores under construction so that it has sufficient staff for store pre-opening. This also creates income and jobs for community members who can joyfully work in their hometown.



### Assisting other organizations.

The Group of companies is ready to cooperate with all sectors to assist, facilitate, and support efforts that contribute to sustainable quality of life development. This includes donating goods and supporting public-benefit activities organized by various government agencies.

Standing by Each Other! **Dohome** joined Gun Jomphalang in supporting K9 team's rescue mission.



A powerful cooperation took place when the Group joined Mr. Gun Jomphalang and his foundation team to deliver assistance to the K9 rescue team in its urgent mission. Dohome fully supported electrical tools and industrial machines to facilitate the field work; for instance, 8,500-watt generator to create stable backup power system, 140-litre evaporative air coolers, and 30-inch large industrial fans were given to relieve the heat and provide an environment that supported the work of K9 officials and dogs. Furthermore, Dohome's technician team showed their good spirit by willingly assembling and installing equipment and tools on-site. This reflects the organization's determination in overcoming every crisis as a part of society. In this regard, Dohome is ready to constantly contribute to the benefit of the society so that it can become stronger and grow together with society in a sustainable way as Thailand's leader in retail and wholesale business for complete construction materials and home decoration under the concept of "Compete, Cheap, Good at Dohome".

### Dohome Share Happiness, Create Opportunity and Shape Future



The Group realizes that strong business growth must go along with concern for social and communities. Recently under the project called "Dohome Share Happiness, Create Opportunity, Shape Future" the Company has continued its intention to raise the quality of life of underprivileged women and children at Emergency Home, Association for the Promotion of the Status of Women under the Royal Patronage of HRH Princess Soamsawali Krom Muen Suddhanarinatha.

In this regard, necessary home appliances and office supplies such as evaporative air cooler, electric kettle, microwave, and multipurpose drawers were given to be utilized in daily activities and improve the living of the Association's members to be more convenient and hygienic. This support is not just a donation but a part of business operation that concerns social responsibility by promoting the potential and creating a safe space for underprivileged people. Dohome firmly believes that "The Power of Sharing" is a foundation for pushing Thai society towards a concrete positive change. As an organization aiming at sustainable growth, Dohome is ready to pass along goodwill and sustainability for the society in all aspects to create added value that demonstrates the shareholders' and investor's continued trust in the Company.

## Business Innovation

### • Automated Storage and Retrieval System (AS/RS)

The Company has introduced the automated storage and retrieval system (ASRS) to its warehouse management in which goods storage and retrieval are fully controlled by a computer. This system is used together with selective racking. And the system can share the work of humans and make the warehouse management more rapid, accurate and efficient to sustainably support the Company's future growth.

Dohome, a one-stop home products destination known as the “The Great Empire of Home” under Dohome Public Company Limited, has adopted a policy of driving business growth sustainably with a strong commitment to social and environmental responsibility. The Company is moving forward with the implementation of a modern and advanced Automated Storage & Retrieval System (AS/RS) to enhance warehouse management standards, improve efficiency, and support its strategy for creating sustainable innovations and technologies.

For this reason, Dohome has implemented a Green Economy and Sustainability Policy, emphasizing social and environmental responsibility. The Company has developed its eco-friendly warehouse system and installed the Automated Storage & Retrieval System (AS/RS) as part of its warehouse management strategy. This technology enables efficient storage and retrieval of over 100,000 product categories, including construction materials, electrical appliances, tools, gardening equipment, and home décor items. The AS/RS system was first installed in 2018 to manage the high volume of inventory and daily distribution across branches. This system enhances warehouse operations, supports business expansion, and optimizes long-term inventory management. It also improves space utilization, reduces manual labor, and increases efficiency, accuracy, and speed in stock handling. Currently, Dohome has integrated the AS/RS system into its distribution centers and warehouses across 19 branches nationwide. These smart warehouses significantly enhance inventory search, storage efficiency, and systematic organization, ensuring a seamless and scalable supply chain operation.

The installation of the Automated Storage & Retrieval System (AS/RS) is also a key driver in Dohome's commitment to building a sustainable business. The Company upholds a three-pronged strategy focused on:

1. Sustainable innovation and technology – Enhancing collaboration with business partners to drive mutual growth.
2. Employee well-being and professionalism – Creating a productive and fulfilling work environment.
3. Efficient and eco-friendly resource utilization – Reducing environmental impact and contributing to climate change mitigation, aligning with the goal of a low-carbon society.

This initiative underscores Dohome's dedication to sustainability, continuous operational excellence, and leadership in retail, wholesale, and home improvement solutions in Thailand. Guided by the philosophy of “Complete, Cheap and Good at Dohome” the Company continues to advance its position as an industry leader.

## Economic Growth and Good Corporate Governance Aspect

Under the principles of good corporate governance, transparency, and business ethics, the Company is committed to promoting social and environmentally friendly innovation in its products and services. We prioritize managing customer relationships to ensure the highest benefits and meet customer needs, aiming to enhance business opportunities and provide the best customer experiences. Additionally, we continue to improve our cybersecurity, personal data protection, supply chain management, and risk and crisis management to meet the expectations of all stakeholders.

### • Supply Chain Management

The Company places an importance on “business partners” who are one of key stakeholders that will jointly create sustainability throughout the supply chain by jointly operating business with social and environmental responsibilities, as well as delivering good, budget-friendly, safe and traceable products and services. Consequently, the Company has formulated a policy to examine manufacturers’ factories to ensure the quality and stability of manufacturers. This is sustainable management of supply chain to ensure that the business procedures between the Company and business partners follow laws and regulations, and there is improvement to regularly deliver products and services that create value to the country and stakeholders. Moreover, the Company has determined the business partner code of conduct as a guideline for partners to operate their businesses in compliance with provisions, laws and company code of conduct. The code encourages the partners to practice in a transparent manner, free of corruption, respecting human rights, treating workers fairly, and following the standards in occupational safety, health and environment.

### • Business Partner Code of Conduct

The Company commits to being a good model for society by implementing the good governance principle, taking responsibility, and building good relationships with society, community and environment. To ensure that the business alliance (suppliers) operate their business in the same direction as the Company, the guidelines for business partners have been prepared concerning business ethics, compliance with labor standards and human rights, occupational safety and health, environmental management, and community and social responsibility. Key issues of the code are as follows:

1. Business Ethics
2. Human Rights and Labor
3. Safety and Occupational Health

4. Environment
5. Social Responsibility

### • Supplier Screening

The Company’s supplier selection process is not limited to consideration of capacity or product quality. We also focus on transparent and responsible business operation. A self-assessment questionnaire is used to analyze the capability of partners in terms of environment, society, community and good corporate governance. Additionally, annual evaluation is carried out to evaluate efficiency in various aspects including profit management, product details, inventory management, and professionalism in delivery and accurate accounting system.

For in-depth evaluation, the Company focuses on the accuracy of products and the standard of packaging which must be strong, durable and easy to store. This evaluation is based on the ratio of short of over delivery or damaged goods from delivery, as well as the clear details of package labels. For other supportive works, the evaluation regarding accounting focuses on completeness and punctuality of invoicing and issuing credit notes; the evaluation regarding human resources is considered based on an ability to recruit replacement employees and excellent sales skills. The objectives of these evaluations are to encourage partners to develop their potential according to universal standards. In case that any partner cannot improve their performance to be in line with the specified criteria the Company has to replace such partner with a new distributor with higher performance.

### • Risk Assessment and ESG Performance Audit for Suppliers

The Company establishes criteria for assessing critical suppliers and ESG risks classifying suppliers based on risks, considering procurement expenses in each business, the importance of the product, and the risk level of supplier activities. Additionally, the Company



conducts on-site ESG audits for suppliers in the strategic group according to the supplier classification. The assessment results are communicated to each supplier if there are any issues that need to be addressed.

#### • **Supplier Relations and Development**

Relations with suppliers are fostered by organizing regular meetings to exchange knowledge, useful information, and insights on relevant market situations. These meetings also serve to communicate messages, news, and public policies that may affect the business operations of both the company and its suppliers. Furthermore, they provide an opportunity to discuss future business opportunities and joint strategies that will contribute to sustainable growth.

Based on the supplier ESG assessment, it was found that some high-risk potential suppliers face limitations in improving product quality and taking action on ESG matters. As a result, the company offers assistance, such as promoting and developing production and sales channels, collaborating on product selection with suppliers, organizing promotions, and restocking efforts to achieve growth together. This approach ensures both qualitative and quantitative improvements, in line with the standards and appropriateness of the assistance. Ultimately, it helps suppliers develop their potential for long-term, sustainable business relationships.

#### • **Environmentally Responsible Procurement**

“Green Procurement or Green Purchasing” is a procurement of products and services that are environmentally friendly; in other words, it is a procurement of products and services that have less impact than general products and services of the same functions when considering throughout the product life cycle, from raw material sourcing to disposal at the end of its useful life. Green procurement directly benefits consumers since users are safe from harmful substances. On the other hand, the benefit to manufacturers is a long-term economic advantage due to a reduction in costs owing to eco-friendly production process and a good image of such products and their manufacturers. This brings benefits to overall society and environment.

To establish an efficient procurement standard, the Company mainly emphasizes transparency and fairness by carefully comparing the information of all distributors before making an agreement. This process begins with product quality assessment under the specified standard along with the consideration of cost price, discount and trade agreement that bring the highest benefit to the Company. Besides good value of price, it is necessary to consider the stability and reliability of distributors to prevent a potential risk on the continuity of production, as well as conditions about rapid delivery and payment terms that suit liquidity. All of this information will be gathered and submitted to persons in authority to examine and approve in a systematic way to ensure that the partner selection is carried out without any discrimination and is aimed at supporting potential business partners to grow together in the long term.

#### • **Trade Credit Guidelines**

The Company prioritizes maintaining strong relationships and ensuring fairness for all trade partners by establishing appropriate credit terms to support mutual business liquidity. In the event of overdue payments, we focus on collaborative resolution through polite notification and open communication channels for amicable negotiation. The Company is prepared to provide consultation and consider flexible payment plans as necessary, ensuring smooth operations and sustainable business growth for both parties.





## Feedback Form Sustainable Development Report 2025

### Dohome Public Company Limited

#### 1. Reader Profile

Gender ☐ Female ☐ Male  
 Age ☐ Below 30 years old ☐ 30 – 50 years old ☐ More than 50 years old

#### 2. Please specify your stakeholder type

☐ Customer ☐ Employee ☐ Supplier  
☐ Shareholder ☐ Investor  
☐ Other (Please specify.....)

#### 3. The reason to read this sustainable development report

☐ For support investment decision on DOHOME's securities  
☐ For understanding about DOHOME's business  
☐ Research and education purposes  
☐ Other (Please specify.....)

#### 4. Satisfactory level towards the sustainable development report 2025

Information adequacy ☐ High ☐ Medium ☐ Low  
 Readability ☐ High ☐ Medium ☐ Low  
 Overall satisfaction ☐ High ☐ Medium ☐ Low

#### 5. In your opinion, which is the most significant aspect towards the company's sustainable growth?

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#### 6. In your opinion, what should the report be improved?

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**To**      **Corporate Governance Development**  
Dohome Public Company Limited  
88/111 Village No. 3 Bang Phun Sub-district,  
Mueang Pathum Thani District, Pathum Thani 12000

### Channels for returning Feedback Form



#### 1. E-Mail

Scan or take a photo of this feedback  
Form to [cg@dohome.co.th](mailto:cg@dohome.co.th)



#### 2. Mail

Tear the feedback form,  
Stamp it and send it to the  
Address mentioned above

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

### 4.1 Analysis of Operation and Financial Position

#### 1. Overview of operation

In 2025 the overall situation was affected by various circumstances both domestically and internationally. The Thai-Cambodia border conflict and the governmental and political instability resulted in a potential delay in government investment projects, a slow down in construction sector, and consumers' cautiousness driven by an economic slowdown. Moreover, the high level of household debt still places pressure on consumers' purchasing power.

Although the above-mentioned circumstances affected its revenue, the Group was able to manage its product cost more efficiently, leading to a higher gross profit margin year-over-year. Furthermore, the Group still focused on the development and improvement of work process to increase efficiency in all aspects including unceasing development of sales channels and sales promotion activities. As a result, the Group launched 2 large stores i.e. Nakhon Sawan store and Theparak store, as well as 7 small stores (Dohome ToGo) i.e. Atcharyaprasit store, Prachauthit 90 store, Wat Lad Praduk store, Bangpla store, Chaloeam Phrakiat Rama 9 store, Kilen Market store and Sinsakhon store. The Group had a total revenue of 29,409.13 million baht with a higher gross profit margin of 17.4% increasing from 17.1% in 2024. The gross profit margin increased in every product group thanks to more efficient cost management. On the other hand, the selling and administrative expenses were lower as a result of major expenses such as employee-related expenses, commission fees, delivery expenses, etc. However, in spite of the higher gross profit margin and lower selling and administrative expenses, the economic slowdown and impact of various circumstances caused the net profit for the year 2025 amounted at 601.13 million baht, decreasing from the year 2024 by 72.96 million baht or 10.8%.

#### 2. Overview of business results and financial position

Most of the Group's revenue is from the sale of goods and services. For the years ended 31 December 2023, 2024 and 2025, the revenue from sale of goods and services were at 31,218.15 million baht, 30,991.27 million baht and 29,110.30 million baht respectively. The revenue in 2025 decreased by 6.1% from the previous year mainly due to a decline in revenue from existing stores, while stores in ramp-up stage still grew.

The Group's gross profits for the years ended 31 December 2023, 2024 and 2025 were at 4,901.12 million baht, 5,308.46 million baht and 5,055.73 million baht respectively, or equivalent to the gross profit margins of 15.7%, 17.1% and 17.4% respectively. The increase in gross profit in 2025 resulted mainly from construction products which had increased revenue and gross profit margin.

For the years ended 31 December 2023, 2024 and 2025, the Group's net profits were at 585.29 million baht, 674.09 million baht and 601.13 million baht respectively, or equivalent to the net profit margins of 1.9%, 2.2% and 2.0% respectively.

The Group's total assets as at 31 December 2023, 2024 and 2025 were at 33,982.74 million baht, 33,566.02 million baht and 34,306.21 million baht respectively. The increase in total assets was mainly due to an increase in lands, buildings and equipment from the installation of more solar cell systems in 2025.

In 2025, small stores were opened to reach customers in high population density areas. The Group's total liabilities as at 31 December 2023, 2024 and 2025 were 21,807.12 million baht, 20,739.79 million baht and 20,898.25 million baht respectively. The increase in total liabilities was mainly due to trade and other account payables and a decrease in long-term loans for branch expansion since there were only 2 new large stores in 2025. The Group's equities as at 31 December 2023, 2024 and 2025 were at 12,175.62 million baht, 12,826.22 million baht and 13,407.96 million baht respectively. The increase in equities was due to stock dividend payout and higher retained earnings.

### 3. Discussion and Analysis of Business Results

#### 1. Revenue

The Group operates a retail, wholesale and service business of construction and home decoration materials, as well as providing relevant services under the tradename “Dohome”. The Group’s revenue is comprised of (1) revenue from the sale of goods and services, in which most of the revenue from service are goods delivery fees as a part of sale promotion, and (2) other revenues such as subsidies from product owners, and rental and service fees.

For the years ended 31 December 2023, 2024 and 2025, the Group’s total revenues were 31,574.19 million baht, 31,327.03 million baht and 29,409.13 million baht respectively, decreasing by 247.15 million baht or 0.78% in 2024 and decreasing by 1,917.90 million baht or 6.12% in 2025 respectively.

**Table of the Group’s Revenue Structure**

Revenue Structure	For the Years Ended 31 December					
	2023		2024		2025	
	MTHB <sup>(1)</sup>	Percent	MTHB <sup>(1)</sup>	Percent	MTHB <sup>(1)</sup>	Percent
Revenue from sales and services	31,218.15	98.9	30,991.27	98.9	29,110.30	99.0
Other revenues	356.04	1.1	335.76	1.1	298.83	1.0
<b>Total Revenue</b>	<b>31,574.19</b>	<b>100.0</b>	<b>31,327.03</b>	<b>100.0</b>	<b>29,409.13</b>	<b>100.0</b>

Remark : <sup>(1)</sup> Percentage of the total revenue

#### (1) Revenue from sales and services

For the years ended 31 December 2023, 2024 and 2025, the Group’s revenues from sales and services were at 31,218.15 million baht, 30,991.27 million baht and 29,110.30 million baht respectively. The revenue in 2025 decreased by 6.1% from the previous year mainly due to a decline in revenue of existing stores, while stores in ramp-up state still grew. Moreover, there were 2 large stores opened in 2025 i.e. Nakhon Sawan store and Theparak store, as well as 7 small stores (Dohome ToGo) i.e. Atcharyaprasit store, Prachauthit 90 store, Wat Lad Praduk store, Bangpla store, Chaloeam Phrakiat Rama 9 store, Kilen Market store and Sinsakhon store.

The revenue from sales and services can be classified by product categories into 2 groups: (1) Non-House Brand products and (2) House Brand products.

**Table of the Revenue Structure from Sales and Services by Product Categories**

Revenue Structure from Sales and Services	For the Years Ended 31 December		
	2023	2024	2025
	Percent <sup>(1)</sup>	Percent <sup>(1)</sup>	Percent <sup>(1)</sup>
Non-House Brand products	80.0	81.0	82.0
House Brand products	20.0	19.0	18.0
<b>Total Revenue from Sales and Services</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

Remark : <sup>(1)</sup> Percentage of the total revenue from sales and services



The Group's revenue from sales and services mainly comes from the sales of Non-House Brand products. However, the Group aims at increasing the proportion of House Brand products, which have a higher gross profit margin, to 21.0% of the revenue from sales and services within 2025. The proportion of House Brand product sales for the year ended at 31 December 2025 decreased from 19.0% to 18.0%. However, the gross profit margin still increases continuously as a result of an increase in revenue from the sales of construction products in 2025.

## (2) Other revenue

For the years ended 31 December 2023, 2024 and 2025, the Group's other revenues were 356.04 million baht, 335.76 million baht and 298.82 million baht respectively, or equivalent to 1.1%, 1.1% and 1.0% of the total revenue respectively.

For the year ended 31 December 2023 compared with the year ended 31 December 2024, the Group's other revenues were 356.04 million baht and 335.76 million baht respectively, decreasing by 20.28 million baht or 5.70% mainly due to a decrease in revenue from compensation for the flooding in 2023.

For the year ended 31 December 2024 compared with the year ended 31 December 2025, the Group's other revenues were 335.76 million baht and 298.82 million baht respectively, decreasing by 36.94 million baht or 11.00% mainly due to a decrease in subsidies from product owners.

## 2. Gross Profit and Gross Profit Margin

For the year ended 31 December 2023 compared with the year ended 31 December 2024, the Group's gross profits were 4,901.12 million baht and 5,308.46 million baht respectively, increasing by 407.34 million baht or 8.31%, equivalent to the gross profit margins of 15.7% and 17.1% respectively. The main reason was an increase in the gross profit margin of House Brand products.

For the year ended 31 December 2024 compared with the year ended 31 December 2025, the Group's gross profits were 5,308.46 million baht and 5,055.73 million baht respectively, decreasing by 252.74 million baht or 4.76%, equivalent to the gross profit margins of 17.1% and 17.4% respectively. The main reason was an increase in the gross profit margin of House Brand products.

## 3. Selling, General & Administrative Expenses

The selling, general & administrative expenses mostly comprise expenses relating to sales employees, administrative employees, depreciation and amortization, delivery costs, and marketing costs. For the years ended 31 December 2023, 2024 and 2025, the Group's selling, general & administrative expenses were at 3,987.73 million baht, 4,255.51 million baht and 4,214.11 million baht respectively, increasing by 267.78 million baht or 6.72% in 2024 and decreasing by 41.41 million baht or 0.98% in 2025.

**Table of Structure of Selling, General & Administrative Expenses**

Structure of Selling, General & Administrative Expenses (SG&A)	For the Years Ended 31 December					
	2023		2024		2025	
	MTHB	Percent <sup>(2)</sup>	MTHB	Percent <sup>(2)</sup>	MTHB	Percent <sup>(2)</sup>
Selling expenses	1,374.81	34.5	1,427.86	33.6	1,386.91	32.9
Administrative expenses	670.88	16.8	692.78	16.3	661.65	15.7
Depreciation and amortization	783.52	19.6	893.16	21.0	953.97	22.6
Delivery costs	338.34	8.5	344.84	8.1	341.88	8.1
Marketing costs	121.50	3.0	160.86	3.8	164.39	3.9
Others <sup>(1)</sup>	698.68	17.6	736.01	17.3	705.31	16.78
<b>Total SG&amp;A</b>	<b>3,987.73</b>	<b>100.0</b>	<b>4,255.51</b>	<b>100.0</b>	<b>4,214.11</b>	<b>100.0</b>

**Remarks :** <sup>(1)</sup> For examples, an allowance for doubtful accounts, utilities costs, consumables costs, repairs and maintenance, bank and insurance fees, specific business tax, overhead expenses, consultant and system development fees, rental fees for lands, buildings and equipment, and depreciation on the right-to-use asset

<sup>(2)</sup> Percentage of the total selling, general & administrative expenses

Significant selling, general & administrative expenses are as follows:

- The selling and administrative expenses for the years ended 31 December 2023, 2024 and 2025 were 2,045.69 million baht, 2,120.64 million baht and 2,048.56 million baht respectively, increasing by 74.94 million baht or 3.66% in 2024 and decreasing by 72.08 million baht or 3.40% in 2025. The main reason for this was an increase in the expenses of new stores such as employee expenses and depreciation. However, the overall expenses of original stores decreased both variable costs and fixed costs because of more efficient cost management.
- Depreciation and amortization expenses increased mainly due to an increase in depreciation of new branch assets.
- Lower delivery cost was consistent with lower revenue from the direct purchase channel via phone with the selling team and the sales representative team.
- Marketing costs for the years ended 31 December 2023, 2024 and 2025 were 121.50 million baht, 160.86 million baht and 164.39 million baht respectively, increasing by 39.36 million baht or 32.41% in 2024 and increasing by 3.53 million baht or 2.19% in 2025. The increase in marketing costs was partly from new store opening which comprised (1) public relations costs and (2) commission fees of online platforms.
- Other expenses for the years ended 31 December 2023, 2024 and 2025 were 698.68 million baht, 736.01 million baht and 705.31 million baht respectively, increasing by 37.33 million baht or 5.34% in 2024 and decreasing by 30.71 million baht or 4.17% in 2025. The decrease in other expenses was mainly due to a decrease in utility costs because of an increasing use of electricity from solar panels.

#### 4. Other Expenses

For the years ended 31 December 2023, 2024 and 2025, the Group's other expenses were 3.87 million baht, 4.07 million baht and 1.47 million baht respectively which mainly resulted from a loss from equipment amortization.

#### 5. Financial Cost

For the years ended 31 December 2023, 2024 and 2025, the Group's financial costs were 566.36 million baht, 583.16 million baht and 430.71 million baht respectively, increasing by 16.80 million baht or 2.97% in 2024 and decreasing by 152.45 million baht or 26.14% in 2025. Such a change was caused by a decrease in loans for new branches during the year 2025.

#### 6. Income Tax

For the years ended 31 December 2023, 2024 and 2025, the Group's income taxes were 136.47 million baht, 144.88 million baht and 124.07 million baht respectively, increasing by 8.41 million baht or 6.16% in 2024 and decreasing by 20.81 million baht or 14.36% in 2025. This was consistent with a decrease in the Group's profit before income tax.

#### 7. Net Profit and Net Profit Margin

For the years ended 31 December 2023, 2024 and 2025, the Group's net profits were 585.29 million baht, 674.09 million baht and 601.13 million baht respectively, increasing by 88.80 million baht or 15.17% in 2024 and decreasing by 72.96 million baht or 10.82% in 2025.

### 4. Discussion and Analysis of Financial Position

#### 1. Total Assets

As at 31 December 2023, 2024 and 2025, the Group had total assets amounting to 33,982.74 million baht, 33,566.02 million baht and 34,306.21 million baht respectively, decreasing by 416.72 million baht or 1.23% in 2024 and increasing by 740.19 million baht or 2.21% in 2025. Details of major changes in total assets are as follows:

- 1) Trade and other accounts receivable – net as at 31 December 2023, 2024 and 2025 were 1,325.86 million baht, 1,586.72 million baht and 1,389.70 million baht respectively; increasing by 260.86 million baht or 19.67% in 2024 and decreasing by 197.02 million baht or 12.42% in 2025 due to more efficient debt recovery.
- 2) Inventories - net as at 31 December 2023, 2024 and 2025 were 13,264.44 million baht, 12,411.68 million baht and 12,674.03 million baht respectively; decreasing by 852.76 million baht or 6.43% in 2024 and increasing by 262.35 million baht or 2.11% in 2025 mainly due to an increase in the inventories to accommodate higher sales volume and new branch expansion.

- 3) Lands, buildings and equipment-net as at 31 December 2023, 2024 and 2025 were 17,355.82 million baht, 17,555.07 million baht and 18,180.55 million baht respectively; increasing by 199.24 million baht or 1.15% in 2024 mainly due to the buying of land for Nakhon Sawan branch; and increasing by 625.49 million baht or 3.56% in 2025 mainly due to the buying of land for Theparak branch.
- 4) Right-to-use asset as at 31 December 2023, 2024 and 2025 equaled to 1,415.50 million baht, 1,389.80 million baht and 1,634.91 million baht respectively; decreasing by 25.70 million baht in 2024 mainly due to the termination of lease agreements of some branches while there was no additional land lease for large stores; and increasing by 245.10 million baht in 2025 mainly due to land lease for future new branches.
- 2) Trade and other accounts payable as at 31 December 2023, 2024 and 2025 were at 3,854.76 million baht, 3,181.91 million baht and 3,497.21 million baht respectively which equivalent to average repayment periods of 48 days, 43 days and 43 days respectively. The trade and other accounts payable decreased by 672.85 million baht or 17.46% in 2024 and increased by 315.30 million baht or 9.91% in 2025 in line with an increase in the inventories to accommodate higher sales volume and new branch expansion.
- 3) Long-term loans from financial institutions as at 31 December 2023, 2024 and 2025 were at 6,060.09 million baht, 5,894.29 million baht and 5,622.28 million baht respectively; decreasing by 165.81 million baht or 2.74% in 2024 and decreasing 272.01 million baht or 4.61% in 2025 mainly due to a delay to large store expansion.
- 4) Lease liabilities as at 31 December 2023, 2024 and 2025 were at 561.59 million baht, 583.34 million baht and 779.59 million baht respectively; increasing by 21.75 million baht or 3.87% in 2024 and increasing by 196.25 million baht or 33.64% in 2025 in line with store expansion.

## 2. Liabilities

As at 31 December 2023, 2024 and 2025, the Group had total liabilities of 21,807.12 million baht, 20,739.79 million baht and 20,898.25 million baht respectively; decreasing by 1,067.33 million baht or 4.89% in 2024 and increasing by 158.45 million baht or 0.76% in 2025. Details of major changes in the total liabilities are as follows:

- 1) Bank overdrafts and short-term loans from financial institutions as at 31 December 2023, 2024 and 2025 were at 10,872.63 million baht, 10,588.51 million baht and 10,805.75 million baht respectively; decreasing by 284.12 million baht or 2.61% in 2024 and increasing by 217.24 million baht or 2.05% in 2025. The bank overdrafts and short-term loans from financial institutions were used as operating working capital.

## 3. Shareholders' Equity

As at 31 December 2023, 2024 and 2025, the Group's shareholders' equity were at 12,175.62 million baht, 12,826.22 million baht and 13,407.96 million baht respectively; increasing by 650.60 million baht or 5.34% in 2024 and increasing by 581.74 million baht or 4.54% in 2025 according to the Group's business performance.

## 5. Discussion and Analysis of Liquidity and Sources of Fund

### Cash Flow

Table of Sources and Uses of Cash Flow by Categories

Sources and Uses of Cash Flow	For the Years Ended 31 December		
	2023	2024	2025
	Million Baht	Million Baht	Million Baht
Net cash flow from (used in) operating activities	1,946.56	1,401.45	2,030.19
Net cash flow from (used in) investing activities	(2,437.71)	(1,082.82)	(1,619.54)
Net cash flow from (used in) financing activities	626.43	(490.76)	(390.08)
<b>Net derived (used) cash flow</b>	<b>135.28</b>	<b>(172.13)</b>	<b>20.57</b>

**(1) Cash flow from operating activities**

For the years ended 31 December 2023, 2024 and 2025, the Group had net cash flow used in operating activities amounting to 1,946.56 million baht, 1,401.45 million baht and 2,030.19 million baht respectively.

For the year ended 31 December 2024, the Group's net cash flow used in operating activities was 1,401.45 million baht, decreasing by 545.11 million baht from the previous year mainly due to the net result of changes in working capital from (1) an increase in trade accounts receivable of (426.08) million baht, (2) a decrease in inventories of 368.22 million baht, and (3) a decrease in trade and other accounts payable of (407.30) million baht.

For the year ended 31 December 2025, the Group's net cash flow used in operating activities was 2,030.19 million baht, increasing by 628.74 million baht from the previous year mainly due to the net result of changes in working capital from (1) a decrease in trade accounts receivable of 454.21 million baht, (2) an increase in the inventories of (1,115.48) million baht, and (3) an increase in trade and other accounts payable of 958.72 million baht.

**(2) Cash flow from investing activities**

For the years ended 31 December 2023, 2024 and 2025, the Group had net cash flow used in investing activities amounting to (2,437.71) million baht, (1,082.82) million baht and (1,619.54) million baht respectively.

For the year ended 31 December 2024, the Group's net cash flow used in investing activities of (1,082.82) million baht mainly resulted from the investment in assets for the construction of future stores and the payment of construction costs of Bang Phun store.

For the year ended 31 December 2025, the Group's net cash flow used in investing activities of (1,619.54) million baht mainly resulted from the investment in assets for the construction of future stores and the payment of construction costs of Nakhon Sawan and Theparak stores.

**(3) Cash flow from financing activities**

For the years ended 31 December 2023, 2024 and 2025, the Group had net cash flow from financing activities amounting to 626.43 million baht, (490.76) million baht and (390.08) million baht respectively.

For the year ended 31 December 2024, the Group's net cash flow derived from financing activities of (490.76) million baht mainly resulted from the repayment to long-term loans from financial institutions and a decrease in long-term loans from financial institutions in line with the Group's risk management.

For the year ended 31 December 2025, the Group's net cash flow derived from financing activities of (390.08) million baht mainly resulted from the repayment of debentures of 300 million baht.



## 4.2 Major Factors and Incidents that Potentially Impact Future Business Operations and Financial Position

### 4.2.1 Impact of Investment in Construction and New Store Rollout

The Group has a plan to open more new stores continuously, both large stores and Dohome ToGo outlets, according to its strategy to develop the distribution channels in order to expand its customer base nationwide

The new store rollout will make the Group realize an increasing selling, general & administrative expenses in the beginning stage, mostly from the employment of store employees, which is a fixed cost, while the growth of revenue from sales and services of the new stores is still modest. In addition, such growth of revenue depends on several major factors, including but not limited to economic fluctuations and intense competition in retail and wholesale business of construction and decoration materials. This may result in lower financial ratios in the beginning years, such as the net profit margin, return on assets, return on equity, etc.

However, the Group expects to gain benefits from branch expansion in the long term; for examples, the growth of revenue and business performance, a bargaining power with vendors when placing order in a larger amount which will increase profitability and cash flow from operating activities, brand recognition and a bigger market share. These benefits are expected to compensate for the short-term impact on its financial ratios.

### 4.2.2 Impact of the Ability to Increase the Proportion of House Brand Product Sales

For the past 3 years, the proportion of House Brand product sales are 19.7%, 19.1% and 18.0% in 2023, 2024 and 2025 respectively. In 2025, the proportion of House Brand product sales compared to the revenue from sales and service decreased.

However, in terms of money the gross profit margin of the revenue from the sales of House Brand products in 2025 is higher than 2023. In 2024, despite the decreased sales proportion, the Group's gross profit margin increased continuously because of an increase in income from the sales of construction material. The Group aims to increase the proportion of House Brand product sales to 21.0% of the revenue from sales and service within 2025.



## 4.3 Key Financial Data



Unit: Million Baht

Summary of Financial Reports	Consolidated Financial Statements			Separate Financial Statements		
	2023	2024	2025	2023	2024	2025
<b>Income Statement</b>						
Revenue from sales and services	31,218.15	30,991.27	29,110.30	31,218.21	30,991.44	29,110.34
Total revenue	31,574.19	31,327.03	29,409.13	31,587.49	31,339.21	29,431.24
Gross profit	4,901.12	5,308.46	5,055.73	4,921.43	5,307.41	5,054.85
Earnings before interest and taxes	1,265.56	1,384.64	1,138.99	1,215.23	1,316.71	1,068.63
Profit of the year	585.29	674.09	601.13	526.40	596.41	521.50
<b>Balance Sheet</b>						
Total assets	33,982.74	33,566.02	34,306.21	34,838.09	34,316.50	34,956.27
Total liabilities	21,807.12	20,739.79	20,898.25	22,356.93	21,262.41	21,400.07
Shareholders' equity	12,175.62	12,826.22	13,407.96	12,481.16	13,054.09	13,556.20
<b>Financial Ratios</b>						
Gross Profit Margin (%)	15.70	17.13	17.37	15.76	17.13	17.36
Net Profit Margin (%)	1.85	2.15	2.04	1.67	1.90	1.77
Return on Equity (%)	4.92	5.39	4.58	4.31	4.67	3.92
Return on Asset (%)	1.74	2.00	1.77	1.52	1.72	1.51
Debt to Equity Ratio (times)	1.79	1.62	1.56	1.79	1.63	1.58
<b>Performance per Share (baht)</b>						
Earnings per share	0.19	0.21	0.18	0.17	0.18	0.15
Book value per share	3.94	3.97	3.96	4.04	4.04	4.01
Number of ordinary shares (million shares)	3,089.13	3,229.54	3,383.29	3,089.13	3,229.54	3,383.29

## 5. General Information and Other Important Information

### 5.1. General Information Names and Locations of other references

#### Other Referenced information

<b>Regulatory of issuing securities</b>	: <b>The Securities and Exchange Commission, Thailand (SEC)</b>
 Address	: 333/3 Vibhavadi Rangsit Road, Chomphon Sub-district, Chatuchak District, Bangkok 10900
 Telephone no.	: 0 2033 9999
<hr/>	
<b>Regulatory of listed companies</b>	: <b>The Stock Exchange of Thailand (SET)</b>
 Address	: 93 SET Building, Ratchadaphisek Road, Din Daeng Sub-district, Din Daeng District, Bangkok 10400
 Telephone no.	: 0 2009 9999
<hr/>	
<b>Securities Registrar</b>	: <b>Thailand Securities Depository Company Limited</b>
 Address	: 93 SET Building, Ratchadaphisek Road, Din Daeng Sub-district, Din Daeng District, Bangkok 10400
 Telephone no.	: 0 2009 9999
<hr/>	
<b>Certified Public Accountant</b>	: <b>EY Office Company Limited</b>
 Address	: 1875 One Bangkok Tower 3, Level 34 – 37 Rama 4 Road, Kwang Lumpini, Khet Pathumwan, Bangkok 10330
 Telephone no.	: 0 2264 9090



### 5.2 Legal disputes

As of December 31 , 2025 , the Company or its subsidiaries has no legal disputes that could have a negative impact on the Company's assets amounting to more than 5% of shareholders' equity.

### 5.3 Secondary market

The Company is not listed on the stock exchanges in other countries.

### 5.4 Financial institutions with regular contact (only in the case of debenture)

<b>Debenture Registrar</b>	<b>Bank of Ayudhya Public Company Limited</b>
 Address	1222 Floor AA , Rama 3 Road, Bang Phong Phang Sub-district, Yannawa District, Bangkok 10120
 Telephone no.	0 2296 3582 Fax no. : 0 2683 1298

The Debentures of Dohome Public Company Limited No.1/2022 Unsubordinated and Unsecured Debentures with a Debentureholders' Representative in the Name-Registered Certificate offer to Institutional and/or High Net Worth Investors



# Part 2 Corporate Governance

## 6. Corporate Governance Policy

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## 7. Corporate Governance Structure and Important Information of the Board of Directors, Sub-committees, Executives and Other Staffs

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## 8. Corporate Governance Report

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## 9. Internal Control and Related Transactions



## 6. Corporate Governance Policy

### 6.1 Corporate Governance Policy Overview

In operating the business, the Company's Board of Directors has followed the laws, the Company's objectives and Articles of Association and the resolution of the shareholders' meetings. Also, the Company has abided by the Principles of Good Corporate Governance of Listed Companies 2012 as defined by the SET and the Corporate Governance Code for Listed Companies 2017 (CG Code) as defined by the SEC. They are guidelines for the Company's operation so as to create the operation effectiveness as well as the transparency to investors, which can create trust in the Company from outsiders. The Company's policy on good corporate governance disclosed on the Company website <https://investor.dohome.co.th/th/corporate-governance/corporate-governance-policy> In 2025, the Company with good corporate governance principles

The Board of Directors reviews and approves the policies annually to ensure alignment with the new Corporate Governance Code (CG Code) from the Securities and Exchange Commission and the regulations of the Thai Institute of Directors (IOD).

The details of the assuming of the position of independent Directors are as elaborated below:

Name-Surname	Date of Appointment	Number of Service Years (Date of Appointment - 31 Dec 2025)
1. Mr. Chatrchai Tuongratanaphan	28 May 2018	7 year 7 months
2. Mr. Suvait Theeravachirakul	26 Apr 2019	6 year 8 months
3. Mr. Arnut Changtrakul	5 Nov 2024	1 year 2 months
4. Mr. Surath Pralongsil <sup>(1)</sup>	28 April 2025	- year 8 months

**Remark :** <sup>(1)</sup> Appointed by the resolution of the Annual General Meeting of Shareholders No. 1/2025, held on 28 April 2025.

#### Section 1: The Rights of Shareholders

The Company realizes and focuses on various basic rights of shareholders, who are investors of the Company's securities and the Company's owners, for example, the right to buy, sell or transfer shares, the right to share in the profit of the Company, the right to obtain relevant and adequate information, the right to participate and vote in the shareholders' meeting to appoint or dismiss directors, appoint the external auditor, make decisions on any transactions that affect the Company such as the dividend payment, the amendment to the Company's Memorandum of Association and Articles of Association, the capital decrease or increase and the extraordinary transactions, etc.

The Company has a mission to encourage and facilitate the shareholders to exercise their rights as follows:

(1) The Company shall provide the information on the meeting date, time and venue and all agenda items

with complete explanations and reasons for each agenda item as specified in the notice of the general and extraordinary meetings of shareholders or the attachments and avoid any action that can be considered in violation of the shareholders' right to study the Company's information.

(2) The Company facilitates the shareholders' participation and voting in meetings. Any action that can be considered in violation of their right to attend the meetings shall be prohibited. For example, in organizing the shareholders' meetings, the Company uses the venue, which offers convenience in transportation for the shareholders, and provides map of the meeting venue in the notices of the meetings. Also, the Company chooses proper meeting date and time and allocates sufficient time for the meetings.

- (3) Prior to the meeting date, the Company allows the shareholders to submit their opinions, suggestions or questions in advance of the meetings. The Company sets criteria for submission of questions in advance, notifies the shareholders on such criteria when delivering the notices of the meetings and discloses it on the Company's website.
- (4) Ensure the equitable fundamental rights of all shareholders' as required by laws, for examples, being received the Company's news and information sufficiently and timely, and being facilitated and encouraged to attend the Shareholders' Meetings to exercise their voting rights particularly institutional investors.
- (5) The Company supports the shareholders to use the proxy form on which the shareholders are able to specify the votes and proposes at least one independent director as an option for the shareholders, who cannot attend the shareholders' meetings, to appoint as their proxies.
- (6) In the shareholders' meetings, the Chairman of the meetings allocates appropriate meeting time and the shareholders are supported to express opinions, give suggestions or freely raise questions relevant to the Company prior to voting in all agenda items.
- (7) The Company encourages all directors to attend the shareholders' meetings to provide information and answer questions.
- (8) The Company allows the voting for each matter in case such agenda item contains several matters, for instance, the shareholders are able to vote on individual director nominee.
- (9) The Company encourages the use of voting cards in all important agenda items, for instance, the related party transactions, the acquisitions and disposals of significant assets, etc. for the sake of transparency and verification of vote counting.
- (10) The Company has an independent person to assist in vote counting in each agenda item.
- (11) After the meetings are completed, correct and comprehensive minutes are recorded. They include key questions, clarifications, comments and suggestions so the shareholders are able to review. In addition, the Company discloses the voting results of each agenda item and posts the minutes of the meetings on its website for the shareholders' consideration.
- (12) The Company delivers the minutes of the shareholders' meetings to the SET within fourteen days from the meeting date.
- The Company has implemented various measures to promote and facilitate the exercise of rights for all groups of shareholders, including institutional investors, during shareholder meetings. In 2025, the Company promoted shareholder rights as follows:
- The Company disclosed its shareholding structure, which is transparent, traceable and straightforward with no joint holding, cross holding or pyramid structure to create the confidence of all shareholders.
  - The Company publicized the information and details of the exercise of shareholder rights through various channels such as the SET's newsroom and the Company's website. Such publication is performed based on equal accessibility, time, and convenience for exercise of rights. The Company will not restrict the right to information access or impede communications among shareholders.
  - The Company constantly promoted the shareholder rights to participate in meetings. The 2025 Annual General Meeting was conducted via electronic means (E-AGM) on 28 April 2025 at the Tangmitrphracha Meeting Room, on the 6<sup>th</sup> Floor, No. 88/111 Village No. 3 Bang Phun Sub-district, Mueang Pathum Thani District, Pathum Thani Province 12000. To facilitate shareholders, the Company prepared a process for authorizing an independent director to attend the meeting on their behalf and prepared an e-meeting manual so that shareholders can cast their votes and receive information smoothly, promptly and efficiently. The details are as follows:
- Prior to the Meeting**
- Shareholders could propose a meeting agenda and nominate a director in advance during 2 October 2024 to 31 January 2025. And shareholders could send questions regarding the meeting agenda to the Company Secretary before the meeting date. The Company also published the details and criteria on its website and the Stock Exchange of Thailand's website. However, in the 2025 Annual General Meeting there was no agenda proposed by and no director nominated by any shareholders.

- The Company published the date of the 2025 Annual General Meeting for 45 days in advance so that shareholders could prepare for the meeting. Relevant information was published on the Company's and the SET's websites as from 19 February 2025 which is the date the Board of Directors resolved the meeting date.
- The Company published the invitation letter for the 2025 Annual General Meeting, both in Thai and English, on its website as from 1 April 2025 which was 28 days prior to the meeting. In addition, the Company started to send invitation letters to shareholders from 4 April 2025 which as 24 days prior to the meeting. The pre-registration for shareholders was available from 21 April 2025. And the DAP e-Shareholder Meeting User Manual was enclosed with the meeting invitation.
- To facilitate all shareholders, whether minority shareholders, juristic persons or institutional investors, who could not attend the meeting, the Company prepared the Letter of Authorization Form A, Form B and Form C together with the invitation for the Annual General Meeting which could be downloaded from the Company's website. The invitation also specified the name and profile of an independent director to whom shareholders could authorize to attend the meeting on their behalf. For the 2025 Annual General Meeting, Mr. Chatrchai Tuongratanaphan and Mr. Suvait Theeravachirakul was assigned to be a proxy.
- An independent third-party inspector was involved to oversee the meeting to be transparent and comply to laws and the Company's Articles of Association.
- The chairman of the meeting allocated sufficient time for the meeting and conducted the meeting openly and properly according to the agenda specified in the invitation letter. Until present, the Company has never handed out important documents abruptly nor adding any agenda other than specified in the invitation letter, which may not be fair to shareholders not attending the meeting.
- Shareholders were entitled to attend the meeting although the meeting has started. However, they were entitled to vote only for unvoted agendas. This enables all shareholders to fully participate and exercise their rights in unvoted agendas.
- The Company allowed shareholders to abundantly express opinions and ask questions. The chairman of the meeting, the Chairman of the Audit Committee, the Chairman of the Nomination and Remuneration Committee, the chairman of the Risk Management Committee, the Managing Director, high-level executives and auditors also attended the meeting answer the shareholders' questions which could be sent by message or asked in person.

#### Meeting Day

- Before the meeting started, the chairman of the meeting informed shareholders of their rights according to the Company's Articles of Association, the meeting procedure, the method of voting, and the rights to ask questions and express opinions equally.
- Before the meeting started, a demonstration video about voting and sending questions was shown to shareholders. The voting right is based on the number of shares owned which was one vote per share.
- Inventech Connect's system was employed to count votes accurately and rapidly. The system also clearly showed the voting result of each agenda, enabling shareholders to monitor voting openly and promptly.
- After the Meeting
- The Company submitted the meeting resolutions together with the number of votes for each agenda to the SET and also published them on its website within the meeting day so that shareholders who did not attend the meeting could be informed immediately.
- Shareholders could watch the meeting's video recording via Webcast on the Company's website.
- The Company prepared and published the Annual General Meeting report, both in Thai and English, on the SET's and its website within 14 days as from the meeting day. The Company also submitted the copy of the meeting report to the SET within the specified time.

## Section 2: The Equitable Treatment of Shareholders

The Company treats all shareholders equally, no matter they are major shareholders, minor shareholders, shareholders with executive and non-executive positions, Thai shareholders or foreign shareholders as follows:

- (1) The Company delivers the notices of the shareholders' meetings together with the agenda items and the opinions of the Board of Directors to the SET and discloses on its website at least twenty-eight days prior to the meeting date. The Company prepares the notices of the shareholders' meetings in English and discloses concurrently with the Thai version.
- (2) The Company sets the criteria for the minor shareholders to nominate directors by proposing their names with qualifications and consent letters to the Board of Directors prior to the meeting date.
- (3) The Company defines the explicit criteria for the minor shareholders to propose agenda items prior to the meeting date to demonstrate the fairness and transparency in considering whether to add such agenda items or not.
- (4) The shareholders with management positions should not add any agenda item without notifying other shareholders in advance, if not necessary, especially an agenda item that requires the shareholders to spend a good deal of time to study relevant information before making decisions.
- (5) In each shareholders' meeting, the Company provides equal opportunities to all shareholders. Before the meeting commences, the Chairman of the meeting will notify the shareholders about the meeting rules, voting procedures, voting right of each share type and vote counting in each agenda item.
- (6) For the agenda to elect directors, the Company supports the election of individual director nominee.
- (7) Directors are requested to disclose to the Board of Directors prior to the meeting whether they have any interest in any transaction or matter and such interest will be recorded in the minutes of the meetings. In addition, the Company prohibits the directors, who have significant conflict of interest which affects their independence, from participating in the meeting on such agenda item.

- (8) The Company sets the written procedures to prevent the use of inside information for personal gain and discloses them to everyone in the organization to use as guidelines. Furthermore, the Company instructs that all directors and executives to regularly report the status of their holdings of the Company's securities to the Company Secretary in order to be disclosed in the Company's annual report.

## Section 3: The Role of Interested Persons

The Company values the rights of all shareholder groups whether they are the internal stakeholders, such as shareholders and employees, or the external stakeholders, such as partners, clients, etc. The Company realizes that all stakeholders' supports and comments will benefit the Company's business operations and developments. Therefore, the Company conforms the relevant laws and regulations as well as sets the policy to treat each stakeholder group by considering on its legal rights or the agreements with the Company. Also, the Company does not violate the stakeholders' rights.

Furthermore, in operating business, the Company takes into account the rights of all stakeholders according to the following guidelines:

**Shareholders :** The Company transparently and effectively conducts the business to create its sustainable value. The Company strives to obtain a good performance and steady growth for the utmost long term benefit of the shareholders. Also, the Company discloses transparent and reliable information to the shareholders.

**Employees :** The Company treats all employees equally and fairly and provides appropriate compensation. Moreover, the Company emphasizes on the continual developments of skills, knowledge, working capabilities and potential of employees, for instance, the arrangement of training provisions, seminars and trainings. The Company gives the equal opportunities to all employees and motivates high caliber employees to remain with the Company in order to further develop the organization. Besides, the Company sets the anti-corruption guidelines and cultivates all employees to comply with the relevant laws and regulations, such as strictly prohibiting the use of inside information.

**Partners :** The Company sets with justice and fair-play the partner selection process allowing them to



compete on equal information. Moreover, the Company utilizes appropriate forms of contracts, which offer fairness to all partners, and has a monitoring system to ensure that all contract conditions are compiled and flaws and corruption are entirely prevented in all steps of the selection process. The Company procures in accordance with the commercial conditions and strictly complies with the contracts.

**Clients :** The Company takes responsibilities for clients in keeping quality standards of products and services as well as completely responding to the needs of clients in order to create clients' long-term satisfaction. Furthermore, the Company considers on the clients' safety and hygiene in consuming the Company's products and services and provides the accurate and complete information on products and services. The Company also provides the channels for clients to inform about inappropriate products and services so that the Company can rapidly prevent and correct. The Company keeps confidential on the clients' information and will not wrongly use it for the Company's and its related parties' benefits.

**Creditors :** The Company abides by all terms and conditions as stipulated in the creditors' contract, including loan and interest payment and proper maintenance of collateral in compliance with the relevant contracts. The Company shall not dishonestly cover up any information or facts which may cause damages to creditors. In case of an inability to comply with any one condition, creditors must be notified in advance to find a solution together.

**Competitors :** The Company competes with good and ethical manners within the legal framework and promotes a free and fair competition policy. The Company shall not seek competitors' confidential information by an inappropriate or dishonest mean, and shall not defame competitors by malicious allegations.

**Society and Public :** The Company places the importance on the social safety, the environment and the living quality of the stakeholders relating to the Company's operations. The Company encourages its employees to volunteer and be responsible for the environment and society and strictly conducts the business under the relevant laws and regulations. Additionally, the Company strives to partake in various activities that create and

maintain the environment and society and support local cultures of the community where the Company is located.

Persons concerned can make inquiries, file a complaint or tip off about unlawful actions, incorrectness of financial reports, flawed internal control or violations of the Company's business ethics to the independent directors or the Audit Committee. All complaints and tip-offs will be kept confidential. The independent directors of the Audit Committee will direct an inspection and find a solution (if any), and report to the Board of Directors. In the 2025 fiscal year, the Group had no disputes with any of the aforementioned stakeholder groups, whether internal stakeholders, such as shareholders and employees, or external stakeholders, such as business partners, customers, creditors, competitors, as well as society and the general public.

## Privacy Policy

### Overview and Governance Structure

The Board of Directors prioritizes the processing of personal data in accordance with legal requirements and international standards. The company has established a "Three Lines of Defense" management structure, comprising the Risk Owners (1st Line), the Personal Data Protection Working Group (2nd Line), and the Audit Unit (3rd Line). This framework ensures effective oversight and risk management across all processes, supported by the adequate allocation of resources and budget to sustain operations.

### Risk Management and Security Measures

The Company requires an enterprise-level risk assessment of personal data processing at least once a year. If high-risk activities are identified, a Data Protection Impact Assessment (DPIA) must be conducted prior to implementation. Furthermore, security measures based on the principles of Confidentiality, Integrity, and Availability (CIA) have been adopted, including Role-Based Access Control (RBAC) and log retention to ensure full auditability and traceability.

### Operations and Data Subject Relations

The Company maintains a policy to retain personal data only as necessary under legal bases. Data subjects are clearly informed of the specific retention periods,

and data will be deleted or destroyed upon expiration. In cases of data transfer to third parties, a Data Processing Agreement (DPA) is executed to guarantee security standards. Additionally, the Company emphasizes regular communication and employee training to foster awareness regarding data subject rights and the safeguarding of personal data.

### Statistics of Data Protection

	2023	2024	2025
Number of complaints on personal data leaks	None	None	None
Number of complaints on personal data leaks from regulatory agencies	None	None	None

### Response to Impact on Data

1. The Data Protection Working Group is assigned to determine policies and measures for handling incidents that potentially lead to a personal data breach by liaising with agencies concerned and investigating bodies.

2. In case of a personal data breach, the Data Protection Working Group is responsible for receiving a report of incident and primarily handle the incident, reporting the incident to the Board of Directors in order to prepare a report to the Personal Data Protection Commission within the specified timeframe and to notify the owner of such personal data if being affected.

3. After such breach is ended, the Data Protection Working Group is responsible for investigating and reviewing to identify the cause and report to the Board of Directors in order to improve and prevent any breaches in the future.

4. The Company shall review the data breach management work plan at least once a year or when there is a change that affects the work plan.

For a request to exercise the rights and a channel to notify any personal data breaches, please contact the Data Protection officers.

 **Email:** DPO@dohome.co.th

 **Mailing:** Dohome Public Company Limited,  
Bang Phun Headquarter  
88/111 Village No. 3, Bang Phun  
Sub-district, Mueang Pathum Thani  
District, Pathum Thani Province 12000

 **Telephone:** 0 2027 8787 and 1746

### Security Policy and Information Technology Management

The Company has developed an efficient and secure information technology system in accordance with the law on information technology in order to support its sustainable business expansion. The Company has developed the IT system, database, data processing, display and dissemination in line with the digital technology and business needs. In doing so, personnel are encouraged and developed to have knowledge, skills and expertise in using the information technology system; new technology is employed to facilitate work efficiency taking into account the cost and benefit for the business; and managing a risk of the security of computer network and information technology system. Moreover, the Company pays attention the confidentiality of the data of customers and business partners, for instances. Access rights to data and systems relating to confidential data are determined according to the authorities and responsibilities of employees at each level. The Company also implements measures for IT security according to the following practices on information technology:

- The Company and the Information Technology Division have established a policy to maintain information security by reference. ISO/IEC 27001:2013 Information Security Management Systems to provide the Company with tools, processes and methods to control or mitigate the impact of cybersecurity to a level that is consistent with the Company's various operations. The company has created the following policy:
  - Information Security Policy
  - Information Technology Policy (IT Policy)

3. Policy on maintaining cyber security (IT Cyber Security) will come into effect in 2024.

The Company has a data security system in place to secure the confidential data by following all relevant regulations and standards and preventing data misuse and data change without permission;

- The Company has established a specific body to oversee IT risks and protect against cyberattacks by imposing IT risk management measures; and there are experts who have certifications in protecting against cyber threats.
- The Company has allocated and managed the IT resources to support its business expansion and business continuity; By using the AI (Artificial Intelligence) system to help find trends and business directions as well as introduced the Robotic Process Automation (RPA) to reduce working time and optimize the capacity;
- The Company has complied with laws, rules, regulations, and standards relating the use of information technology.

The Company has imposed measures to manage the IT risk and security mitigated as follows:

- The Company and the Information Technology Division provide software with processes for managing and preventing malicious programs, and all employees must cooperate in compliance with the Company's policies, including not installing the software themselves without the permission of the administrator or the person assigned to perform the duties on their behalf.

- Planning and regularly testing the IT contingency plan.
- Establishing a unit responsible for testing and honing the IT incident response plan, and formulating the disaster recovery plan (DRP).
- Installing cyber protection systems including Firewall, Waf, CDN, Antivirus Client & Server that meet international standards. Has installed every computer that uses the information system. Protect against various threats and be vigilant at all times. There will be advance notification. In the event that threatening behavior occurs.
- Installing the Data Loss Prevention (DLP) system organization-wide to prevent data loss and leakage which will better mitigate the risk of data breach by both external and internal parties.
- Companies have installed systems to exploit internal vulnerabilities. Vulnerability Assessment (VA Scan) systematically checks for security vulnerabilities. It will be used to evaluate whether the company's system Through what methods can data be hacked? With what kind of attack? and fill those gaps that arise.
- The Company maintains high cybersecurity awareness regarding potential threats and fosters a culture of risk understanding among its staff. Cybersecurity training is provided to all employees to prevent them from becoming victims and to ensure they are fully prepared to respond to any cybersecurity incidents.

	Unit	2023	2024	2025
Number of data leaks	Data	None	None	None
Number of customer data leaks	Data	None	None	None
Number of customers affected by data leak	Per person	None	None	None
Number of cyber-attack cases that cause damage per year	Time	None	None	None
Percentage of employees receiving training on the policy on cyber security and personal data protection	Percent	80%	90%	90%

### Policy and Practices on Intellectual Property

The Company commits to operate its business with integrity, fairness, ethics and morals with a respect for others' intellectual properties. Personnel are required to follow the law or regulation on intellectual property; while the management and employees have a duty to create copyright and patent works, as well as protecting intellectual properties like patents, copyrights, trademarks, trade secrets which are essential to business competition. Those rights must be used with responsibility, including a respect for the right of owners of intellectual property, for examples, using lawful computer software, not installing unauthorized software onto the Company's computers, not infringing software copyright, and administer access to all types of social media including disseminating messages, photos, motion pictures, voices or any information to ensure security in using the social media.

### Policy and Practices on Human Rights

It is the Company's policy to support, respect and protect human rights by treating any persons concerned, whether employees, communities and the surrounding society with a respect for human dignity, taking into consideration an equality and equal freedom, not breaching fundamental rights, and not discriminating on the grounds of race, nationality, religion, language, skin colour, age, education, physical condition or social status; as well as overseeing the business not to involve in any human rights violations such as child exploitation and sexual harassment.

The Company fully commits to a respect for human rights. Knowledge on human rights has been formulated and an awareness has been raised among personnel to follow the human rights principle and relating universal principle to ensure that its entire business operation including all stakeholders are free from human rights violation. The Company also encourage its business partners and associates not to be involved with human rights violation.

### Section 4: Disclosure and Transparency

The Company realizes the importance of significant information disclosure, both financial and non-financial. The disclosure of the Company's information, including other information that may affect the price of the Company's

securities, the decision making process of investors and the Company's stakeholders, must be conducted accurately, completely, promptly and transparently under the following regulations of the SEC and the SET:

- (1) The Company sets up a mechanism to ensure that the information disclosed to investors is correct and adequate for the investors' decision makings and does not mislead the investors.
- (2) Investor relations officers are assigned to communicate with investors or shareholders. The Company disseminates its financial information and general information to shareholders, securities analysts, credit rating agencies and relevant bodies through several channels i.e. reporting to the SEC, the SET and the Company's website. Moreover, the Company pays attention to regular information disclosure, both in Thai and English, so that shareholders can regularly receive information which is always updated on the Company's website. Such information includes the Company's vision, mission, financial statements, news, annual reports, corporate structure and executives, including shareholding structure and major shareholders, meeting invitation, etc. To contact the Investor Relations for the Company's information, please contact:

- (1) No. 88/111 Village No.3 Bang Phun Sub-district, Mueang Pathum Thani District, Pathum Thani Province 12000, Thailand.
- (2) Telephone : 06 2197 6688
- (3) Email : IR@dohome.co.th
- (4) Investor Relations Website at : <http://investor.dohome.co.th/th>

### Meeting of Securities Analysts

The Group organizes a forum to explain details and information to analysts, investors and shareholders in order to announce its quarterly results documentations. And in case of significant event or change, the Group will communicate in a regular basis. Activities organized by the Group are as follows:

### Opportunity Day and Open House Activities

In 2025, the Group provided opportunities to domestic and foreign analysts, investors and shareholders to meet the executives in order to be informed of the



past business results, key strategies and the tendency of business growth through various forms of activities as follows:

- 1) Opportunity Day activities were organized 9 times in a form of virtual meeting for domestic and foreign institutional investors.
  - 2) Conference call meeting with domestic investors were organized 15 times in order to inquire information about the Group.
  - 3) Analyst Meeting activities were organized 4 times each of which participated by approximately 40 domestic institutional investors (1<sup>st</sup> meeting was held on 24 February 2025, 2<sup>nd</sup> meeting held on 13 May 2025, 3<sup>rd</sup> meeting held on 13 August 2025, 4<sup>th</sup> meeting held on 12 November 2025).
  - 4) Opportunity Day activities were organized 4 times by the Stock Exchange of Thailand in which participated by securities analysts, investors, shareholders and press. (The first time organized on 24 February 2025, The Second time on 15 May 2025, the third time on 13 August 2025, and the fourth time on 12 November 2025).
  - 5) Other investment conferences organized by institutional investors at 8 times which joined by securities analysts, investors, shareholders and press.
  - 6) Store visit activities were organized 3 times in which participated by securities analysts, investors and shareholders.
- (3) The Company prepares the management discussion and analysis (MD&A) and discloses it with the financial statements every quarter in order for the investors to obtain information and clearly understand the significant changes that affect the Company's financial position and performance in addition to the financial statements. Press releases to publicize the management discussion and analysis that accompanies the Company's quarterly financial statements are organized at least 4 times a year and when there is any other significant change.
- (4) The Company reveals the roles and duties of the Board of Directors and committees, the numbers

of meetings held and attendance record in the previous year, the opinions in performing duties, training records and professional developments throughout the year in its annual report. Besides, the Company discloses the remuneration policy for directors and senior executives, the types of remuneration and the amount of remuneration that includes the remuneration each director receives from being a director of subsidiaries.

- (5) The Company discloses the audit and non-audit fees, which are paid to the auditor. In addition to the disclosure of information in the annual statement (Form 56-1), the annual report and the SET's channels as regulated, the Board of Directors considers on disclosing information in both Thai and English versions via other channels, such as the Company's website, which is regularly updated.

## Section 5: Responsibilities of the Board of Directors

### 1. Board and Committee Structure

The Board of Directors consists of directors with diversified qualifications in terms of knowledge, capabilities and experiences beneficial to the Company. The Board of Directors has significant role in defining the policies and the overview of the organization as well as monitoring, reviewing and evaluating the Company's performance as planned.

The Board of Directors is comprised of at least five directors, but not more than twelve directors. The ratio of the independent directors to the total number of directors on the board must be at least 1:3 with no less than three independent directors in order for the Board of Directors to have appropriate check and balance in considering and voting in matters. All of the Company's independent directors possess complete qualifications as specified in the notification of the Capital Market Supervisory Board, the SET's regulations and other relevant guidelines, rules and laws.

The Board of Directors serves a term of office not exceeding three years as specified by relevant laws. Independent directors may hold office for a continuous period of no more than nine years, unless the Board of Directors deems it reasonable and necessary. Additionally, the Company's directors and executives are permitted

to hold positions as directors or executives in affiliated or other companies, provided such appointments comply with the regulations of the Office of the SEC, the Securities and Exchange Commission, the Capital Market Supervisory Board, the SET, and other relevant guidelines and laws; such appointments must also be reported to the Board of Directors' meeting. However, each director may serve as a director in no more than five companies listed on the Stock Exchange of Thailand ("SET"). Currently, the Company has no directors holding directorships in more than five listed companies.

Each term of directorship does not exceed three years as specified by the relevant laws and the independent directors can continuously be in office for not more than nine years, except the Board of Directors deems that it is reasonable and necessary. In addition, the Company's directors and executives are able to be directors and executives of the affiliated or other companies if it is in accordance with the regulations of the SEC and the Capital Market Supervisory Board including other relevant guidelines, rules and laws and the Company's Board of Directors' Meeting must be informed. However, each director can be directors of not more five listed companies.

The Board of Directors has also established the committees to assist in overseeing the Company as follows:

**(1) Executive Committee**, which is comprised of at least three executive directors, assists the Board of Directors in operating the Company according to the policies, the business plan, the Articles of Association, the orders and the specified targets as assigned by the Board of Directors.

**(2) Audit Committee**, which is comprised of at least three members, assists the Board of Directors in controlling and reviewing the management, the internal control, the compliance with relevant laws as well the financial reporting so that the Company's operations and information disclosure are transparent and credible.

**(3) Nomination and Remuneration Committee**, which is comprised of at least three members, has the duties to nominate qualified candidates to be appointed as the Company's directors and senior executives, set the forms and criteria on remuneration paid to directors and senior executives prior to proposing for the approval by the Board of Directors and/or the shareholders'

meeting (case by case) and conduct senior executives' development.

**(4) Risk Management and Sustainability Committee**, which is comprised of at least three members, assists the Board of Directors in defining appropriate, adequate, efficient and effective risk management policies and Sustainability policies ensuring that there is a system or process for managing overall risks to be under an acceptable level.

Additionally, the Company has appointed the Company Secretary to perform functions relating to the Board of Director's meetings and the shareholders' meetings, support the Board of Directors by providing recommendations pertaining to the laws and regulations relating to the Board of Directors' duties as well as ensure that the Board of Directors' resolutions are correctly followed.

## 2. Roles, Duties and Responsibilities of the Board

The Board of Directors is responsible for the shareholders in operating the Company's business and has duties to define the Company's policies and business directions and oversee the operations to be conducted in accordance with the Company's business objectives, visions, strategies and directions so as to create long-term benefits to the shareholders under the legal framework and the code of conduct while considering on all stakeholders' benefits. Details of the charter of the Board of Directors are as follows:

### (1) Corporate Governance Policy

The Board of Directors has approved the written corporate governance policy and annually reviews it. Such corporate governance manual is the guideline for all directors, executives and employees in performing their duties.

### (2) Code of Conduct

The Company intends to operate its businesses with transparency, good ethics and responsibilities for the stakeholders, the society and the environment. The Board of Directors has approved the code of conduct and requires all directors, executives and employees to strictly conform. The Company's code of conduct, which is publicized throughout the organization, supports the following practices:

- (a) Ethics on responsibilities for the shareholders;
- (b) Ethics on relationship with the clients;
- (c) Ethics on relationship with the partners, the competitors and the creditors;
- (d) Ethics on responsibilities for the employees; and
- (e) Ethics on responsibilities for the society and the environment

### **(3) Conflict of Interest**

The Company has vigilant policy for eliminating conflicts of interest. Such policy is based on the honesty, reason and independency within a good ethical framework for the best interest of the Company. The persons, who have interest in any transactions, must disclose the information of their own and related person's interest to the Company and must not participate in the consideration and the decision-making process on such transactions.

The Company has set its policies on the related party transactions and the transactions which may have conflicts of interest in accordance with the laws and the regulations of the SEC, the Capital Market Supervisory Board and the SET and discloses such transactions its annual report and annual statement (Form 56-1).

### **(4) Internal Control**

The Company has established the internal control system to oversee the operations in both managerial and operational levels to ensure their efficiency. The Company has set up the Internal Audit Department/unit to evaluate the sufficiency of the internal control system and report the result of the audit plan to the Audit Committee.

### **(5) Risk Management**

The Company has the monitoring system and the risk management processes to properly reduce impacts on the Company. The Risk Management Committee has been established to consider and define the risk management policies, which cover both external and internal risks and are consistent with the business strategies and directions, and propose to the Board of Directors for approval.

### **(6) Whistle Blowing Channel**

The Board of Directors has arranged for the reporting channels for whistle blowers to report on any illegal conduct, inaccuracy of the financial reports, internal control deficiencies and unethical conducts of the Company through the Company's independent directors or Audit Committee members. The complaints and reported information will be kept confidential and the independent directors or the Audit Committee's members will review such reported information, find solutions (if any) and then report to the Board of Directors.

### **(7) Report of the Board of Directors**

The Audit Committee has the duty to review the financial reports, meet with the Accounting Department and the auditor and propose the financial reports to the Board of Directors for consideration on a quarterly basis. The Board of Directors is responsible for the Company's and subsidiaries' financial statements as well as financial information as appeared in the annual report.

## **3. Principles of the Board**

### **Principle 1 : Establish Clear Leadership Role and Responsibilities of the Board**

The Board of Directors should demonstrate a thorough understanding of its leadership role, assume its responsibilities in overseeing the Company and strengthen good corporate governance to achieve the sustainable value creation.

### **Principle 2 : Define Objectives that Promote Sustainable Value Creation**

The Board of Directors should define objectives that promote sustainable value creation and governance outcomes for the Company, clients, stakeholders and general public.

### **Principle 3 : Strengthen Board Effectiveness**

The Board of Directors should be responsible for determining and reviewing the board structure in terms of size, composition and proportion of independent directors so as to ensure its leadership role in achieving the Company's objectives. Also, the Board of Directors should ensure the policy and procedures for selection and nomination of directors are clear and transparent resulting in the desired composition of the board.

#### **Principle 4 : Ensure Effective Senior Executives and People Management**

The Board of Directors should oversee the personnel management and development to ensure that personnel possess the proper knowledge, skills, experiences and motivation, define the succession plan for the positions of Managing Director/Chief Executive Officer and senior executives and oversee to ensure that the remuneration structure and the performance evaluation are in place.

#### **Principle 5 : Nurture Innovation and Responsible Business**

The Board of Directors should prioritize and promote innovations that create value for the Company and its shareholders together with the benefits for its clients, other stakeholders, society and environment and ensure that the management allocates and manages resources efficiently and effectively throughout all aspects of the value chain to enable the Company to sustainably meet its objectives and goals.

#### **Principle 6 : Strengthen Effective Risk Management and Internal Control**

The Board of Directors should ensure that the Company has effective and appropriate risk management and internal control that enable the Company to efficiently achieve its objectives and operate under relevant laws and standards.

In addition, the Board of Directors should manage and monitor conflicts of interest that may occur between the Company, management, directors and shareholders and also prevent the inappropriate uses of assets, information and opportunities including inappropriate transactions with related parties.

#### **Principle 7 : Ensure Disclosure and Financial Integrity**

The Board of Directors must ensure the integrity of the Company's financial reporting system and that timely and accurate disclosure of all material information regarding the Company is made consistent with the applicable regulations, standards and requirements.

Moreover, the Board of Directors should monitor the Company's financial liquidity and solvency and ensure that financial difficulties are promptly identified

and mitigated in case the Company encounters or inclines to face financial problems.

#### **Principle 8 : Ensure Engagement and Communication with Shareholders**

The Board of Directors should ensure that the shareholders have the opportunities to participate effectively in decision makings involving significant corporate matters.

#### **4. Board Meeting and Self-assessment**

The Company schedules Board of Directors' meetings at least every quarter, with additional special meetings held as necessary. The meeting schedule is determined in advance and notified to all directors since the end of the preceding year for the entire upcoming year, while the agenda to monitor the performance is regularly included. The Company arranges for the delivery of the notices of the meetings, together with the agenda and supporting documents, to all directors at least seven days prior to the meeting date—except in urgent cases—to allow the Board adequate time to review the information before the meeting. The minutes of the meetings are recorded, certified, and maintained for future reference and auditing purposes. In every meeting, the management and relevant personnel are encouraged to participate to provide accurate information and details that support timely decision-making.

The board resolution is passed by a majority vote of the directors attending the meeting. One director shall have one vote. In the event that any director has a conflict of interest in any matter, such director must not participate in the meeting and take part in the decision-making process of such matter. In case there is an equal voting, the Chairman of the meeting has a casting vote.

To comply with the principle of good corporate governance, the Company has determine a quorum requiring at least two third of the directors for making any resolution.

In 2025, there were a total of 5 meetings of the Board of Directors. Details of meeting of sub-committees are: 22 meetings of the Executive Committee, 4 meetings of the Audit Committee, 4 meetings of the Nomination and Remuneration Committee, and 4 meetings of the Risk Management and Sustainability Committee.



In addition, the Board of Directors conducts the self-assessment at least once a year to allow directors to consider their performance and solve any problems they may have. A benchmark of the board's performance is clearly defined in advance. The assessment results are collected and reported to the Board of Directors and disclosed together with the assessment criteria and procedures in the Company's annual report.

### 5. Remuneration

The remuneration of directors should be comparable to the industry level in which the Company operates, reflect experiences, obligations, scope of work, accountability and responsibility and contribution of each director. The board members, who are assigned more tasks, such as committees, should be properly compensated.

The Company has established the Nomination and Remuneration Committee to consider the forms and criteria of remuneration of directors and propose to the shareholders' meeting for approval.

### 6. Development of Directors and Executives

The Board of Directors has the policy to encourage and arrange for the training courses for persons taking part in the Company's corporate governance, such as the directors, the Audit Committee members, executives and the Company Secretary, so that they will continuously improve their performance of duties. Such training courses may be arranged internally or provided by the external institutions. In the year 2025, the Board of Directors has attended the training for 5 persons as follows:

Name	Training Program	Institute
1. Mr. Chatrchai Tuongratanaphan	Director Mentorship Program (DMP)	Thai Institute of Directors Association (IOD)
	Mini Bootcamp 2025 Project	DataRockie School
	Thai Entertainment Complex Roundtable (TECR)	Thansettakij
	The Power of Private Label Seminar	Shanghai, The People's Republic of China
2. Mr. Arnut Changtrakul	ESG in the Boardroom: A Practical Guide for Board (ESG)	Thai Institute of Directors Association (IOD)
	Board Nomination & Compensation Program	Thai Institute of Directors Association (IOD)
3. Mr. Surath Pralongsil	ESG in the Boardroom: A Practical Guide for Board (ESG)	Thai Institute of Directors Association (IOD)
4. Ms. Ariya Tangmitrphracha	Future Leader Program, Class 5: Transboundary Exponential Growth	Disrupt Technology Venture Co., Ltd.
	Supply Chain Management Training Program: Unlocking Business Potential, Class 2	Industrial and Social Innovation Center, Department of Industrial Engineering, Faculty of Engineering, Chulalongkorn University
5. Mrs. Salitip Ruangsuttipap	Executive program in Capital Market (CMA)	Capital Market Academy

In case there is a new director, such director will be provided with documents and information useful for performing his/her duties and also will be briefed on the Company's nature of business and business framework.

The Board of Directors supports the work rotations, which can be assigned to the executives and the employees due to their proficiency, by considering mainly on the appropriateness of work and timing. The Managing Director/Chief Executive Officer will specify the period of time and evaluate the performance in order to develop the succession plan of the Company. This aims to advance the working knowledge and capabilities of the executives and the employees so that they are able to take rotations.



## 6.2 Code of Conduct

The Company realizes the importance and necessity for business operation to have something to govern and eliminate any possible violation of lawful rights. That thing is business ethics which does not relate only to the business itself but including a management mechanism. The essence of business ethics is to adhere to a moral principle as a guideline for performing works. Such moral principle consists of several virtues i.e. conscientiousness, honesty to duty, and patience and sacrifice which are key components that bring about a peaceful society free of taking advantage from each other and lead to a sustainable value of an organization. The Board of Directors has brought out the “Manual on Business Ethics and Employee Code of Conduct” which is a part of good corporate governance.

The Manual on Business Ethics and Employee Code of Conduct consists of policies and code of conduct that reflect corporate values and culture. The directors, executives and employees shall adhere to and follow the manual.

- (1) Policy on treatment to stakeholders
- (2) Policy on the safety of products and services
- (3) Policy on Occupational Safety, Health and Environment
- (4) Human Rights policy
- (5) Policy on a Conflict of Interests
- (6) IT Management and Corporate Asset Oversight Policy
- (7) Anti-corruption policy
- (8) Money Laundering Prevention
- (9) Oversight the compliance to this business ethics and code of conduct.
- (10) Receiving Complaints on Good Governance and Business Ethics

The Company upholds ethics as a core principle in conducting business with integrity, transparency, and accountability toward all stakeholders. All directors, executives, and employees are responsible for acknowledging and strictly adhering to the Code of Conduct and Work Regulations. Executives and supervisors should serve as role models in ethical behavior, while also fostering awareness and providing training to ensure that employees uphold and comply with these ethical standards..

In the event of a breach of business ethics, the Company shall proceed systematically in accordance with the established Whistleblowing Policy. The process begins with the screening of complaints by the Company Secretary or the designated unit to initiate a transparent and fair investigation. Relevant supervisors or committees will then determine disciplinary actions based on the Company’s regulations, or pursue legal proceedings in cases of criminal offenses. Furthermore, the Company provides protection measures for whistleblowers and collaborators, maintaining the highest level of confidentiality to prevent any form of harassment or retaliation.

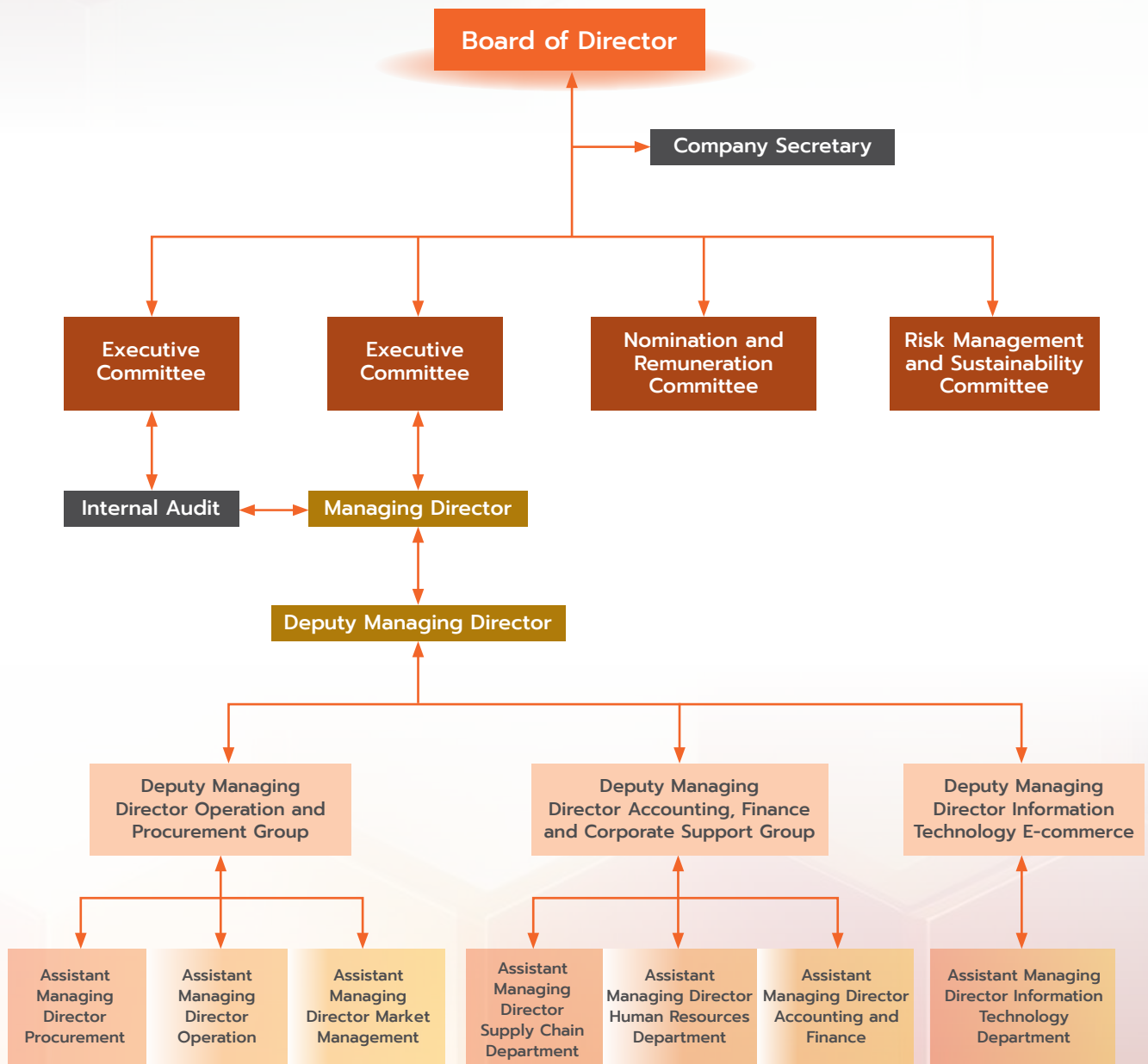
Additionally, the Company analyzes investigation results and the root causes of misconduct to review internal control systems and risk prevention measures. The Code of Conduct is regularly updated, and training sessions are provided to personnel to prevent recurrence. Executives at all levels are responsible for closely monitoring ethical compliance within their respective units to ensure that all directors, executives, and employees strictly and sustainably adhere to the organization’s guidelines.

Notably, in the past year, there were no cases of serious misconduct regarding business ethics or the code of conduct involving the Company’s employees.

## 7. Corporate Governance Structure and Important Information of the Board of Directors, Sub-committees, Executives and Other Staffs

### 7.1 Corporate Governance Structure

Organization Chart as of 31 December 2025





## 7.2 Information of the Board of Directors

### 7.2.1 Composition of the Board of Directors

The Board of Directors consists of 9 directors as follows:

Independent Directors 4 persons account for one-third of Board members and are independent from the executives and major shareholders, comprise:

- |                  |                  |                      |
|------------------|------------------|----------------------|
| 1. Mr. Suvait    | Theeravachirakul | Independent Director |
| 2. Mr. Chatrchai | Tuongratanaphan  | Independent Director |
| 3. Mr. Arnut     | Changtrakul      | Independent Director |
| 4. Mr. Surath    | Pralongsil       | Independent Director |

Non-Executive Directors 4 persons and Executive Directors 5 persons and female director of the company 3 persons.

Mr. Chatrchai Tuongratanaphan holds positions of the Chairman of the Board of Directors and Independent Directors, not holding a position of Managing Director. Not less than the past 2 year, all directors have never been employees, shareholders or partners of EY Office Company Limited who is the external auditor for the Company and its subsidiaries.

### 7.2.2 Information of the Board of Directors and the Authorized Directors

#### Names of the Board of Directors.

As of 31 December 2025, the Board of Directors Consisted of 9 directors as follows:

Name	Position
1. Mr. Chatrchai Tuongratanaphan	Chairman, Independent Director, Nomination and Remuneration Committee Member
2. Mr. Adisak Tangmitrphracha	Vice Chairman, Chairman of the Executive Committee, Nomination and Remuneration committee Member and Risk Management and Sustainability Committee Member
3. Mrs. Nattaya Tangmitrphracha	Director, Deputy Executive Committee and Risk Management and Sustainability Committee Member
4. Ms. Ariya Tangmitrphracha	Director, Executive Committee Member and Risk Management and Sustainability Committee Member
5. Mrs. Salitip Ruangsuttipap	Director, Executive Committee Member and Risk Management and Sustainability Committee Member
6. Mr. Maruay Tangmitrphracha	Director, Executive Committee Member and Risk Management and Sustainability Committee Member
7. Mr. Suvait Theeravachirakul	Director, Independent Director, Chairman of the Audit Committee
8. Mr. Arnut Changtrakul	Director, Independent Director, Audit Committee Member, Risk Management and Sustainability Committee Member and Chairman of the Nomination and Remuneration Committee
9. Mr. Surath Pralongsil <sup>(1)</sup>	Director, Independent Director, Audit Committee Member, Chairman of the Risk Management and Sustainability Committee

**Remark :** <sup>(1)</sup> Appointed by the resolution of the Annual General Meeting of Shareholders No. 1/2025, held on 28 April 2025.

Ms. Mayuree Seeta is the Company Secretary appointed by the Board of Directors' Meeting no. 1/2018 dated 28 May 2018.

### Authorized Directors

- (1) The authorized directors of the Company, who can sign and bind the Company, are any two of the following five directors, provided that they jointly sign with the Company's seal affixed: Mr. Adisak Tangmitrphracha, Mrs. Nattaya Tangmitrphracha, Ms. Ariya Tangmitrphracha, Mrs. Salitip Ruangsuttipap And Mr. Maruay Tangmitrphracha.
- (2) Any two of the following five directors can sign and bind the Company on the application or document submitted to the Revenue Department, the Customs Department, the Department of Business Development under the Ministry of Commerce, the Foreign Workers Administration Office, the Immigration Bureau, the Department of Skill Development, the Ministry of Industry, the Ministry of Public Health and other official agencies relevant to the submission of tax filing, import and export document, application for work permit and business license, provided that they jointly sign with the Company's seal affixed: Mr. Adisak Tangmitrphracha, Mrs. Nattaya Tangmitrphracha, Ms. Ariya Tangmitrphracha, Mrs. Salitip Ruangsuttipap And Mr. Maruay Tangmitrphracha.

### 7.2.3 Role and Duties of the Board of Directors

#### Roles, Duties and Responsibilities of the Board of Directors

The Extra-ordinary General Shareholders' Meeting no 1/2025 dated on 19 February 2025 has approved the charter of the Board of Directors, which specifies the following roles, duties and responsibilities:

- (1) Perform duties with responsibilities, due care and honesty to ensure that the Company's operations comply with the laws, the objectives, the Articles of Association and the Board of Directors' and the shareholders' meeting resolutions for the utmost benefits of the Company and all shareholders.
- (2) Determine the objectives, main goals, visions, strategies, business directions, plan, budget, management structure and authority limits of the Company and subsidiaries, which are proposed by the management, oversee the management of the Company in order to be in consistent with the specified objectives and main goals and have competitiveness and good performance in the long

term, as well as oversee the allocation of major resources, the management and the performance of the management or any assigned person to ensure the effective and efficient compliance with the specified policies which will create the value added to the Company and the shareholders. Besides, the Board of Directors shall review its strategies, business directions, plan and budget at least once a year so that they are appropriate with the changing economic situation, market and competition.

- (3) Regularly monitor and evaluate the performance of the Company's management and committees in order to achieve the strategies, business plan and budget as well as ensure the report on the Company's performance.
- (4) Make sure that the Company conducts businesses in accordance with the good corporate governance principles and ethics, the respect and responsibilities for the shareholders and the stakeholders and the benefits of the society and the environment and the Company is resilient to the changing factors.
- (5) Assure that the Company has the succession plan for the positions of Managing Director/Chief Executive Officer and senior executives, which is regularly reported to the Board of Directors at least once a year, and the personnel management and development so that its personnel possesses the proper knowledge, skills, experiences and motivation.
- (6) Oversee to ensure the proper remuneration framework, policy and structure, which can motivate executives and all levels of employees to conduct businesses in accordance with the objectives, the main goals and the long-term benefits of the organization. Also, Board of Directors shall consider the remuneration policy and the appropriateness of the ratio of remuneration in the form of monthly salary and remuneration relating with short-term and long-term performance of the Company.
- (7) Ensure the proper and effectiveness of the accounting system of the Company and its subsidiaries and the accurate, adequate and timely disclosure of information under the relevant regulations, standards and requirements and monitor the Company's financial liquidity and solvency.

- (8) Ensure that the Company has adequate, proper and effective risk management system and internal control system and appoint the Audit Committee to effectively and independently review both systems.
- (9) Acknowledge the reports of the Audit Committee and other committees of the Company.
- (10) Consider determining and revising the Company's authorized directors.
- (11) Approve and give opinions on the Company's acquisitions and disposals of assets (if the size of such transactions does not require the shareholders' approval), investment on new businesses and other transactions under the relevant laws, notifications and regulations.
- (12) Approve and give opinions on the related party transactions (if the size of such transactions does not require the shareholders' approval) of the Company and its subsidiaries under the relevant laws, notifications and regulations.
- (13) Approve the interim dividend payment to the Company's shareholders and report such payment to the next shareholders' meeting.
- (14) Monitor and manage the conflicts of interest which may occur between the stakeholders of the Company and its subsidiaries and prevent the inappropriate uses of the Company's assets, information and opportunities and related party transactions. Directors, who have conflicts of interest in any matter or changes in the Company's and/or its subsidiaries' shareholding, must immediately report to the Company.
- (15) Approve the policies on the corporate governance, the responsibilities for the society and the anti-corruption and communicate such policies to every level in the organization and outsiders to ensure their compliance.
- (16) Ensure that there are whistle blowing process and the procedures, if there is any report.
- (17) Emphasize and encourage on innovations, which can create the long-term business value and the benefits to clients or relevant parties and are responsible for the society and the environment.
- (18) Establish the committees, such as the Audit Committee, the Executive Committee, the Nomination and Remuneration Committee, the Risk Management and sustainability Committee and/or other committees to assist and support the performance of duties of the Board of Directors as appropriate.
- (19) Appoint the Company Secretary with proper and necessary knowledge and experiences to assist the Board of Directors so that the Company's business operations are in accordance with the relevant laws, notifications and regulations.
- (20) Appoint directors or executives of the subsidiaries or affiliates according to the shareholding proportion to oversee their management in order to be in accordance with the Company's policies and their transactions to be in compliance with the laws, including their proper disclosure of financial information, performance, related party transitions and acquisitions or disposals of significant assets.
- (21) Seek professional opinions from the external organizations, if necessary, for decision makings.
- (22) Prepare the annual report and be responsible for the preparation and correct disclosure of the Company's and subsidiaries' financial statements for the end of the fiscal year, which completely and accurately reflect the financial position and the performance under the acceptable accounting standards and are audited by the Company's Audit Committee, prior to proposing to the shareholders' meetings for consideration and approval.
- (23) Oversee to ensure the statutory rights of shareholders.
- (24) Organize the annual general meeting of shareholders within four months of the end of the fiscal year, conduct such meeting transparently and effectively, disclose the meeting resolution and prepare the complete and accurate minutes of such meeting.
- (25) Approve any matters on the fair basis and for the benefits of shareholders and all stakeholders of the Company.
- (26) Assign a director or directors or other persons to act on behalf of the Board of Directors. Such authorization of duties and responsibilities will not enable the Board of Directors or authorized person (s) to approve the transactions in which they or their related person (s) (as specified in the notification of the SEC and/or the notification of the Capital Market Supervisory Board and/or the notification

of the SET and/or as specified by relevant authorities) may have interest or benefits or conflicts of interest with the Company or its subsidiaries, except the approval of transactions which are in accordance with the policy and guideline as approved by the meetings of shareholders or the Board of Directors.

#### **Roles, Duties and Responsibility of Chairman of the Board of Directors**

- (1) Preside over the Board of Director's meeting.
- (2) Cast a decisive vote when the votes of the meeting are equally divided.
- (3) Summon the Board of Directors' meeting by sending meeting appointment letters and meeting documents not less than 7 days prior to the meeting.
- (4) Preside over the Shareholders' Meeting. The Chairman of the Board of Directors shall not participate in management and shall not be a staff, employee, advisor receiving regular remuneration, auditor, provider of other professional service in a joint venture company and an audit firm.
- (5) Ensure that a meeting runs efficiently according to the Company's rules and regulations; support and provide an opportunity for directors to express their views freely; and maintain discussion to be within the scope of meeting and conclude meeting resolutions.
- (6) Encourage and oversee directors to follow the good corporate governance and business ethics, as well as being accountable to shareholders and stakeholders.
- (7) Encourage and oversee the work of the Board of Director and sub-committees to ensure efficiency.

#### **Term of Office of the Board**

At every Annual General Meeting of Shareholders, one-third of all directors shall retire by rotation; if their number is not a multiple of three, then the number of directors nearest to one-third shall retire. The retired directors may be re-appointed to resume their office. Apart from the retirement by rotation, directors can vacate office upon:

- (1) Death;
- (2) Resignation;
- (3) Being disqualified as a director, or having forbidden characteristics according to a law on public company, or showing a lack of proper characteristics to be entrusted with managing a business whose shares are held by the public according to a law on securities and stock exchange;
- (4) The Shareholder Meeting resolves to be removed from office;
- (5) Removal from office by the court order

## **7.3 Information of Sub-Committees**

There are 4 sub-committees i.e. the Audit Committee, the Executive Committee, the Nomination and Remuneration Committee, and the Risk Management Committee. Details of each sub-committee are as follows:

### **7.3.1 Audit Committee**

As of 31 December 2025, the Audit Committee consisted of three members as follows:

<b>Name</b>	<b>Position</b>
1. Mr. Suvait Theeravachirakul*	Chairman of the Audit Committee
2. Mr. Arnut Changtrakul*	Audit Committee Member
3. Mr. Surath Pralongsil*	Audit Committee Member

\* Independent Director

Mr. Suvait Theeravachirakul Possessing the relevant knowledge and experience in finance and accounting.

In 2025, the members of the Audit Committee who are not a member of Executive Committee organized the meeting no 1 Time on 19 February 2025 without the participation of the management.



### Roles, Duties and Responsibilities of the Audit Committee

This Audit Committee Charter was considered and reviewed by Audit Committee Meeting No. 1/2025 and Board of Directors Meeting No. 1/2025, both of which were held on the same day on 20 February 2025, The scope of authority and responsibilities of the Audit Committee are defined as follows:

- (1) Review the Company's financial reporting to ensure its accuracy and disclose adequate, accurate and complete information.
  - (2) Review the Company's internal control system and the internal audit systems to ensure the appropriateness and effectiveness.
  - (3) Consider the independence of the internal audit unit and approve the appointment, transfer and dismissal of the chief of the internal audit unit or any other units in charge of the internal audit.
  - (4) Oversee that the Company conducts businesses in compliance with the law on securities and exchange, the SET's regulations and notifications and other relevant laws and standards applied to the Company or its businesses
  - (5) Consider, select, nominate an independent person to be the Company's auditor, propose to remove the auditor from office, and propose remuneration for the auditor as well as attend a non-management meeting with the auditor at least once a year.
  - (6) Consider the related party transactions or transactions that may lead to conflicts of interest to ensure that they are in compliance with the law on securities and exchange, the SET's regulations and notifications and other relevant laws applied to the Company or its businesses and that the transactions are reasonable and for the highest benefits of the Company.
  - (7) Prepare the Audit Committee's report, propose to the Board of Directors and disclose it in the Company's annual report. Such report must be signed by the Chairman of the Audit Committee and consisted of at least the following information:
    - (a) an opinion on the accuracy, completeness and credibility of the Company's financial reports;
    - (b) an opinion on the adequacy of the Company's risk management system and internal control systems;
    - (c) an opinion on the compliance with the law on securities and exchange, the SET's regulations and notifications or the laws relating to the Company and/or its businesses;
    - (d) an opinion on the suitability of the auditor;
    - (e) an opinion on the transactions that may lead to conflicts of interest;
    - (f) the number of the Audit Committee's meetings and the attendance of such meetings by each committee member;
    - (g) an opinion or overview comment received by the Audit Committee from its performance of duties in accordance with the charter; and
    - (h) other transactions which, according to the Audit Committee's opinion, should be known to the shareholders and general investors, subject to the scope of duties and responsibilities assigned by the Board of Directors.
  - (8) Review and propose to the Board of Directors to consider revising the Audit Committee's roles, duties and responsibilities to be consistent with the circumstances.
  - (9) Inspect or question any relevant personnel regarding any related issues under the authorities of the Audit Committee and hire or bring in specialists to assist with the auditing process.
  - (10) Hire an advisor or independent person to give opinions or suggestions as appropriate.
  - (11) Report to the Board of Directors in order that remedial action be taken within time that the Audit Committee deems appropriate in case the Audit Committee finds or suspects any misconduct as follows:
    - (a) a transaction that may cause conflict of interest;
    - (b) any fraud, irregularity or material defect in the internal control system; or
    - (c) any violation of the law on securities and exchange, the SET's regulations and notifications or other relevant laws applied to the Company or its businesses.
- If the Board of Directors' Meeting or Executives are not actioning to improved within a reasonable time one of the Audited Committee may found list above to office of the SEC or the SET.
- (12) Consider and approve the annual budget, headcount and necessary resources for the Internal Audit Department/unit, the annual audit plan and the significant revision of such plan and monitor to ensure the compliance with the approved audit plan and the international standards in internal

audit professional. Also, the Audit Committee shall evaluate the performance of the internal auditor annually and attend a non-management meeting with the chief of the Internal Audit Department/unit at least once a year to discuss on important issues.

- (13) Consider, review and give opinions on the policies on the corporate governance, the social responsibility and the anti-corruption.
- (14) Review and give opinions on the corporate governance assessment and social responsibility reports.
- (15) Review the accuracy of the reference document and self-assessment form on the anti-corruption measure of Thailand's Private Sector Collective Action Coalition Against Corruption.
- (16) Receive complaints pursuant to channels and methods specified in the anti-corruption policy and a whistleblowing policy relating to corruption, misconduct, violation of laws and the Company's regulations.
- (17) Supervise risks and internal control relating to anti-corruption; establish a unit and/or working group or appropriate person to supervise and monitor the implementation of anti-corruption measures, and report to the Board of Directors on a regular basis or at least once a year.
- (18) Review and propose to the Board of Directors to consider revising the Audit Committee's charter to be consistent with circumstances.
- (19) Perform any other acts as assigned by the Board of Directors and accepted by the Audit Committee.

- (20) Report the Audit Committee's performance to the Board of Directors at least once a year.

### Term of Office of Audit Committee

The Committee's term of office is in accordance with the tenure of the Board. A committee member whose term is expired can be re-appointed to be a member of the Audit Committee. However, the total consecutive term of office shall not exceed 9 years, unless the Board deems that such person is suitable for being a member of the Committee for the greatest benefits of the Company.

In case of termination of term or inability to complete the term of office resulting in the number of committee members becomes less than three, the Board of Directors' meeting or the Shareholder's meeting shall resolve to appoint new committee member to complete three members immediately or not later than 3 months as from the date of incomplete member number for the continuity of works. A person appointed to assume the vacant position as abovementioned shall be in office only for the remaining term of the former committee member being replaced.

A member of the Audit Committee can vacate office upon the following reasons:

- (1) Termination of the director status;
- (2) Term of office is expired;
- (3) Death;
- (4) Resignation;
- (5) Dismissal;
- (6) Lack of qualifications as a member of the Audit Committee according to the criteria and conditions stipulated by the Securities and Exchange Commission, the Capital Market Supervisory Board and the Stock Exchange of Thailand.

### 7.3.2 Executive Committee

As of 31 December 2025, the Executive Committee consisted of five members as follows:

Name	Position
1. Mr. Adisak Tangmitrphracha	Chairman of the Executive Committee
2. Mrs. Nattaya Tangmitrphracha	Deputy Executive Committee
3. Ms. Ariya Tangmitrphracha	Executive Committee Member
4. Mrs. Salitip Ruangsuttipap	Executive Committee Member
5. Mr. Maruay Tangmitrphracha	Executive Committee Member

### Roles, Duties and Responsibilities of the Executive Committee

Under the charter of the Executive Committee, which was scrutinized and reviewed by the Executive Committee meeting No.1/2025 on 18 February 2025 and approved by the Board of Directors in its meeting no. 1/2025 on 19 February 2025, the roles, duties and responsibilities of the Executive Committee are determined as follows:

- (1) Determine and propose to the Board of Directors' for approval the Company's visions, strategies, directions, policies, goals, business plan, budget, management structure and authority limits, conduct the businesses as approved by the Board of Directors as well as monitor the operations to ensure the effectiveness and efficiency.
- (2) Oversee the operations regarding on the Company's general management by the Management Director/ Chief Executive Officer.
- (3) Study on the possibilities of the new investment projects and have authority to consider and approve the investments or joint-investments with any juristic persons or business organizations in the form which the Executive Committee deems appropriate in order to operate the Company's businesses according to its objectives. The Executive Committee can consider and approve the expenditures of such investments, the entering into the juristic acts and/or any order duties relating to such acts in accordance with its authority limits and/or as specified by the Board of Directors and/or as specified by relevant laws and regulations and/or as specified by the Company's Articles of Association.
- (4) Approve the entering into any agreements and/or transactions relating to the Company's normal businesses, for instance, buying/selling products and providing/obtaining services, and for the benefit of achieving the Company's objectives within its authority limits and/or as specified by the Board of Directors.
- (5) Consider and approve the entering in to any transactions with the financial institutions for the purpose of opening account, borrowing, requesting for credit, pledging, mortgaging, guaranteeing and others, including any buying/selling and registration of land ownership for the benefit of the Company's operations. Moreover, the Executive Committee has the authority to approve the entering into any contract laws or acts and the submission of application and proposal to the official agencies so as to obtain any rights of the Company and/or the relevant transactions with such matters within its authority limits and/or as specified by the Board of Directors and/or as specified by the relevant laws and regulations.
- (6) Approve the appointment of any advisors necessary for the Company's operations within the budget as approved by the Board of Directors annually.
- (7) Define the remuneration framework, policy and structure to determine the monthly salary, salary increase, bonus, compensations and rewards for employees and executives (excluding the Management Director/Chief Executive Officer.)
- (8) Perform any other acts as assigned by the Board of Directors or as stipulated by the policies which are approved by the Board of Directors.
- (9) Review and propose to the Board of Directors to consider revising the Executive Committee's roles, duties and responsibilities to be consistent with the circumstances.
- (10) Assign any person (s) to act on behalf of the Executive Committee. Such authorization of duties and responsibilities will not which enable the Executive Committee or authorized person (s) to approve the transactions in which they or their related person (s) (as specified in the notification of the SEC and/or the notification of the Capital Market Supervisory Board and/or the notification of the SET and/or as specified by relevant authorities) may have interest or benefits or conflicts of interest with the Company or its subsidiaries, except the approval of transactions which are in accordance with the policy and guideline as approved by the meetings of shareholders or the Board of Directors.

### Scope of Authority and Responsibilities of the Chairman of Executive Committee

- (1) Determine work plans and annual budget plans of the Company and its subsidiaries as proposed by

the management; and determine the management structure and power to be presented to the Executive Committee and/or the Board of Directors for approval.

- (2) Oversee, manage and perform normal business works for the Company's interests under the vision, business direction, policy, business strategy, target, work plan and annual budget plan approved by the Executive Committee and/or the Board of Directors, or other duties assigned by the Executive Committee and/or the Board of Directors.
- (3) Approve the entering into agreements and/or transactions relating to the Company's usual business works (such as buying/selling, investment or joint investment with others for usual transactions and for the purpose of achieving the Company's objectives) under a limit amount specified in the authority limits, and/or as specified by the Executive Committee and/or the Board of Directors, and/or as required by relevant laws and rules and/or the Company's Article of Association.
- (4) Oversee the overall operation of financial, marketing, human resources management and other works pursuant to the Company's policy, business strategy, target, work plan and annual budget plan as approved by the Executive Committee and/or the Board of Directors.
- (5) Appoint consultants in various areas as deemed necessary for the operation under the authority and limit specified in the authority limits and/or as specified by the Executive Committee and/or Board of Directors.
- (6) Determine regulations, criteria, practices and provisions for the organizational structure below the President, including hiring, appointing, transferring, dismissing and laying off employees holding positions below the Managing Director.
- (7) Determine wage rate, remuneration, reward, bonus and salary raise for the executives and employees in positions below Managing Director under the framework and policy specified by the Executive Committee and/or the Board of Directors.
- (8) Issue internal orders, regulations, notifications and memorandums to make work operations comply with the Company's policy for the Company's interest and organizational order.

- (9) Approve operational plans of each line of work and approve requests from each line of work that are beyond the authority of that line of work. Approve usual business transactions pursuant to the investment budget or budget approved by the Executive Committee and/or the Board of Directors in which a limit for each transaction shall be according to the authority limits but not exceeding the annual budget approved by the Board of Directors, including entering into agreements relating to such matter. Managing Director has an authority to approve an investment under the budget approved by the Board of Directors at not exceeding 200 million baht, an investment not under the budget approved by the Board of Directors at not exceeding 50 million baht, and other operating expenses which are mostly not exceed 20 million baht (depending on the nature of expense).
- (10) Perform other duties assigned by the Executive Committee and/or the Board of Directors, including an authority to take any actions necessary for performing such duties.
- (11) Delegate any person or persons to perform any action on behalf on Managing Director. Such delegation of power, duties and responsibilities of Managing Director shall not constitute a delegation or sub-delegation that enable Managing Director or his/her delegate to approve any transaction in which oneself or persons who may have conflict of interests (according to the definition in the Notification of the Securities and Exchange Commission and/or the Notification of the Capital Market Supervisory Board and/or as defined by the Stock Exchange of Thailand and/or other relevant agencies) may have any interests or obtain benefits in any forms or may have other conflict of interests with the Company or its subsidiaries, except the approval of transaction pursuant to the policy and criteria previously approved by the Board of Directors.

#### Term of Office of the Executive Committee

The Executive Committee shall be appointed by the Board of Directors from persons with full qualifications specified in the charter of the Executive Committee.

A member of the Executive Committee can vacate office upon:



- (1) Death;
- (2) Resignation;
- (3) Lack of qualifications and having prohibited characteristics stipulated by law;
- (4) The meeting of the Board of Directors resolves to remove him/her from office.

In case that number of the Executive Committee is lower than 3 members, the Board of Directors shall appoint a new member in replacement promptly or at least within 3 months as from the date the number of members is incomplete for the continuation of performance of the Committee.

### 7.3.3 Nomination and Remuneration Committee

As of 31 December 2025, the Nomination and Remuneration Committee consisted of three members as follows:

Name	Position
1. Mr. Arnut Changtrakul*	Chairman of the Nomination and Remuneration Committee
2. Mr. Adisak Tangmitrphracha	Nomination and Remuneration Committee Member
3. Mr. Chatrchai Tuongratanaphan *	Nomination and Remuneration Committee Member

\* Independent Director

### Term of Office of the Nomination and Remuneration Committee

Under the charter of the Nomination and Remuneration Committee, which was scrutinized and reviewed by the Nomination and Remuneration Committee meeting No. 1/2025 and approved by the Board of Directors in its meeting no. 1/2025 both of which were held on the same day on 19 February 2025, the roles, duties and responsibilities of the Nomination and Remuneration Committee are determined as follows:

- (1) Considering the Board of Directors' structure in terms of the number of directors suitable to the business size, nature and complexity.
- (2) Determining the qualifications, criteria and selection of the company's directors and managing director, and selecting and nominating persons with suitable knowledge, experiences and expertise to the Board of Directors or to the Shareholders' Meeting for appointment (as the case may be). In doing so, the Committee shall provide shareholders with adequate information about the nominated persons for decision.
- (3) Reviewing criteria and method on selecting directors for proposing to the BOD before selecting directors whose terms have expired. In case that the same director is nominated, the Committee shall take into consideration such director's past performance.
- (4) Considering independence of each independent director to ensure that the Company's independent directors have all required qualifications.
- (5) Considering the format and procedures of developing the Company's directors, sub-committee members and managing director in accordance with the Company's business and conditions. For newly appointed director, the Committee should oversee the Company to organize an orientation and provide documents and information beneficial for performing his/her duties.
- (6) Preparing and reviewing the plan on developing the managing director and high-level executives in order to develop into a succession plan for replacement of managing director or high-level executives who are retired or unable to perform works so that the Company's management is not disrupted.
- (7) Developing the remuneration structure, forms and payment criteria (whether in forms of money, securities or others) for directors, sub-committee members and managing director to be appropriate, fair and lawful. And determining the rate of pays, compensations, rewards, bonus, and pay rise for directors, sub-committee members and managing director in order to propose to the Board of Directors' meeting and/or the Shareholders' meeting (as the case maybe) for further consideration.

- (8) Developing a guideline on directors' remuneration in accordance with the Company's strategies and long-term goal, experiences, duties, accountability and responsibility, as well as benefits expected to obtain from each director. Directors' remuneration should be at a rate comparable with others in the same industry. The Committee shall also develop a guideline on the managing director's remuneration in accordance with the Company's main objectives and goals, and long-term benefits.
- (9) Developing the evaluation criteria for the Company's managing director and proposing them to the Board of Director for approval.
- (10) Reviewing and proposing the Board of Directors to consider amending the scope of authorization, duties and responsibilities of the Nomination and Remuneration Committee according to situations.
- (11) Performing any other actions as assigned by the Board of Directors or according to the policy determined by the Board.

#### Term of Office of the Nomination and Remuneration Committee

The term of office of the Committee is 3 years and shall be in accordance with the tenure of the Board of

Directors (if a member of the Committee is also a member of the Board). A member of the Committee who retires by rotation may be re-appointed to resume his/her office. In the case of the expiration of term or vacation from office before the expiration of term which leads to the number of the Committee's members becomes lower than 3 members, the Board of Directors shall appoint a new member in replacement promptly or at least within 3 months as from the date the number of members is incomplete for the continuation of performance of the Committee.

A member of the Nomination and Remuneration Committee can vacate office upon:

- (1) Termination of the director status;
- (2) Expiration of term of office;
- (3) Death;
- (4) Resignation;
- (5) Dismissal;
- (6) Lack of qualifications of being a director, or having prohibited characteristics under a law on public company, or showing a lack of proper characteristics to be entrusted with managing a business whose shares are hold by the public according to a law on securities and stock exchange.

#### 7.3.4 Risk Management and Sustainability Committee

As of 31 December 2025, the Risk Management and Sustainability Committee consisted of three members as follows:

Name	Position
1. Mr. Surat Pralongsil*	Chairman of the Risk Management and Sustainability Committee
2. Mr. Adisak Tangmitrphracha	Risk Management and Sustainability Committee Member
3. Mrs. Nattaya Tangmitrphracha	Risk Management and Sustainability Committee Member
4. Ms. Ariya Tangmitrphracha	Risk Management and Sustainability Committee Member
5. Mrs. Saliltip Ruangsuttipap	Risk Management and Sustainability Committee Member
6. Mr. Maruay Tangmitrphracha	Risk Management and Sustainability Committee Member
7. Mr. Arnut Changtrakul*	Risk Management and Sustainability Committee Member

\* Independent Director

### Scope of Authorities, Duties and Responsibilities of the Risk Management and Sustainability Committee

Under the charter of the Risk Management and Sustainability Committee, which was scrutinized and reviewed by the Risk Management and Sustainability Committee meeting No. 4/2024 on 5 November 2024 and approved by the Board of Directors in its meeting no. 1/2024 on 5 November 2024, the roles, duties and responsibilities of the Risk Management and Sustainability Committee are determined as follows:

- (1) Identifying and reviewing the characteristics of risks that are facing by the Company or expected to occur which affect the Company; as well as determining the Company's risk appetite.
- (2) Determining and reviewing policies, strategies, working plans and goals regarding the corporate sustainable development.
- (3) Formulating the policy on managing external and internal risks to be comprehensive and in line with the business strategies and directions; and proposing it to the Board of Directors for approval. The policy must cover at least the following four risks:
  - (a) Financial Risk
  - (b) Operational Risk
  - (c) Strategic Risk
  - (d) Compliance Risk
- (4) Developing strategies and guidelines on risk management that conform with the risk management policy in order to evaluate, monitor and keep the risks at an acceptable level.
- (5) Supervising, monitoring, advising, supporting, promoting and reviewing the implementation of corporate sustainable development.
- (6) Considering and determining the structure and appointment of the risk management working group to be in charge of the implementation of the risk management policies, as well as evaluation and following-up so that the risk management mechanism becomes efficient and is implemented organization-wide.
- (7) Considering and determining the structure and appointment of the sustainability working group to be in charge of monitoring the sustainability efforts and creating a balance between business operation, environmental care and well-being of the society and communities.
- (8) Determining budget and responses to existing and potential risks in order to be used as an operational rule for each type of risks, and proposing them to the Board of Directors for approval.
- (9) Examining the suitability and sufficiency of policies, strategies and practices regarding the Company's risk management and sustainable development to ensure that such policies, strategies and practices are in agreement with the Company's business strategies and direction.
- (10) Providing advice and supporting persons in charge and working groups in terms of risk management at an organizational level and how to create a balance between business operation, environmental care and well-being of the society and communities.
- (11) Reviewing the Charter of the Risk Management and Sustainability Committee on an annual basis to be conforming to the principle of good corporate governance and any changing conditions.
- (12) Reporting to the Board of Directors regarding risk management and sustainability implementation on a quarterly basis.
- (13) Performing any other actions as assigned by the Board of Directors or according to the policy determined by the Board.

### Term of Office of the Risk Management and Sustainability Committee

The Committee shall be appointed by the Board of Directors from persons with full qualifications specified in the charter of the Risk Management and Sustainability Committee.

A member of the Committee can vacate office upon:

- (1) Death;
- (2) Resignation;
- (3) Lack of qualification and having prohibited characteristic specified by law;
- (4) The meeting of the Board of Directors resolves to remove him/her from office.

In case that number of the Risk Management and Sustainability Committee is lower than 3 members, the Board of Directors shall appoint a new member in replacement promptly or at least within 3 months as from the date the number of members is incomplete for the continuation of performance of the Committee.

## 7.4 Information Management

### 7.4.1 Name and Position Management

As of 31 December 2025, The company had the following ten managements.

Name	Position
1. Mr. Adisak Tangmitrphracha	Managing Director
2. Mrs. Nattaya Tangmitrphracha	Deputy Managing Director
3. Ms. Ariya Tangmitrphracha	Deputy Managing Director (Operation and Procurement Group) and Assistant Managing Director (Procurement Department)
4. Mrs. Saliltip Ruangsuttipap	Deputy Managing Director (Accounting, Finance and Corporate Support Group) and Acting Senior Executive Vice President of Accounting and Finance Effective Date of Appointment* (1 Oct 2025)
5. Mr. Maruay Tangmitrphracha	Deputy Managing Director information technology and E-commerce
6. Mrs. Jintana Koontawee	Assistant Managing Director (Operation Department)
7. Ms. Pannee Phiwnaun	Assistant Managing Director (Procurement Department)
8. Mrs. Nongyao Sa-art	Assistant Managing Director (Human Resources Department)
9. Mr. Aphiyuch Fookul	Assistant Managing Director (Information Technology Department)
10. Mr. Werayut Chanwittayanuchait	First Assistant Vice President (Accounting Department)

Remark : \* Mrs. Triprang U-nontakarn retired from her position of Assistant Managing Director (Accounting and Finance Department) effective September 30, 2025

### Directors and Executives who are in control of subsidiaries.

Name	Company Name		
	Dohome Group Co., Ltd.	Dohome Energy Co., Ltd.	Dohome Academy Co.,Ltd.
1. Mr. Adisak Tangmitrphracha	C	C	C
2. Mrs. Nattaya Tangmitrphracha	/	/	/
3. Ms. Ariya Tangmitrphracha	/	/	/
4. Mrs. Saliltip Ruangsuttipap	/	/	/
5. Mr. Maruay Tangmitrphracha	/	-	/

C = Chairman, / = Director



## 7.4.2 Remuneration Policy for Executive Directors and the Executives

### Remunerations of a managing director and high-level executives

The Company determined the remuneration of a managing director and high-level executives at an appropriate level for retaining them with the Company without overpayment. The remuneration rates shall be competitive in the same industry to create incentive and encourage Managing Director and high-level executives to attain the business goals and sustainability.

### Remuneration of a managing director

The remuneration of a managing director is determined under explicit, proper and transparent criteria in accordance with laws and regulations concerned. The Nomination and Remuneration Committee is responsible for reviewing the managing director's remuneration and proposing to the Board of Directors for approval by taking into consideration the duties and responsibilities, business results compared to the target and expectations of all stakeholders, or comparison to other companies in the same industry.

### Remuneration of executives

The managing director is responsible for determining such remuneration based on the performance evaluation of individual executive under the criteria and policy specified by the Board of Directors. The duties and responsibilities, work performance of each executive and the corporate performance are taken into consideration to determine appropriate remuneration rates.

## 7.4.3 Remuneration of Executives

### (a) Monetary Remuneration

Remuneration of executives consisted of monthly salary and bonus as per details showing below.

	2023	2024	2025
Number of Executives (Person)	12	12	11
Remuneration (Baht)	36,415,197	40,019,617	38,085,155

### (b) Other Remuneration

Other remuneration of executives consisted of provident fund and social security fund as per details showing below.

	2023	2024	2025
Number of Executives (Person)	12	12	11
Remuneration (Baht)	1,377,221	1,508,312	1,386,869

## 7.5 Information Personnel

### Number of Personnel

As of 31 December 2023, 2024 and 2025 the Company's group the details were as follows:

Personnel details	Number of Personnel (Person)		
	As of 31 December		
	2023	2024	2025
Head Quarters	993	932	792
Branch	6,632	5,817	6,037
<b>Total</b>	<b>7,625</b>	<b>6,749</b>	<b>6,829</b>

Source : Company's data

### Personnel Compensation

As of the year ended December 31, 2023, 2024 and 2025, the Company paid compensation to employees (excluding executives) in various forms, which were monthly salary, bonus, overtime pay, contribution to provident fund and other compensations, in the total of Baht 2,031.58 million, Baht 2,130.55 million and Baht 2,057.95 million respectively.

### Other Compensation

On 28 April 2025, the Annual General Shareholders' Meeting for 2025 approved the issuance and offering of the Employee Stock Option Program (ESOP) No.3 at not exceeding 4,000,000 shares with a purpose to create employee motivation and retain capable personnel to work for the Company in a long-term for the highest benefits of the organization and sustainable business operation. (Additional information in Part 1, Section 1.5, Issuance of other securities)

On 18 April 2024, the Annual General Shareholders' Meeting for 2024 approved the issuance and offering of the Employee Stock Option Program (ESOP) No.2 at not exceeding 4,000,000 shares with a purpose to create employee motivation and retain capable personnel to work for the Company in a long-term for the highest benefits of the organization and sustainable business operation. (Additional information in Part 1, Section 1.5, Issuance of other securities)

### Provident Fund

In 2017, the Company, together with its employees, set up the provident fund in compliance with the Provident Fund Act, B.E. 1987 and as amended. Employees and the Company contributed 3 - 5% of the employees' salary base to the provident fund on a monthly basis. For the year ended 31 December 2023 and 31 December 2024 and 31 December 2025, the Company contributed Baht 11.21 million and Baht 19.60 million and Baht 13.94 million respectively. The provident fund was separated from other assets of the Company and managed by CIMB-Principal Asset Management Co., Ltd. Employees will receive money from the provident fund when their employment contracts end according to the fund's rules.

### Labour Dispute

During the past three years, the Company had no major labor dispute, which significantly affect the Company's business, financial status and operating result.

## 7.6 Other Important Information

### 7.6.1 List of delegated persons

#### Company Secretary

Ms. Mayuree Seeta was appointed by the Board of Directors' Meeting no. 1/2018 dated 28 May 2018 to be Company Secretary whose details appear in Annex 1.

#### The Authority, Duty and Responsibility of the Company Secretary

The Company Secretary is appointed by the Board of Directors to be responsible for the following functions:

- (1) Prepare and keep the following documents:
  - (a) a register of directors;
  - (b) a notice calling the Board of Directors' meeting, a minute of the Board of Directors' meeting;
  - (c) an annual report of the Company;
  - (d) a notice calling shareholders' meeting and a minute of shareholders' meeting
- (2) Collect information of major shareholders, directors, executives, related persons including their connected parties in order to monitor and review related party transactions or transactions which may have conflict of interest.
- (3) Keep reports on stake holding submitted by directors or executives and submit a copy of such reports to the Chairman of the Board of Director and the Chairman of the Audit Committee within seven days from the date on which the Company has received such reports.
- (4) Perform any other acts as specified in the notification of the Capital Market Supervisory Board.
- (5) Provide preliminary advice and recommendations pertaining to legal, regulatory and governance issues and practices necessary for the Board of Directors for acknowledgement and constantly monitoring the compliance. Also, if there is any significant change in the laws, rules and/or regulations, the Board of Directors' has to be informed.
- (6) Monitor and ensure the disclosure of information and reports under responsibility to the authorities supervising the Company under the regulations and requirements of such authorities.
- (7) Organize the shareholders' meetings and the Board of Directors' meetings in accordance with the laws, the Company's Articles of Association and other relevant requirements.
- (8) Manage the activities of the Board of Directors and any other acts to comply with the laws and/or as specified by the Capital Market Supervisory Board and/or as assigned by the Board of Directors.

### Scope of a person directly responsible for overseeing accounting

The Board of Directors has appointed Mr. Werayut Chanwittayanuchit to be Deputy Accounting Director directly responsible for overseeing accounting as from October 1, 2023 The details of the person directly responsible for overseeing accounting appear in Annex 1.

#### Head of Internal Audit

The Audit Committee has appointed Ms. Pikul Somwan to be the Head of Internal Audit as from 17 February 2021, being independent in terms of working and giving opinion to the Audit Committee directly. With more than experience with the Company since 1990 and her understanding in the Company's business, educational background and respectable capabilities, Ms. Pikul is qualified for acting as the Head of Internal Audit. The appointment, transfer or disemployment of the Head of Internal Audit shall be approved by the Audit Committee. The details of the Head of Internal Audit appear in Annex 2.

#### Duties and responsibilities of the Head of Internal Audit

1. Propose the goals and evaluation approach of the Internal Control Unit to the Audit Committee.
2. Formulate a long-term audit plan and annual audit plan based on the risks, including the opinion of the management on the risks or internal control. The audit plans shall be proposed to the managing director for consideration, then proposed to the Audit Committee for approval, and subsequently reported to the Board of Directors. Such process applies to any revision or change in the audit plans as well.
3. Perform works as stipulated in the approved annual audit plan and perform other duties relating to the internal audit as directed by the Audit Committee and the executives.
4. Report the work progress of the Internal Audit Unit to the managing director and the Audit Committee on a quarterly and annual basis. The report shall include the audit of the subsidiaries or relating companies as assigned, the summary of key issues found during interim audits, unsolved issues from the previous report and other important issues concerned.
5. Monitor the execution of the audit report to ensure that the executives efficiently implement or accept risks from not taking up the recommendations
6. Evaluate the quality of internal audit works under the internal audit standards to ensure that the

internal audit is performed in line with the standards and for the benefits of all stakeholders.

7. Attend meetings with the executives on important matters.
8. Report the sufficiency and suitability of the resources of Internal Audit Unit, as well as work obstacles, possibilities and new practices in internal audit to the Audit Committee.
9. Prepare and provide internal auditors with knowledge, capability, professional skill and suitable experiences to perform the internal audit, enhance internal auditors to have sufficient professional expertise and advocate for a professional certification.
10. Discuss the scope of work with the Auditor and other regulatory organizations, and liaise to ensure that the internal audit work covers all relevant issues thoroughly with minimum redundancy, as well as liaise with other units that perform a self-audit and/or self-assessment in order to establish a culture of internal audit and risk management within the company.

#### Head of Compliance


Ms. Mayuree Seeta, Director of Compliance, is directly responsible for the Company's compliance as appear in Annex 1.

#### Duties and Responsibilities of the Head of Compliance

1. Work out the strategy of the Compliance Unit according to the Company's direction and strategy.
2. Supervise and give advice to executives and employees to carry out their works correctly in accordance with the rules, regulations and code of conduct.
3. Any unpublicized information shall not be disclosed or used for personal interest of oneself or others, except a disclosure required by law.
4. Oversee internal information based on necessity in order to prevent any conflict of interest in the organization.


#### 7.6.2 Information of Head of the investor Relations Department

Ms. Mayuree Seeta

 **Telephone:** 06 2197 6688

 **Email:** IR@dohome.co.th

 **Address:** No. 88/111 Village No. 3 Bang Phun Sub-district, Mueang Pathum Thani District, Pathum Thani Province 12000, Thailand.

 **Investor Relations Website at:**  
<http://investor.dohome.co.th/th>

#### 7.6.3 Auditor Remuneration

The Annual General Meeting of Shareholders 2025 has approved the appointment of EY Office Company Limited to be the Auditor of the Company and its subsidiaries for 2025. The audit fee for the year 2025 shall not exceed 3,600,000 baht was the fee for its subsidiaries and there is another Non-Audit fee totaling 150,000.00 baht.

Detail	2023	2024	2025
1. Audit Fee	3,500,000	3,600,000	3,600,000
2. Non-Audit Fee	180,000	180,000	150,000
<b>Total</b>	<b>3,680,000</b>	<b>3,780,000</b>	<b>3,750,000</b>

#### 7.6.4 Tax Policy

The Company is committed to tax operations characterized by transparency and accountability, adhering to principles of accurate tax planning and timely filings within legal timeframes. We strictly follow regulations to mitigate any actions that could impact stakeholder confidence. Furthermore, the Company prioritizes risk management by consistently monitoring legislative changes, maintaining effective coordination with government agencies, and engaging expert consultants for complex transactions. This policy, approved by the Board of Directors, undergoes regular reviews to remain consistent with evolving economic conditions and international standards.



## 8. Corporate Governance Report

### 8.1 Summary of the Performance of the Committees for Last Year

In the last year, the Board of Directors has focused on good corporate governance and sustainable development which have been applied to the formulation of the Company's policies, strategies and goals, as well as a framework for sustainable business growth. The Board has adhered to the 8 principles of the Corporate Governance Code (CG Code) under the apply or explain approach in order to create value to the business, customers, stakeholders and society in general. Furthermore, the Board has overseen and monitored the management to perform business operation according to the working plan taking into consideration impacts on and development of resources throughout the value chain to increase business opportunities and work efficiency and carry out appropriate risk management and internal control. In this regard, the Board have put in place policies and practices on corporate governance, business code of conduct, anti-corruption, and a mechanism for receiving complaints and handling whistleblowing; supervised to ensure that financial reports and key information disclosure are accurate, sufficient, on time according to the regulations and standards; as well as encouraged the participation of and communication with shareholders.

#### 8.1.1 Recruitment, Development, Assessment of the Performance of the Board of Directors

##### (1) Criteria for independent directors

The Company has determined the qualifications of the independence directors as follows:

- (a) Holding no more than 1 % of total voting shares in the Company, its parent company, its subsidiaries, its associates, major shareholder or controlling party of the Company, including the shareholding of persons related to the independent directors;
  - (b) Not currently be or never been executive director, worker, employee, salaried consultant, or controlling parties of the Company, parent company, subsidiaries, associates, same-level subsidiaries, major shareholder or controlling party, unless foregoing status has ended not less than two years prior to the date of appointment except where the independent director (s) was the government officer or consultant of the government agency which is the major shareholder or a controlling person of the Company;
  - (c) Not be a person related by blood or registration under laws, such as father, mother, spouse, sibling or child, including spouse of the children, executives or majority shareholders or controlling parties or persons to be nominated as director, executive or controlling parties of the Company or its subsidiaries;
  - (d) Not have business relationship with the Company, its parent company, its subsidiaries, its associates,
- major shareholder or controlling party in a manner which may interfere with his/her independent judgment and neither being nor having been a significant shareholder or controlling party of any person having business relationship with the Company, its parent company, its subsidiaries, its associates, major shareholder or controlling party, unless the foregoing relationship has ended not less than two years prior to the date of appointment.
- (e) Such business relationship includes the normal business transaction, rent or lease of immovable property, transactions related to assets or services or granting or receipt of financial assistance through receiving or extending loans, guarantee, providing assets as collateral, and any other similar actions which result in the Company or its counterparty being subject to indebtedness payable to the other party amounting to three percent or more of the net tangible assets of the Company or twenty million baht, whichever is lower. The value of the business relationship shall be calculated according to the method stipulated by the Capital Market Supervisory Board governing rules on connected transactions. The consideration of such indebtedness shall include indebtedness occurred during the period of one year prior to the date on which the business relationship with the person commences;
  - (f) Not currently be or never be an auditor of the Company, its parent company, its subsidiaries, its

associates, major shareholder or controlling party, and not being a significant shareholder, controlling party, or partner of an audit firm which employs auditors of the Company, its parent company, its subsidiaries, its associates, major shareholder or controlling party, unless the foregoing relationship has ended not less than two years prior to the date of appointment;

- (g) Not currently be or never be any professional advisor including legal advisor or financial advisor who receives an annual service fee exceeding two million baht from the Company, its parent company, its subsidiaries, its associates, major shareholder or controlling party, and neither being nor having been a significant shareholder, controlling party or partner of the professional advisor unless the foregoing relationship has ended not less than two years prior to the date of appointment;
- (h) Not be a director who has been appointed as a representative of the Company's director, major shareholder or shareholders who are related to the Company's major shareholder;
- (i) Not operate a business of the same nature as and in competition with the Company or subsidiaries; nor be the significant partner of the partnership, or executive director, worker, employee, or salaried consultant; or holding more than one percent of the total number of voting shares of any other companies operating the business of the same nature as and in competition with the Company or subsidiaries;
- (j) Not under any conditions that may impede the person from having independent views towards the Company's operations.

After being appointed under the abovementioned qualifications, independent directors may be assigned by the Board of Directors to make decisions in a form of collective decision regarding the operations of the Company, its parent company, its subsidiaries, associates, same-level subsidiaries.

## (2) Nomination and Appointment of Directors, Independent Directors and Top-level Executives

### Nomination and appointment of directors and independent directors

The Company's Nomination Committee comprising 2 independent directors out of 3 committee member is responsible for nominating persons with proper qualifications to be directors, committee members and Managing Director, including the form and criteria of their remuneration, to be presented to the Board of Directors' Meeting and/or the shareholders' meeting for approval (as the case may be). The nomination of directors is from the following means:

1. Shareholders are entitled to nominate a person to be elected as a director in advance from 2 October 2024 to 31 January 2025. All details and criteria were published on the Company's website, and the right to nominate was also published on the websites of the Company and the Stock Exchange. However, during the Annual General Meeting of Shareholders for 2025, no shareholder nominated a candidate.
2. Consider capable persons from the director pool of the Thai Institute of Directors (IOD) and the list of directors of listed companies whose qualifications match the Company's Board Skill Matrix.
3. Request the Board of Directors' Meeting to nominate persons whose qualifications match the Company's Board Skill Matrix and business strategy.

The Nomination Committee (excluding interested member) shall consider the qualifications of directors based on the Board Skill Matrix to screen out a list of appropriate persons, taking into account the Company's policy on qualification and nomination of directors and chairman of the executive committee. In doing so, the Nomination Committee also takes into consideration a diversity in the Board of Directors and select persons with knowledge, expertise and experiences useful for formulating business strategy and policy according to the approach of sustainable development.

The Nomination and Remuneration Committee then submits the list to the Board of Directors for consideration, and present to the shareholders' meeting for approval by a mean of election under the following method and criteria.

1. One shareholder has (1) one vote per (1) one share.
2. Each shareholder can cast all their votes under (1) to elect only one person or several persons to be directors. In case of electing several persons, they can give their votes to any persons as they wish.
3. The candidates who have the most votes shall be elected as directors equivalent to the number of directors required; if two candidates have equal votes, the Chairman shall have a casting vote.

To elect directors to replace directors who resigned before expiry of term, the Board of Director can nominate persons fully qualified pursuant to the policy on qualification and nomination of directors and chairman of the executive committee to be appointed as directors in the next meeting, unless the remaining term is less than 2 months. The directors appointed in this case shall be in office only for the remaining term of the previous directors.

In 2025, there were 3 directors whose terms expire:

1. Mrs. Nattaya Tangmitrphracha
2. Mr. Maruay Tangmitrphracha
3. Mr. Arnut Changtrakul

However, the Nomination and Remuneration Committee has reviewed the qualifications in accordance with the Company's criteria and considered that all three directors retiring by rotation possess full qualifications with no prohibited characteristics under relevant laws and the Company's Articles of Association. They possess essential business skills and contribute to Board Diversity, encompassing specialized expertise, knowledge, and experience in fields aligned with the Company's operations (Board Skill Matrix). This integration of capabilities significantly benefits the Company's operations and the achievement of business goals, driving sustainable growth. Consequently, the matter was proposed through a Board of Directors' resolution as an agenda item for the 2025 Annual General Meeting of Shareholders (AGM), where the meeting resolved to approve the reappointment of all three directors for another term.

Dohome Board Skills Matrix as of December 2025

		1. Mr. Chatrchai Tuongatanaphan	2. Mr. Adisak Tangmitrphracha	3. Mr. Suvaith Theeravachirakul	4. Mr. Arnut Changtrakul	5. Mr. Surat Pralongsit	6. Mrs. Nattaya Tangmitrphracha	7. Ms. Ariya Tangmitrphracha	8. Mrs. Salitip Ruangsuttipap	9. Mr. Maruay Tangmitrphracha
Education background	Finance & Accounting			✓	✓	✓				
	Business Administration	✓		✓	✓	✓			✓	
	Engineering		✓			✓				✓
	Science & Technology	✓								
	Economics								✓	
	Marketing	✓			✓			✓		
Knowledge background / Experience	ESG for Sustainability	✓	✓	✓	✓	✓			✓	✓
	Retail & Wholesale	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Risk Management	✓	✓	✓	✓	✓			✓	
	Account & Finance		✓	✓	✓	✓		✓	✓	✓
	Energy & Utilities		✓	✓	✓	✓	✓		✓	
	Engineering	✓	✓	✓		✓			✓	✓
	Legal	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Marketing	✓		✓	✓	✓	✓	✓	✓	✓
	Economic/Society/Environment	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Information Technology & Digital	✓	✓	✓	✓	✓			✓	✓
	Material	✓	✓			✓	✓	✓	✓	✓
	Service	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Consumer Staples	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Healthcare				✓	✓	✓	✓	✓	✓
	Property Management	✓	✓	✓		✓	✓	✓	✓	
	Human resource management	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Public and Investor Relationship Communication	✓	✓	✓		✓	✓		✓	✓



### Nomination of Managing Director

The Nomination Committee is responsible for nominating candidates pursuant to the policy on qualifications and nomination of directors, and chairman of the Executive Committee. Candidates are selected from persons with qualifications, knowledge, capability, business skills, experiences, and other specific qualifications necessary and beneficial to the Company's business. The nomination will be presented to the Board of Directors for approval and appointment.

### Scope of Authority and Responsibility of Managing Director

Regarding the Board of Directors' Meeting No. 1/2561 held on 28 May 2018, which determined the scope of authority and responsibility of the Managing Director, the Company has conducted a review of such criteria. The revised guidelines were subsequently presented to the Board of Directors' Meeting No. 1/2568 on 19 February 2025 for consideration and acknowledgment, with details as follows:

1. Determine work plans and annual budget plans of the Company and its subsidiaries as proposed by the management; and determine the management structure and power to be presented to the Executive Committee and/or the Board of Directors for approval.
2. Oversee, manage and perform normal business works for the Company's interests under the vision, business direction, policy, business strategy, target, work plan and annual budget plan approved by the Executive Committee and/or the Board of Directors, or other duties assigned by the Executive Committee and/or the Board of Directors
3. Approve the entering into agreements and/or transactions relating to the Company's usual business works (such as buying/selling, investment or joint investment with others for usual transactions and for the purpose of achieving the Company's objectives) under a limit amount specified in the authority limits, and/or as specified by the Executive Committee and/or the Board of Directors, and/or as required by relevant laws and rules and/or the Company's Article of Association.
4. Oversee the overall operation of financial, marketing, human resources management and other works pursuant to the Company's policy, business strategy, target, work plan and annual budget plan as approved by the Executive Committee and/or the Board of Directors.
5. Appoint consultants in various areas as deemed necessary for the operation under the authority and limit specified in the authority limits and/or as specified by the Executive Committee and/or Board of Directors.
6. Determine regulations, criteria, practices and provisions for the organizational structure below the President, including hiring, appointing, transferring, dismissing and laying off employees holding positions below Managing Director.
7. Determine wage rate, remuneration, reward, bonus and salary raise for the executives and employees in positions below Managing Director under the framework and policy specified by the Executive Committee and/or the Board of Directors.
8. Issue internal orders, regulations, notifications and memorandums to make work operations comply with the Company's policy for the Company's interest and organizational order.
9. Approve operational plans of each line of work and approve requests from each line of work that are beyond the authority of that line of work. Approve usual business transactions pursuant to the investment budget or budget approved by the Executive Committee and/or the Board of Directors in which a limit for each transaction shall be according to the authority limits but not exceeding the annual budget approved by the Board of Directors, including entering into agreements relating to such matter. Managing Director has an authority to approve an investment under the budget approved by the Board of Directors at not exceeding 200 million baht, an investment not under the budget approved by the Board of Directors at not exceeding 50 million baht, and other operating expenses which are mostly not exceed 20 million baht (depending on the nature of expense).
10. Perform other duties assigned by the Executive Committee and/or the Board of Directors, including

an authority to take any actions necessary for performing such duties.

11. Delegate any person or persons to perform any action on behalf on Managing Director. Such delegation of power, duties and responsibilities of Managing Director shall not constitute a delegation or sub-delegation that enable Managing Director or his/her delegate to approve any transaction in which oneself or persons who may have conflict of interests (according to the definition in the Notification of the Securities and Exchange Commission and/or the Notification of the Capital Market Supervisory Board and/or as defined by the Stock Exchange of Thailand and/or other relevant agencies) may have any interests or obtain benefits in any forms or may have other conflict of interests with the Company or its subsidiaries, except the approval of transaction pursuant to the policy and criteria previously approved by the Board of Directors.

### (3) Development of directors

The Board of Directors has a policy to promote and facilitate training and educating persons involved in the corporate governance process such as directors, members of the Audit Committee, executives and Company

Secretary for continued work improvement. The training and educating can be carried out in-house or by external institutes.

In case of a change of directors or newly appointed director, the Company always organization an orientation for new directors to inform them of their scope of authority and responsibility as well as an overview of the Company's operations in each aspect. The management will present documents and information necessary for their works; for examples, the manual for listed companies' directors, the business ethics and code of conduct, the manual of good corporate governance, the Company's Article of Association, annual reports, rules and regulations, and other information relating to the Company's business operation, to strengthen new directors' understanding about the Company. In 2025, the company organized an orientation for a new director, Mr. Surath Pralongsil.

The Board of Directors will arrange a job rotation for executives and employees based on their proficiency taking into account the suitability of work and time. The managing director will determine a period of time and consider the work performance to develop the Company's development and succession plans. The purpose is to enhance the capacities of executives and employees and enable them to work interchangeably.

All directors has taken training courses for directors of the Thai Institute of Directors Association.

Name of Director	Position	Course
Mr. Chatrchai Tuongratanaphan	<ul style="list-style-type: none"> <li>Chairman,</li> <li>Independent Director,</li> <li>Chairman of the Nomination and Remuneration Committee</li> </ul>	<ul style="list-style-type: none"> <li>Director Mentorship Program (DMP) 2/2025</li> <li>Role of the Chairman Program (RCP) 52/2022</li> <li>Board Nomination &amp; Compensation Program (BNCP) 10/2020</li> <li>Director Certification Program (DCP) 207/2015</li> </ul>
Mr. Adisak Tangmitrphracha	<ul style="list-style-type: none"> <li>Vice Chairman,</li> <li>Chairman of the Executive Committee,</li> <li>Risk Management and Sustainability Committee Member, Nomination and Remuneration Committee Member</li> </ul>	<ul style="list-style-type: none"> <li>Director Accreditation Program (DAP) 109/2014</li> </ul>

Name of Director	Position	Course
Mrs. Nattaya Tangmitrphracha	<ul style="list-style-type: none"> <li>• Director,</li> <li>• Deputy Executive Committee,</li> <li>• Risk Management and Sustainability Committee Member</li> </ul>	<ul style="list-style-type: none"> <li>• Director Accreditation Program (DAP) 109/2014</li> </ul>
Ms. Ariya Tangmitrphracha	<ul style="list-style-type: none"> <li>• Director,</li> <li>• Executive Committee Member,</li> <li>• Risk Management and Sustainability Committee Member,</li> <li>• Deputy Managing Director Operation and procurement Group and</li> <li>• Assistant Managing Director - Procurement</li> </ul>	<ul style="list-style-type: none"> <li>• Director Accreditation Program (DAP) 109/2014</li> <li>• Director Certification Program (DCP) 195/2014</li> <li>• Financial Statements for Directors (FSD) 25/2014</li> <li>• Advanced Audit Committee Program (AAP) 17/2014</li> </ul>
Mrs. Salitip Ruangsuttipap	<ul style="list-style-type: none"> <li>• Director,</li> <li>• Executive Committee Member,</li> <li>• Risk Management and Sustainability Committee Member,</li> <li>• Deputy Managing Director Accounting, Finance and Corporate Support Group</li> </ul>	<ul style="list-style-type: none"> <li>• The Board's Role in Mergers and Acquisitions (BMA) 8/2024</li> <li>• Company Secretary Program (CSP) 103/2019</li> <li>• Director Accreditation Program (DAP) 109/2014</li> <li>• Director Certification Program (DCP) 190/2014</li> <li>• Financial Statements for Directors (FSD) 24/2014</li> <li>• Advanced Audit Committee Program (AAP) 17/2014</li> </ul>
Mr. Maruay Tangmitrphracha	<ul style="list-style-type: none"> <li>• Director,</li> <li>• Executive Committee Member,</li> <li>• Risk Management and Sustainability Committee Member and</li> <li>• Deputy Managing Director Information Technology E-commerce</li> </ul>	<ul style="list-style-type: none"> <li>• Director Accreditation Program (DAP) 145/2018</li> </ul>
Mr. Suvait Theeravachirakul	<ul style="list-style-type: none"> <li>• Director,</li> <li>• Independent Director and</li> <li>• Chairman of the Audit Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Successful Formulation &amp; Execution the Strategy (SFE) 2010</li> <li>• Audit Committee Program (ACP) 2006</li> <li>• Director Certification Program (DCP) 2001</li> </ul>

Name of Director	Position	Course
Mr. Arnut Changtrakul	<ul style="list-style-type: none"> <li>• Director,</li> <li>• Independent Director,</li> <li>• Audit Committee Member, Chairman of the Nomination and Remuneration Committee</li> <li>• Risk Management and Sustainability Committee Member</li> </ul>	<ul style="list-style-type: none"> <li>• Board Nomination &amp; Compensation Program (BNCP) 23/2025</li> <li>• ESG in the Boardroom: A Practical Guide for Board (ESG) 12/2025</li> <li>• Director Certification Program (DCP) 339/2023</li> <li>• Advanced Audit Committee Program (AAP) 48/2023</li> </ul>
Mr. Surath Pralongsil	<ul style="list-style-type: none"> <li>• Director,</li> <li>• Independent Director,</li> <li>• Audit Committee Member and</li> <li>• Chairman of the Risk Management and Sustainability Committee</li> </ul>	<ul style="list-style-type: none"> <li>• ESG in the Boardroom: A Practical Guide for Board (ESG) 9/2025</li> <li>• Ethical Leadership Program (ELP) 35/2024</li> <li>• Board's Roles in Purpose-driven Transition (PDT) 2/2024</li> <li>• Business Transformation &amp; Leadership Summit 2024</li> <li>• Emerging Audit Standards and Implications for the Audit Committee 2024</li> <li>• Director's Briefing: Building a Cyber-Resilient Board: Strategies for Effective Cybersecurity Oversight 2023</li> <li>• The Board's Role in Mergers &amp; Acquisition 1/2022</li> <li>• National Director Conference: Leadership Behind Closed Door (NDC) 1/2021</li> <li>• What Your Board Needs to Know about C-Suite Development (O-DB) 11/2021</li> <li>• Director Certification Program (DCP) 259/2018</li> <li>• Advance Audit Committee Program (AAP) 14/2014</li> <li>• Director Accreditation Program (DAP) 106/2013</li> </ul>

#### (4) Performance evaluation for committee member and top-level executives

The Board of Directors encourages to conduct a performance evaluation at least once a year to improve and correct work operations. In this regard, the Company has applied the sample performance evaluation forms for the Board of Directors, the sub-committees, individual committee members, and top-level executives by the Stock Exchange of Thailand.

Performance evaluation for the Board of Directors and top-level executives can be grouped into:

1. Evaluation of the whole committee covers the following 6 key subjects:
  - 1) Structure and qualifications of the committee
  - 2) Roles, duties and responsibility of the committee
  - 3) Committee meetings
  - 4) Work performance
  - 5) Relationship with the management
  - 6) Self-development of the committee



2. Evaluation of each sub-committee covers the following 3 key subjects:

- 1) Structure and qualifications of the sub-committee
- 2) Sub-committee meetings
- 3) Roles, duties and responsibility of the sub-committee
- 4) Reporting of sub-committee

3. Evaluation of individual committee member covers the following 5 key subjects:

- 1) Qualifications of the committee
- 2) Readiness for performing duties
- 3) Participation in meetings
- 4) Role, duties and responsibility of the committee
- 5) Relationship with the committee and the management

4. Evaluation of top-level executives cover the following 10 subjects:

- 1) Leadership
- 2) Strategy formulation
- 3) Implementation of strategy
- 4) Financial planning and results
- 5) Relationship with the committee
- 6) External relationship
- 7) Management and relationship with personnel
- 8) Succession
- 9) Knowledge of products and services
- 10) Personal characteristics

0 = Strongly disagree or no action taken for the matter

1 = Disagree or small action is taken for the matter

2 = Agree or moderate action is taken for the matter

3 = Strongly Agree or good action is taken for the matter

4 = Very strongly Agree or excellent action is taken for the matter

Then, all scores are processed into percentages of the total marks of each topic as follows:

Percentage 90 and higher = Excellent

Percentage 81 - 89 = Very Good

Percentage 71 - 80 = Good

Percentage 61 - 70 = Fair

Percentage Below 60 = Unsatisfied

The results of the performance evaluation of the Board of Directors, sub-committees and top-level executive for the year 2025

- The result of the performance evaluation of the Board of Directors is “Excellent”;
- The result of the performance evaluation of individual director is “Excellent”;
- The result of the performance evaluation of sub-committees is “Excellent”;
- The result of the performance evaluation of top-level executives is “Very Good”.

The result of such evaluation will be taken into account to determine a remuneration rise which will be approved by the Board.

#### Evaluation process of the committee

The Company Secretary Division submits the evaluation forms of the whole committee, each sub-committee, individual committee members and top-level executives to the Board of Directors. Once the evaluation is completed, the Company Secretary Division gathers and summarizes the evaluation results in order to report to the Nomination and Remuneration Committee to determine the remuneration of committee members by scrutinizing appropriateness in several aspects and competitive rates in the same industry. The evaluation results are also utilized to develop and enhance the work efficiency of the committees.

The score 0-4 in each subtopic of the evaluation means:

#### Calculation of Managing Director's remuneration

It is the Nomination and Remuneration Committee's duties to propose its opinion to the Board of Directors about the criteria for annual performance evaluation of Managing Director. Such criteria must be consistent with the short- and long-term goals of the Company.

Details of the criteria are:

- Corporate Sustainability
- Market Share
- Organization Culture
- Same Store Sales Growth
- Return on Asset
- Return On Equity
- Total Shareholder Return
- Return On Invested Capital

### 8.1.2 Board Members Attendance and Remuneration of Individual Director

Approved by the Annual General Meeting of Shareholders for the year 2025, which was held on April 28, 2025.

#### 1. Monetary Remuneration

##### 1.1 Monthly remuneration

- Chairman	40,000 Baht / Person / Month
- Vice Chairman	35,000 Baht / Person / Month
- Director Member	30,000 Baht / Person / Month

##### 1.2 Meeting fee of Committee

- Chairman	30,000 Baht / Person / Month
- Vice Chairman	25,000 Baht / Person / Month
- Director Member	25,000 Baht / Person / Month

##### 1.3 Meeting fee of Sub-Committee

- Chairman	25,000 Baht / Person / Month
- Director Member	20,000 Baht / Person / Month

The Directors, who are the Company's executives or employees, shall not be eligible for the retaining fee and attendance fee as members of the Board of Directors and committees.

#### 2. Other Remuneration

-None-



Attendance and details of the remuneration of monetary directors for the year 2025 are as follows:

Name - Surname	No. of meeting Attend (Time)						Remuneration and Meeting Allowances						
	Board of Director	Audit Committee	Risk Management Committee and Sustainability <sup>(4)</sup>	Nomination and Remuneration Committee <sup>(4)</sup>	Executive committee	Ad-hoc	Monthly remuneration	Remuneration for Board of Director meeting	Remuneration for Audit Committee meeting	Remuneration for Risk Management and Sustainability Committee meeting	Remuneration for Nomination and Remuneration Committee meeting	Remuneration Ad-hoc meeting	Total
1. Mr. Chatrchai Tuongatanaphan <sup>(3)</sup>	5/5	2/2		4/4	-	6/6	480,000	150,000	40,000	-	85,000	180,000	935,000
2. Mr. Adisak Tangmitphracha <sup>(1)</sup>	5/5	-	4/4	3/3	22/22	-	n/a	n/a	-	n/a	n/a	n/a	-
3. Mrs. Nattaya Tangmitphracha <sup>(1)</sup>	5/5	-	3/3	1/1	22/22	-	n/a	n/a	-	n/a	-	n/a	-
4. Ms. Aiyā Tangmitphracha <sup>(1)</sup>	5/5	-	3/3	-	22/22	-	n/a	n/a	-	n/a	-	n/a	-
5. Mrs. Salitip Ruangstittipap <sup>(1)</sup>	5/5	-	3/3	-	22/22	-	n/a	n/a	-	n/a	-	n/a	-
6. Mr. Maruay Tangmitphracha <sup>(1)</sup>	4/5	-	3/3	-	22/22	-	n/a	n/a	-	n/a	-	n/a	-
7. Mr. Suvait Theeravachirakul	5/5	4/4	2/2	1/1	-	16/16	360,000	125,000	100,000	40,000	20,000	400,000	1,045,000
8. Mr. Arnut Changtrakul	5/5	4/4	3/3	3/3	-	9/9	360,000	125,000	80,000	65,000	75,000	225,000	930,000
9. Mr. Surath Pralongsi <sup>(2)</sup>	4/4	3/3	3/3	-	-	15/15	240,000	100,000	60,000	75,000	-	375,000	850,000
Total directors remuneration							1,440,000	500,000	280,000	180,000	180,000	1,180,000	3,760,000
Total number of meetings	5	4	4	4	22								
Percentage of meetings	97.80	100.00	100.00	100.00	100.00								

Remarks : <sup>(1)</sup> Executive committee meetings have no meeting allowances.

<sup>(2)</sup> Mr. Surath Pralongsi was appointed by the 2025 Annual General Meeting of Shareholders on April 28, 2025.

<sup>(3)</sup> Mr. Chatrchai Tuongatanaphan resigned from the Audit Committee on May 21, 2025.

<sup>(4)</sup> The incomplete attendance of the Chairman and directors relative to the total number of meetings held during the year was primarily due to the rotation of directorial positions and changes in roles and responsibilities in accordance with the terms of office during the year.

### 8.1.3 Subsidiaries and Associates' Operation Monitoring

To monitor the operations of and to protect its investment interests in subsidiaries and associates, the Company has formulated a policy on monitoring and managing its subsidiaries and associates with an objective to set both direct and indirect measures and mechanism that allow the Company to monitor their operations, and to supervise them to observe such measures and mechanism as if they were directly under the Company, as well as to observe laws on public companies, civil and commercial code, securities law, other relevant laws, including notifications, regulations and criteria issued by the Capital Market Supervisory Board, the Securities and Exchange Commission and the Stock Exchange of Thailand. Details of such measures and mechanism are as follows:

- (1) The Company shall appoint its representative to be a director of its subsidiaries or associates pursuant to the proportion of shareholding in each company in order to supervise those subsidiaries or associates to follow the law, good governance policy and other policies of the Company. However, sending such representative must be considered and approved by the Board of Directors taking into account appropriateness in each company.
- (2) The board of directors and executives of each subsidiary have important legal duties and responsibilities; for examples, disclosure of financial status and operating performance to the Company, in which relevant laws as well as notifications, regulation and criteria of the Capital Market Supervisory Board, the Securities and Exchange Commission and the Stock Exchange of Thailand will be applied mutatis mutandis; disclosure and submission of information about their interests and related party to inform the Board of Directors of relationship and transaction with the Company and/or its subsidiary of a nature that may result in a conflict of interests so that the Board of Directors can avoid such conflict of interest.
- (3) For any significant transaction or action of a subsidiary affecting the Company's financial status and performance, or falling within a scope of or being an acquisition or disposition of assets as prescribed in the relevant announcement, or connected transaction as prescribed in the relevant announcement, which the Company has to seek prior approval from the Board of Directors' meeting, the shareholders' meeting, or relevant agencies, a subsidiary can only do the transaction or action once the Board of Directors' meeting, the shareholders' meeting or the relevant agency has already approved.
- Furthermore, in case of any transaction or incident of a subsidiary that requires the Company to disclose information to the Stock Exchange of Thailand pursuant to criteria set forth in relevant announcements, the director representing the Company in the subsidiary has a duty to promptly inform the Company's management of the subsidiary's plan to do such transaction or of the incident.
- (4) The Company will form a working plan and take a necessary action to ensure that its subsidiaries or associates disclose information about their performance and financial status; the Company will take a necessary action and monitor to ensure that its subsidiaries or associates has adequate and appropriate disclosure system and internal control system for their business operations.
- (5) Director representing the Company in its subsidiary or associate must monitor and take necessary actions to ensure that the policy and key work plans concerning the subsidiary or associate's operations are regularly reviewed, updated and improved to be suitable for current business conditions.
- (6) In case where a joint venture company is a subsidiary, the director representing the Company has to consider, monitor and give necessary advice to the subsidiary; put in place a proper and prudent internal control system to prevent potential corruptions in the Company or its subsidiary; as well as put in place a clear, efficient and effective working system.
- (7) For significant operations of a subsidiary, such as appointment or nomination of director in the subsidiary at least according to the proportion of the Company's shareholding in the subsidiary, share buying or selling, material business or assets,



capital increase or decrease in a subsidiary, merger and dissolution of subsidiary, approval of annual budget of a subsidiary of the Company unless specified otherwise in the Company's delegation of authority, the director representing the Company must obtain a prior permission to vote from the Board of Directors before casting vote in the subsidiary's board of directors' meeting.

#### 8.1.4 Monitoring on the Corporate Governance Policy and Practices

The Company has focused on the good corporate governance by including relevant policy and practices in its policy on corporate governance and business ethics, as well as encouraging implementation to create confidence among stakeholders.

In the past year, the Company has monitored the implementation of good corporate governance regarding 1) employee treatment and non-discrimination, 2) anti-unfair competition, 3) environment, health and safety in the organization, and 4) IT security. According to the monitoring, the Company has fully complied with the guideline of each issue. In addition, the Company also monitored the compliance to good corporate governance in another 4 issues as follows:

##### (1) Prevention of conflicts of interest

The Board of Directors has imposed a policy and procedures as a guideline on addressing a conflict of interests in accordance with the approach of the Stock Exchange of Thailand. In making any business decisions, all personnel must focus on the greatest benefits of the Company. A conflict of interests shall be addressed carefully, based on integrity, honesty, rationality and independence under a good morality, with all information provided to the Company for the sake of its overall interests. Stakeholders or relating persons shall not take part in any decision making and approval on a matter in which they are concerned. In the Board of Directors' meetings in the past year, if there was an agenda in which one of the directors was concerned or was a stakeholder the said director would not opine on that agenda. In addition, the Audit Committee will consider and gives appropriate, careful and impartial opinions on connected transactions or transactions that may have a conflict of

interest in accordance with the criteria specified by the Stock Exchange of Thailand.

Any transactions that may have a conflict of interests will be appropriately, carefully and impartially reviewed by the Audit Committee under the criteria stipulated by the Stock Exchange of Thailand before proposing to the Board of Director for approval. All details will be disclosed in the annual report and the annual registration statement.

Furthermore, to comply with the principle of good corporate governance the Company requires its directors and executives to report their stake-holding and relating persons under the criteria stipulated by law. The report documents shall be submitted to the Company Secretary so that the Company can use such information for monitoring such stake-holding and relating persons in the course of its and its subsidiaries' business administration.

In the past year, there was no incident deemed as an improper conduct or act in terms of a conflict of interests.

##### (2) Control on Insider Trading

The Company pays attention to preventing insider trading. It is the Company's policy that directors, executives, employees and workers must not, directly or indirectly, with or without returns, disclose or seek benefits for themselves or others from information that potentially impacts the Company's stock price, or information that can jeopardize or impair the Company if being disclosed and regarded as confidential and important information, including secrets and/or non-public information; as well as must not do securities transactions that are based on insider information. To prevent misuse of insider information, the Company has undertaken the following steps:

1. Educate the Company's directors and executives regarding their duty to report to the SEC Office on their holdings of the Company's shares as well as the holdings of their spouse or cohabiting couple, and minor children, including a juristic person whose shares exceeding thirty percent of the total voting rights are held by the director and executives, their spouse or cohabited couple, and minor children. This duty is prescribed in Section 59 of

the Securities and Exchange Act B.E. 2535 (1992) and its amendments with the penalty provision under Section 275. Also, the acquisition or disposition of securities must be reported under Section 246 with the penalty provision under Section 298 of the Securities and Exchange Act B.E. 2535 (1992) and its amendments.

2. Direct the Company's directors and executive, including their spouse or cohabited couple, and minor children, as well as a juristic person whose shares exceeding thirty percent of the total voting rights are held by the director and executives, their spouse or cohabited couple, and minor children to prepare and disclose reports to the SEC Office on the holding of securities and the changes to such holding under the criteria set forth in the Securities and Exchange Act B.E. 2535 (1992) and its amendments, as well as submit a copy of such reports to the Company on the same day that the originals are submitted to the SEC Office.
3. Direct that directors, executives, employees and workers of the Company and its subsidiaries with the knowledge of or possession of material insider

information which has or may have an impact on the change of securities price, securities value including persons presumably knowing or having in possession the insider information under the Securities and Exchange Act B.E. 2535 (1992) and its amendments, must refrain from doing transactions of the Company's securities during one month prior to the disclosure of the financial statements or such information to the public. And within 24 hours after the disclosure to the public, persons relating to such information must not disclose the information to any other persons until the submission to the Stock Exchange of Thailand. Any actions in violation of the above regulation will be deemed as disciplinary offence under the Company's Article of Associations and such persons will be proportionately punished based on intention and seriousness, ranging from verbal warning, written warning, probation, pay cut, suspension without pay to dismissal.

In the past year, the company did not receive any complaints about the wrongdoing of the directors and executives about the misuse of inside information

#### Details of changes in the directors' shareholding in 2025

No.	Name - Surname	Position	No. of shares hold as of 1 Jan 25	Change of number of shares	No. of shares hold as of 31 Dec 25	Shareholding proportion (%)
1.	Mr. Chatrchai Tuongratanaphan, including spouse and minor children	<ul style="list-style-type: none"> <li>Chairman</li> <li>Independent Director</li> <li>Nomination and Remuneration Committee Member</li> </ul>	-	-	-	-
2.	Mr. Adisak Tangmitrphracha, including spouse and minor children	<ul style="list-style-type: none"> <li>Vice Chairman</li> <li>Chairman of the Executive Committee</li> <li>Risk Management and Sustainability Committee Member</li> <li>Nomination and Remuneration Committee Member</li> </ul>	363,896,590	27,328,408	391,224,998	11.6%
			272,922,440	12,996,306	285,918,746	8.5%

No.	Name - Surname	Position	No. of shares hold as of 1 Jan 25	Change of number of shares	No. of shares hold as of 31 Dec 25	Shareholding proportion (%)
3.	Mrs. Nattaya Tangmitrphracha, including spouse and minor children	<ul style="list-style-type: none"> <li>• Director</li> <li>• Deputy Executive Committee</li> <li>• Risk Management and Sustainability Committee Member</li> </ul>	272,922,440 363,896,590	12,996,306 27,328,408	285,918,746 391,224,998	8.5% 11.6%
4.	Ms. Ariya Tangmitrphracha, including spouse and minor children	<ul style="list-style-type: none"> <li>• Director</li> <li>• Executive Committee Member</li> <li>• Risk Management and Sustainability Committee Member</li> <li>• Deputy Managing Director Operation and procurement Group</li> </ul>	181,948,295 1,015,613	14,664,203 48,362	196,612,498 1,063,975	5.8% 0.0%
5.	Mrs. Salitip Ruangsuttipap*, including spouse and minor children	<ul style="list-style-type: none"> <li>• Director</li> <li>• Executive Committee Member</li> <li>• Risk Management and Sustainability Committee Member</li> <li>• Acting Senior Executive Vice President of Accounting and Finance and Deputy Managing Director Accounting, Finance and Corporate Support Group</li> </ul>	181,948,294 -	8,664,203 -	190,612,497 -	5.6% -
6.	Mr. Maruay Tangmitrphracha, including spouse and minor children	<ul style="list-style-type: none"> <li>• Director</li> <li>• Executive Committee Member</li> <li>• Risk Management and Sustainability Committee Member</li> <li>• Deputy Managing Director Information Technology E-commerce</li> </ul>	181,948,295 -	15,164,203 -	197,112,498 -	5.8% -

No.	Name - Surname	Position	No. of shares hold as of 1 Jan 25	Change of number of shares	No. of shares hold as of 31 Dec 25	Shareholding proportion (%)
7.	Mr. Suvait Theeravachirakul, including spouse and minor children	<ul style="list-style-type: none"> <li>• Director</li> <li>• Independent Director</li> <li>• Chairman of the Audit Committee</li> </ul>	132	5	138	0.0%
8.	Mr. Arnut Changtrakul, including spouse and minor children	<ul style="list-style-type: none"> <li>• Director</li> <li>• Independent Director</li> <li>• Audit Committee Member</li> <li>• Chairman of the Nomination and Remuneration Committee</li> <li>• Risk Management and Sustainability Committee Member</li> </ul>	-	-	-	-
9.	Mr. Surath Pralongsil, including spouse and minor children	<ul style="list-style-type: none"> <li>• Director</li> <li>• Independent Director</li> <li>• Audit Committee member and</li> <li>• Chairman of the Risk Management and Sustainability Committee</li> </ul>	-	-	-	-

\* Director holding shares through a custodian BNP PARIBAS SINGAPORE BRANCH at 23,273,809 shares.



### Details of changes in the executives' shareholding in 2025

No.	Name - Surname	Position	No. of shares hold as of 1 Jan 25	Change of number of shares	No. of shares hold as of 31 Dec 25	Shareholding proportion (%)
1.	Mrs. Jintana Koontawee, spouse and minor children	Assistant Managing Director	- -	- -	- -	- -
2.	Ms. Pannee Phiwnaun, spouse and minor children	Assistant Managing Director	5,235 -	249 -	5,484 -	0.0% -
3.	Mrs. Nongyao Sa-art, spouse and minor children	Assistant Managing Director	146,548 -	6,978 -	153,526 -	0.0% -
4.	Mr. Aphiyuch Fookul, spouse and minor children	Assistant Managing Director	43 -	2 -	45 -	0.0% -
5.	Mr. Weraiyut Chanwittayanuchair, Spouse and minor children	Deputy Accounting Director	- -	- -	- -	- -

#### (3) Anti-Corruption

The Company has expressed its intention to join the Collective Action Against Corruption (CAC) since 2021 and finally was certified on 29 September 2023. The Company commits to operating its business with transparency, integrity and legitimacy. With such commitment, the Company has formulated its written anti-corruption policy to be used as a clear guideline that represents a good example, raises awareness and reflects an honest performance of duties.

The Company has set up a policy and guideline to prevent offering and accepting a bribe, as well as all forms of corruption that may occur in its and its subsidiaries' operations. Directors, executives and employees are required to follow the anti-corruption policy, guideline, internal control measures to prevent corruption. They are also required to strictly comply with the business ethics and code of conduct, the Article of Association and relevant laws. The Company has determined the process of internal control and has monitored to ensure that the policy is being followed. Employees are encourage to exercise vigilance and report any actions involving offering or accepting a bribe and corruption through a secured communication channel.

Words relating to corruption are defined as a guideline as follows:

Fraud refers to an intentional action to seek underserved or unlawful benefits for oneself or others, whether directly or indirectly; for examples bribery, fraud,

embezzlement, and all forms of corruption including any other actions of the same nature.

Corruption refers to bribery of all forms, abuse of power for underserved personal interest, or offering any forms of bribe by giving, promising to give, requesting or demanding assets or any other benefits to government officers, government agencies or private agencies, whether directly or indirectly, to make such persons act or omits to act their duty in order to obtain any other improper business benefits or to maintain business benefits, except actions permitted by laws, rules, notifications, regulations, local custom or trade usages.

The Board of Directors has reviewed the anti-corruption policy and the guideline for following the anti-corruption policy at least once a year to ensure circumspection, sufficiency and fitness to the current situation of the Company.

In 2025, the Company took actions to prevent an involvement in corruption which can be summarized as follows:

#### (1) Business risk assessment

The Company has reviewed and amended its anti-corruption policy and proposed to the Board of Directors for approval. Such policy defines definitions, scope of duties and responsibilities, guidelines and punishment in writing. It is a part of the Company's business ethics and code of conduct.

## (2) Developing a guideline

The Company has developed a guideline to follow the anti-corruption policy in other activities that may involve fraud and corruption in order to mitigate the risk from corruption. Such guideline is as follows:

- Directors, executives and employees, including persons who can be deemed as the Company's representatives, must comply with the anti-corruption policy and the business ethics and code of conduct, and must not involve in any forms of corruption, whether directly or indirectly. The compliance to the anti-corruption policy shall be examined regularly. The anti-corruption policy is communicated to all units at all levels through different channel; for examples, employee training and knowledge test through corporate communications to raise awareness and create a corporate culture that does not tolerate corruptions, whether in transactions with public or private sector. Knowledge about corruption is disseminated to people concerned and the anti-corruption policy is also circulated to all suppliers.
- The internal audit unit is responsible for reviewing risk assessments, giving advice on formulating corruption prevention measures. It is also responsible for examining that works are correctly performed pursuant to the objectives of the policy, guideline, authority, regulations, requirements of the Compliance Unit, and laws to ensure that there is an appropriate and sufficient control system for potential risk of corruption. This unit reports to the Audit Committee.
- The Audit Committee is required to supervise risks and internal control relating to anti-corruption matter, including appointing a unit and/or working group or appropriate person to supervise and monitor the implementation of the anti-corruption policy. The outcome of audit shall be reported to the Board of Directors on a regular basis.
- In case of any action that may significantly impact the Company's financial position and

performance, including any violation of laws or business ethics and code of conduct, the Audit Committee shall report to the Board of Directors to determine a preventive approach and punishments for those who violate the anti-corruption policy.

## (3) Employee communications and training

There are corporate communications at the levels of directors, executives and employees, including the subsidiaries. It is required that all procedures are strictly conducted under the law. The Company also provides training on business ethics and code of conduct, the anti-corruption policy and knowledge of good corporate governance and anti-corruption efforts to employees.

## (4) Evaluation

The Company continuously evaluates the implementation of the anti-corruption policy and the guideline to follow the policy, as well as reviews its practices and requirements to be consistent with a change in business, laws, rules, notification, regulations concerned. The outcomes of the implementation of the anti-corruption policy and the anti-corruption guideline are reported to the Audit Committee on a regular basis.

## (5) Process sufficiency review

The Company reviews the completeness and sufficiency of all processes from the Audit Committee or auditors approved by the Office of SEC.

The Company has published the details of its policy and actions to prevent any engagement in corruption on the Company's website at <https://investor.dohome.co.th/th/corporate-governance/anti-corruption> under the subject of corporate governance.

## (6) Whistleblowing

The Company emphasizes on operating the business based on the principle of good corporate governance which requires rightful, ethical and transparent practices. Therefore, it has arranged channels for whistleblowing or filing complaints relating to fraud, corruption or misconduct. The Company focuses on a fair procedure that will not cause any damages to those who tip off and assures that all procedures of fact-finding and

investigation into corruption or violations of law, policy, rules, article of association, business ethics and code of conduct will be carried out in a legitimate, transparent and fair manner. The Company also set up measures to protect whistleblowers under this whistleblowing policy.

#### Whistleblowing channels

1. EMAIL  
: whistleblower@dohome.co.th or  
: internalaudit@dohome.co.th
2. Telephone : 0 2023 8815
3. LINE Official Account : 
4. Mail : Chairman of the Audit Committee  
Dohome Public Company Limited  
88/111 Village No. 3 Bang Phun Subdistrict,  
Mueang Pathum Thani District, Pathum Thani Province  
12000, Thailand.
5. Whistleblowing or complaint boxes or QR at specified locations
6. Company's Website : Under Corporate Governance/  
Anti-Corruption to provide information in the  
complaint channel. [https://investor.dohome.co.th/th/  
coporate-governance/whistleblowing-channel-form](https://investor.dohome.co.th/th/corporate-governance/whistleblowing-channel-form)

#### Fact-finding investigation

Conducting a fact-finding investigation

The Company conducts a fact-finding investigation with justness, transparency and fairness to whistleblowers.

- 1) An authorized recipients report to the Chairman of Anti-Corruption Working Group to consider appropriate actions.
- 2) For a general case, the Meeting of the Anti-Corruption Working Group shall appoint a fact-finding committee comprising representatives from the Internal Audit Unit, Human Resources Department, Legal Department and/or other relevant department.

For an urgent case, or a case that may cause high damage or loss of business opportunity or relate to the Company's reputation, the Chairman of Anti-Corruption Working Group shall report to the Chairman of Executive Committee to appoint a fact-finding committee at the executive committee level.

Such fact-finding committee can invite directors, executives, employees, business partners and persons relating to the company business to provide information or submit additional documents.

The fact-finding committee shall not be involved in the complained matter and shall complete its investigation within 45 days as from the date of knowledge of the whistleblowing. If there is a necessity resulting in an ability to complete the process within the specified time, the committee shall report to the Chairman of the Executive Committee to extend the time but not exceeding 30 days.

- 3) The fact-finding committee shall report the outcome of investigation to the Anti-Corruption Working Group who will report to the Chairman of the Executive Committee.

If the whistleblowing is true, the fact-finding committee, in discussion with the Anti-Corruption Working Group, shall suggest an appropriate and fair punishment or mitigation for affected persons.

- 4) The fact-finding committee shall determine punishments. In some cases the Chairman of the Executive Committee will approve punishments or propose appropriate and fair damage relief method to victims. The fact-finding committee shall report the outcome to the Executive Committee, the Audit Committee and the Board of Directors.

#### Measures to protect whistleblowers

Persons giving tip-offs or complaints and/or persons cooperating in the fact-finding investigation will be protected under the following measures:

- 1) Whistleblowers or complainers and/or persons cooperating in the fact-finding investigation can choose to remain anonymous if see that exposing oneself may cause unsafety or any damages. However, if choosing to expose oneself, the Company will inform a progress and facts after the investigation is completed, and damage relief can be carried out more easily and rapidly.
- 2) If whistleblowers or complainers expose oneself or give their identity, the Company will keep it as top secret and proceed with caution taking into account the safety and damage of whistleblowers. Sources

or persons concerned as well as responsible persons in each step are also kept as top secret and not to be disclosed. Violation of this measure is deemed a disciplinary offence.

- 3) Persons receiving tip-offs or complaints must keep the information as top secret which will be revealed only as necessary or in relation to the fact-finding investigation.
- 4) If whistleblowers or complainers or persons cooperating in the fact-finding investigation view that they may not be safe or may suffer damages, they can request the Company to set up proper preventive measures; or the Company may do so without any request if seeing that damage or unsafety tends to occur. Persons suffering from damage will be relieved with an appropriate and fair process.
- 5) The Company pays attention to and protects whistleblowers or complainers or persons cooperating in the investigation. For whistleblowing or complaints or report of concern or honest questioning, the Company will not take any unjust actions that harm their employment, whether by job transfer, demotion, suspension, or welfare cuts. Counteraction to whistleblowers or complainers and persons cooperating in the investigation is strictly prohibited.

The policy, guidelines and method of whistleblowing in details are posted on the Company's website at <https://investor.dohome.co.th/th/corporate-governance/anti-corruption> under the tap 'Corporate Governance'.

In the past year, there is no complaint about corruption or violation of the Company's corporate governance policy.



## 9. Internal Control and Related Party Transactions

### Opinion of the Board of Directors on the Company's internal control system

The Board of Directors and the management realize the importance of the internal control and has monitored this matter closely as it is a key mechanism for achieving the business objectives in an effective and sustainable way. For the sake of long-term returns, use of resources, asset management, financial reports and reliable business conduct, including compliance to laws and regulations, and prevention or mitigation of a risk from actions that may cause damage to its asset or reputation, the Company has continuously improved its internal control system to be effective, as well as has in place a performance assessment according to the good corporate governance (GCG). The Board of Directors has arranged an environment that facilitates the internal control and clearly assigned the responsibilities of each committee and the executives, as well as supervised a conformity to such responsibilities. The organization structure and line of command are clearly determined for checks and balances and a flow of works. Business goals and their key performance indicators (KPI) are also established to evaluate the efficiency and effectiveness of work performance and to monitor the results compared to the set goals.

#### 9.1 Internal Control

In its meeting no.1/2568 on 19 February 2025 in which all four independent directors who are members of the Audit Committee also participated, the Board of Directors assessed the internal control of the Company and its subsidiaries by questioning the executives. It can be concluded that based on the assessment of internal control system of the Company and its subsidiaries in 5 components i.e. 1) environment and internal control system, 2) risk management, 3) control activities, 4) information and communication system and 5) monitoring system, the BOD opined that the internal control system of the Company and its subsidiaries is sufficient and appropriate with sufficient personnel to efficiently implement the system. The Company also had in place an internal control system to monitor the operation of its subsidiaries to protect all corporate assets from a misuse or unauthorized use by a director or executive, as well as had a sufficient system to control transactions with persons who may have a conflict and related persons. For other subjects of internal control, the BOD viewed that the Company had a sufficient internal control as well.

In its meeting no.1/2021 on 17 February 2021, the Audit Committee appointed Ms. Pikul Somwan to be the Head of Internal Audit. Being independent in terms of working and giving opinion to the Audit Committee directly, Ms. Pikul is suitable for this position. With more than 30 years' experience with the Company since 1990 and her understanding in the Company's business, educational background and respectable capabilities, Ms. Pikul is qualified for acting as the Head of Internal Audit. The appointment, transfer or misemployment of the Head of Internal Audit shall be approved by the Audit Committee.

#### 9.2 Related Transaction

In 2025, the Company and its subsidiaries had significant business transactions with related parties (related by means of having common shareholding or co-directors), which have been concluded on commercial terms and bases agreed upon in the ordinary course of business between the Company and those companies. Furthermore, the Company has no related transaction neither by way of financial support nor guarantee other than in subsidiaries of the Company.

As of December 31, 2025 and 2024, the Company had outstanding balance with the related transaction, which can be summarized as follows

Name of Company / Nature of Relationship	Transaction	Amount (Million Baht)		Audit Committee Opinion
		2024	2025	
1. Dohome Group Co., Ltd.				
<ul style="list-style-type: none"><li>Subsidiary</li><li>Having 5 Co-Directors<ul style="list-style-type: none"><li>1. Mr. Adisak Tangmitrphracha</li><li>2. Mrs. Nattaya Tangmitrphracha</li><li>3. Ms. Ariya Tangmitrphracha</li><li>4. Mrs. Salitip Ruangsuttipap</li><li>5. Mr. Maruay Tangmitrphracha</li></ul></li></ul>	Rental Income	0.18	0.18	• Contract Price
	Service Revenue	0.18	0.18	• Contract Price
	Interest Income	2.24	1.35	• 2.40 Per annum
	Rent Expense	36.24	36.24	• Contract Price Independent Valuation
	Guarantee Fee Expense	12.76	10.93	• 0.50 Per annum
	Loans Receivable	76.30	40.80	
	Lease Liability	544.39	530.76	
2. Dohome Energy Co., Ltd.				
<ul style="list-style-type: none"><li>Subsidiary</li><li>Having 4 Co-Directors<ul style="list-style-type: none"><li>1. Mr. Adisak Tangmitrphracha</li><li>2. Mrs. Nattaya Tangmitrphracha</li><li>3. Ms. Ariya Tangmitrphracha</li><li>4. Mrs. Salitip Ruangsuttipap</li></ul></li></ul>	Rental Income	2.10	3.12	• Contract Price
	Service Revenue	0.36	0.48	• Contract Price
	Interest Income	2.07	3.04	• 1.50 to 2.45 per annum
	Purchasing goods (electricity)	52.39	70.95	• Market Price
	Trade Payables and Other Payables	4.53	5.96	
	Loans Receivable	140.85	-	
3. Dohome Academy Co., Ltd.				
<ul style="list-style-type: none"><li>Subsidiary</li><li>Having 5 Co-Directors<ul style="list-style-type: none"><li>1. Mr. Adisak Tangmitrphracha</li><li>2. Mrs. Nattaya Tangmitrphracha</li><li>3. Ms. Ariya Tangmitrphracha</li><li>4. Mrs. Salitip Ruangsuttipap</li><li>5. Mr. Maruay Tangmitrphracha</li></ul></li></ul>	Sales Revenue	0.17	0.03	• Market Price
	Rental Income	0.18	0.18	• Contract Price
	Service Revenue	1.02	1.02	• Contract Price
	Dividend Income	8.00	16.99	• As declared
	Training Expense	22.31	21.79	• Market Price
	Trade Payables and Other Payables	1.06	1.99	
<ul style="list-style-type: none"><li>Company that has common major shareholders, Company that has common shareholders, and Company that has individuals related to the Board of Directors</li></ul>	Sales Revenue	10.52	1.17	• Market Price
	Rental Income	1.84	1.60	• Contract Price
	Service revenue	0.19	-	• Contract Price
	Service Expense	4.74	16.06	• Market Price
	Rent Expense	1.16	0.78	• Contract Price
	Dividend Paid	52.33	57.31	• As declared
	Trade Payables and Other Payables	0.13	0.10	
	Trade Receivables and Other Receivables	1.53	0.60	

\* Historical related transaction information can be on found in the website [www.dohome.co.th](http://www.dohome.co.th)

### 9.2.1 Measures and Procedures for Approval of Related Party Transactions or Connected Transactions

The Board of Directors' Meeting No. 1/2018 dated 26 March 2018 has approved the related party transactions policy and the principle on commercial transactions with general commercial conditions for transactions between the Company or its Subsidiaries and directors, executives or connected, And which was scrutinized and reviewed by the Audit Committee meeting No.4/2025 on 7 November 2025 And Board of Directors in its meeting No.4/2025 it was held on the same day. Which can be summarized as follows:

Regarding related party transactions of the Company and its subsidiaries, the Company shall follow the law on securities and exchange, including regulations, announcements, orders or provisions prescribed by the Capital Market Supervisory Board and the Stock Exchange; as well as follow the provisions on disclosure of related party transactions and other relevant criteria. An interested party shall not be able to take part in such transaction approval.

In case of any related party transaction required by law to be approved by the Board of Directors' meeting, the Audit Committee shall participate in the meeting to consider and give opinion about the necessity and reasonableness of the transaction. Ordinary business transactions or ordinary business supporting transaction that are commercial agreements with general commercial conditions and transactions that are commercial agreement with non-general commercial conditions shall be subject to the following principle:

#### (a) Commercial transaction with general commercial conditions

The Board of Directors has approved in principle that the management can approve related party transactions that are commercial agreements with general commercial conditions between the Company and its subsidiaries and directors, executives or connected parties provided that such transactions are of the same nature as ones a person of ordinary prudence would enter into with other parties in general in similar circumstances with a bargaining power, free from the influence of being a director, executive or connected party (as the case maybe). The Company shall make a report of such transactions to submit to meetings of the Audit Committee and the Board of Directors on a quarterly basis.

#### (b) Commercial transaction with non-general commercial conditions

Commercial transaction with non-general commercial conditions shall be considered and approved by the Audit Committee before proposing to the Board of Directors and/or the shareholders' meeting (as the case may be) for approval. The law on securities and exchange, including regulations, announcements, orders or provisions prescribed by the Capital Market Supervisory Board and the Stock Exchange, as well as the provisions on disclosure of related party transactions and other relevant criteria shall all be applied.

In case that the Audit Committee has no expertise to consider any potential related party transaction, the Company will designate a knowledgeable specialist, such as an auditor or independent valuer, to provide opinion about the related party transaction for a review by the Audit Committee and/or the Board of Directors and/or shareholders (as the case may be) before making decision in order to be ensured that such transaction is necessary and reasonable based on the interest of the Company. The related party transactions are presented in the Company's annual Information Disclosure Report and notes to financial statements which have been reviewed by the Company's auditor.

### 9.2.2 Policy on Future Related Party Transactions

The Board of Directors shall manage future related party transactions pursuant to the law on securities and exchange, including regulations, announcements, orders or provisions prescribed by the Capital Market Supervisory Board and the Stock Exchange, as well as the provisions on disclosure of related party transactions of the Company or its subsidiaries under the accounting standards set by the Institute of Certified Accountants and Auditors of Thailand and other relevant criteria.

Moreover, in the case of a related party transaction, or a change to the terms and conditions for a related party transaction with its major shareholders, directors, executives, or persons connected to the Company, the directors with interest in the particular issue will not be present at the Board of Directors' meeting when the agenda concerning the approval on such transaction is being discussed.



Part

3

Financial  
Statements

Board of Directors' Statement of Responsibility for Financial Reports

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Annual Financial Statements and Independent Auditor's  
Report of Certified Public Accountant



## Certification of the Accuracy of Information Responsibilities of the Board of Directors for Financial Reports

Dear Shareholders,

The Board of Directors is responsible for the separated and the consolidated financial statements of the Company and its subsidiaries, including financial information appears in the 56-1 One Report. The financial statements of the year ended 31 December 2025 were prepared in accordance with financial reporting standards using appropriated and consistent accounting policies, deliberated discretion, and reasonable estimation, as well as providing adequate information disclosure in the notes to financial statement, in order to accurately and transparently reflect the financial status, business performance and cash flows for the benefit of shareholders and general investors. Such financial statements were examined by the Certified Public Accountant from EY Office Company Limited. Who gave an unqualified opinion. During the financial statement audit, the Company provided the auditor with information and documents so that the auditor can examine and give opinion according to general accepted auditing standards.

The Board of Directors has established and maintained proper and effective risk management system, internal control system, internal audit and governance in order to ensure that the accounting information is accurate, complete and adequate for sustaining the Company's assets and preventing any risks, frauds or significant irregular operations.

In this regard, the Board of Directors has appointed the Audit Committee entirely comprising independent directors to be in charge of reviewing the accounting policies and responsible for the quality of financial reports, the reviews of internal control system and internal audit, as well as arranging complete, sufficient and proper disclosure of related party transactions. The opinions of the Audit Committee were already included in the Audit Committee Report in the 56-1 One Report.

The Board of Directors is of the opinion that the Company's overall internal control system is proper and adequate enough to reasonably assure that the separated and consolidated financial statements of the Company and its subsidiaries for the year ended 31 December 2025 are reliable and comply with financial reporting standards, as well as relevant laws regulations.



Mr. Chatrachai Tuongratanaphan  
Chairman of the Board



Mr. Adisak Tangmitrphracha  
Chairman of Executive Committee

**Dohome Public Company Limited  
and its subsidiaries  
Report and consolidated and separate  
financial statements**

**31 December 2025**

## Independent Auditor's Report

To the Shareholders of Dohome Public Company Limited

### Opinion

I have audited the accompanying consolidated financial statements of Dohome 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 Dohome 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 Dohome Public Company Limited and its subsidiaries and of Dohome Public Company Limited as at 31 December 2025, and 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 (“the 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 matter below, provide the basis for my audit opinion on the accompanying financial statements as a whole.

Key audit matter and how audit procedures respond for are described below.

### *Allowance for obsolete and slow-moving inventories*

As mentioned in the Note 5 to the financial statements, Significant accounting judgements and estimates and the Note 12 to the financial statements, Inventories, as at 31 December 2025, the balance of cost of inventories was amounting to Baht 12,898 million and the allowance for obsolete and slow-moving inventories was amounting to Baht 217 million. I especially focused on considering of allowance for obsolete and slow-moving inventories because the Group has various categories of products with large numbers of inventory items and the inventory balance is material to the financial statements. The Group considered setting up an allowance for obsolete and slow-moving inventories based on the physical condition and life cycle of inventory in each category, which requires management's judgement and estimation, in conjunction with the physical condition and the age analysis of inventories.

I evaluated the determination of allowance for obsolete and slow-moving inventories.

The procedures that I performed included:

- Gained an understanding of and assessed the methods and assumptions applied by the management in determining the allowance for obsolete and slow-moving inventories and reviewed the consistency of those methods and assumptions.
- Tested the correctness of the inventory aging report prepared by management and tested calculation of the allowance and assessed the accuracy of accounting record.



- Compared inventory holding periods with inventory movements to identify product groups with indicators of lower than normal inventory turnover.

### **Other Information**

Management is responsible for the other information. The other information comprises 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.



Vijit Buasri

Certified Public Accountant (Thailand) No. 14167

EY Office Limited

Bangkok: 20 February 2026

## Dohome Public Company Limited and its subsidiaries

## Statement of financial position

As at 31 December 2025

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	9	144,840,840	124,367,719	135,078,111	110,259,835
Trade and other receivables	10, 34	1,389,702,153	1,586,723,929	1,389,702,153	1,586,723,929
Current portion of lease receivables	11	4,617,695	3,859,843	4,617,695	3,859,843
Short-term loans to related parties	34	-	-	40,800,000	217,150,000
Inventories	12	12,674,031,983	12,411,678,795	12,674,031,983	12,411,678,795
Derivative assets	13	-	22,304	-	22,304
Other current assets		85,226,405	315,525,407	77,346,139	312,898,080
<b>Total current assets</b>		<b>14,298,419,076</b>	<b>14,442,177,997</b>	<b>14,321,576,081</b>	<b>14,642,592,786</b>
<b>Non-current assets</b>					
Lease receivables	11	8,346,653	12,766,021	8,346,653	12,766,021
Investments in subsidiaries	14	-	-	1,325,653,565	1,115,654,615
Property, plant and equipment	15	18,180,551,316	17,555,065,302	16,996,803,958	16,483,684,311
Right-of-use assets	16	1,634,905,246	1,389,801,550	2,119,905,839	1,895,594,225
Intangible assets	17	133,938,896	129,254,532	133,938,896	129,254,532
Deferred tax assets	23	50,044,159	36,953,386	50,044,159	36,953,386
<b>Total non-current assets</b>		<b>20,007,786,270</b>	<b>19,123,840,791</b>	<b>20,634,693,070</b>	<b>19,673,907,090</b>
<b>Total assets</b>		<b>34,306,205,346</b>	<b>33,566,018,788</b>	<b>34,956,269,151</b>	<b>34,316,499,876</b>

The accompanying notes are an integral part of the financial statements.



## Dohome Public Company Limited and its subsidiaries

## Statement of financial position (continued)

As at 31 December 2025

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
<b>Liabilities and shareholders' equity</b>					
<b>Current liabilities</b>					
Bank overdrafts and short-term loans					
from financial institutions	18	10,805,747,624	10,588,508,760	10,805,747,624	10,588,508,760
Trade and other payables	19, 34	3,497,213,244	3,181,912,764	3,486,778,787	3,171,282,821
Current portion of long-term loans					
from financial institutions	20	1,152,223,556	1,183,594,556	1,152,223,556	1,183,594,556
Current portion of long-term debentures	21	-	299,517,397	-	299,517,397
Current portion of lease liabilities	22	10,568,174	11,113,612	24,736,443	24,735,407
Income tax payable		16,942,701	24,974,243	13,987,791	22,006,388
Derivative liabilities	13	1,691,509	4,466,642	1,691,509	4,466,642
Other current liabilities		28,671,947	37,863,431	13,118,876	29,691,908
<b>Total current liabilities</b>		<b>15,513,058,755</b>	<b>15,331,951,405</b>	<b>15,498,284,586</b>	<b>15,323,803,879</b>
<b>Non-current liabilities</b>					
Long-term loans from financial institutions	20	4,470,051,445	4,710,690,816	4,470,051,445	4,710,690,816
Lease liabilities	22	769,024,231	572,228,946	1,285,618,847	1,102,991,832
Non-current provision for employee benefits	24	81,084,533	70,654,659	81,084,533	70,654,659
Other non-current liabilities		65,026,381	54,268,262	65,026,381	54,268,262
<b>Total non-current liabilities</b>		<b>5,385,186,590</b>	<b>5,407,842,683</b>	<b>5,901,781,206</b>	<b>5,938,605,569</b>
<b>Total liabilities</b>		<b>20,898,245,345</b>	<b>20,739,794,088</b>	<b>21,400,065,792</b>	<b>21,262,409,448</b>

The accompanying notes are an integral part of the financial statements.

**Dohome Public Company Limited and its subsidiaries****Statement of financial position (continued)****As at 31 December 2025**

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
<b>Shareholders' equity</b>					
Share capital	25				
Registered					
3,387,322,423 ordinary shares of Baht 1 each					
(2024: 3,233,746,396 ordinary shares of Baht 1 each)		3,387,322,423	3,233,746,396	3,387,322,423	3,233,746,396
Issued and paid-up					
3,383,286,282 ordinary shares of Baht 1 each					
(2024: 3,229,535,040 ordinary shares of Baht 1 each)		3,383,286,282	3,229,535,040	3,383,286,282	3,229,535,040
Premium on ordinary shares	25	5,566,080,977	5,566,080,977	5,566,080,977	5,566,080,977
Deficits on business combination under common control		(598,386,370)	(598,386,370)	-	-
Retained earnings					
Appropriated					
Statutory reserve - the Company	26	296,030,000	269,030,000	296,030,000	269,030,000
Statutory reserve - subsidiaries		2,900,000	2,900,000	-	-
Unappropriated		4,753,439,363	4,354,656,310	4,312,159,307	3,992,999,882
Other components of shareholders' equity		4,606,878	2,404,614	(1,353,207)	(3,555,471)
Equity attributable to owners of the Company		13,407,957,130	12,826,220,571	13,556,203,359	13,054,090,428
Non-controlling interests of the subsidiaries		2,871	4,129	-	-
<b>Total shareholders' equity</b>		<b>13,407,960,001</b>	<b>12,826,224,700</b>	<b>13,556,203,359</b>	<b>13,054,090,428</b>
<b>Total liabilities and shareholders' equity</b>		<b>34,306,205,346</b>	<b>33,566,018,788</b>	<b>34,956,269,151</b>	<b>34,316,499,876</b>
		-	-	-	-

The accompanying notes are an integral part of the financial statements.

## Dohome Public Company Limited and its subsidiaries

## Statement of comprehensive income

For the year ended 31 December 2025

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
<b>Profit or loss:</b>					
<b>Revenues</b>					
Sales		28,762,263,025	30,635,282,733	28,762,295,767	30,635,450,390
Service income		348,041,186	355,989,798	348,041,186	355,989,798
Other income	27	298,824,169	335,759,236	320,903,489	347,774,808
<b>Total revenues</b>		29,409,128,380	31,327,031,767	29,431,240,442	31,339,214,996
<b>Expenses</b>					
Cost of sales and services		24,054,577,635	25,682,810,940	24,055,486,914	25,684,026,856
Distribution costs		3,346,400,292	3,367,260,516	3,414,559,276	3,423,498,155
Administrative expenses		867,696,459	888,249,130	891,120,673	910,914,583
Other expenses		1,465,854	4,069,227	1,439,116	4,069,227
<b>Total expenses</b>		28,270,140,240	29,942,389,813	28,362,605,979	30,022,508,821
<b>Operating profit</b>		1,138,988,140	1,384,641,954	1,068,634,463	1,316,706,175
Finance income	29	16,915,774	17,478,934	21,263,797	21,711,034
Finance cost	30	(430,706,742)	(583,158,261)	(453,326,747)	(606,303,582)
<b>Profit before income tax expenses</b>		725,197,172	818,962,627	636,571,513	732,113,627
Income tax expenses	31	(124,069,667)	(144,875,347)	(115,073,828)	(135,702,433)
<b>Profit for the year</b>		601,127,505	674,087,280	521,497,685	596,411,194
<b>Other comprehensive income:</b>					
<i>Other comprehensive income not to be reclassified to profit or loss in subsequent periods</i>					
Actuarial loss		(5,613,529)	(10,292,088)	(5,613,529)	(10,292,088)
Less: Income tax effect		1,122,706	2,058,418	1,122,706	2,058,418
Other comprehensive income not to be reclassified to profit or loss in subsequent periods - net of income tax		(4,490,823)	(8,233,670)	(4,490,823)	(8,233,670)
<i>Other comprehensive income to be reclassified to profit or loss in subsequent periods</i>					
Gain on cash flow hedges		2,752,830	400,619	2,752,830	400,619
Less: Income tax effect		(550,566)	(80,124)	(550,566)	(80,124)
Other comprehensive income to be reclassified to profit or loss in subsequent periods - net of income tax		2,202,264	320,495	2,202,264	320,495
<b>Other comprehensive income for the year</b>		(2,288,559)	(7,913,175)	(2,288,559)	(7,913,175)
<b>Total comprehensive income for the year</b>		598,838,946	666,174,105	519,209,126	588,498,019

The accompanying notes are an integral part of the financial statements.

**Dohome Public Company Limited and its subsidiaries****Statement of comprehensive income (continued)****For the year ended 31 December 2025**

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
<b>Profit attributable to</b>					
Equity holders of the Company		601,121,313	674,082,183	521,497,685	596,411,194
Non-controlling interests of the subsidiaries		6,192	5,097		
		601,127,505	674,087,280		
<b>Total comprehensive income attributable to</b>					
Equity holders of the Company		598,832,754	666,169,008	519,209,126	588,498,019
Non-controlling interests of the subsidiaries		6,192	5,097		
		598,838,946	666,174,105		
<b>Earnings per share</b>	32				
Basic earnings per share					
Profit attributable to equity holders of the Company		0.18	0.20	0.15	0.18

The accompanying notes are an integral part of the financial statements.

## Dohome Public Company Limited and its subsidiaries

## Cash flow statement

For the year ended 31 December 2025

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
<b>Cash flows from operating activities</b>				
Profit before tax	725,197,172	818,962,627	636,571,513	732,113,627
Adjustments to reconcile profit before tax to net cash provided by (paid from) operating activities:				
Depreciation and amortisation	1,055,527,723	995,558,100	1,053,645,161	1,000,618,650
Allowance for obsolete and slow-moving inventories	28,191,865	29,386,458	28,191,865	29,386,458
Reduction of inventory cost to net realisable value (reversal)	1,478,043	(81,127)	1,478,043	(81,127)
Gain on lease terminations	(4,270,773)	-	(4,270,773)	-
(Gain) loss on sales/write-offs of equipment	(1,063,221)	5,275,175	(1,089,959)	5,275,175
Provision for employee benefits	9,598,501	6,988,482	9,598,501	6,988,482
Expenses related to share-based payments	-	46,665	-	46,665
Allowance for expected credit losses	48,229,237	46,569,894	48,229,237	46,569,894
Unrealised gain on exchange rate	(7,311,619)	(2,513,665)	(7,311,619)	(2,513,665)
Dividend income from a subsidiary	-	-	(16,991,500)	(7,996,000)
Finance income	(16,915,774)	(17,478,934)	(21,263,797)	(21,711,034)
Finance cost	430,706,742	583,158,261	453,326,747	606,303,582
Profit from operating activities before changes in operating assets and liabilities	2,269,367,896	2,465,871,936	2,180,113,419	2,395,000,707
Operating assets (increase) decrease				
Trade and other receivables	161,089,885	(293,116,213)	161,089,885	(293,116,213)
Inventories	(292,023,096)	823,456,046	(292,023,096)	823,456,046
Other current assets	230,299,002	(161,778,585)	235,551,941	(161,528,910)
Operating liabilities increase (decrease)				
Trade and other payables	252,664,495	(706,054,820)	254,751,274	(704,760,324)
Other current liabilities	(9,191,484)	24,274,091	(16,573,032)	24,424,252
Cash flows from operating activities	2,612,206,698	2,152,652,455	2,522,910,391	2,083,475,558
Cash paid for employee benefits	(4,782,156)	(1,266,924)	(4,782,156)	(1,266,924)
Cash received from interest income	4,875,499	6,538,648	9,223,522	10,770,748
Cash paid for interest expenses	(437,489,891)	(591,706,179)	(460,109,896)	(614,851,500)
Cash paid for income tax	(144,619,841)	(164,770,423)	(135,611,057)	(155,626,381)
<b>Net cash flows from operating activities</b>	<b>2,030,190,309</b>	<b>1,401,447,577</b>	<b>1,931,630,804</b>	<b>1,322,501,501</b>

The accompanying notes are an integral part of the financial statements.



**Dohome Public Company Limited and its subsidiaries****Cash flow statement (continued)****For the year ended 31 December 2025**

(Unit: Baht)

	<b>Consolidated financial statements</b>		<b>Separate financial statements</b>	
	2025	2024	2025	2024
<b>Cash flows from investing activities</b>				
Decrease in short-term loans to related parties	-	-	176,350,000	31,000,000
Cash received from lease receivables	3,661,516	2,588,160	3,661,516	2,588,160
Dividend received from a subsidiary	-	-	16,991,500	7,996,000
Cash paid for investment in a subsidiary	-	-	(209,998,950)	-
Cash paid for acquisitions of equipment and construction of buildings	(1,500,280,942)	(1,063,409,100)	(1,367,104,489)	(1,005,464,177)
Cash paid for investments in right-of-use assets	(101,500,000)	-	(101,500,000)	-
Proceeds from sales of equipment	3,191,697	1,699,405	3,191,697	1,699,405
Cash paid for acquisitions of intangible assets	(24,617,060)	(23,697,168)	(24,617,060)	(23,697,168)
<b>Net cash flows used in investing activities</b>	<b>(1,619,544,789)</b>	<b>(1,082,818,703)</b>	<b>(1,503,025,786)</b>	<b>(985,877,780)</b>
<b>Cash flows from financing activities</b>				
Increase (decrease) in short-term loans from financial institutions	217,238,864	(284,119,844)	217,238,864	(284,119,844)
Cash received from long-term loans from financial institutions	1,320,079,296	1,445,599,625	1,320,079,296	1,445,599,625
Repayments of long-term loans from financial institutions	(1,592,089,667)	(1,611,404,667)	(1,592,089,667)	(1,611,404,667)
Repayment of debentures	(300,000,000)	-	(300,000,000)	-
Payments of lease liabilities	(18,202,430)	(25,213,144)	(31,824,223)	(38,309,623)
Dividend paid	(17,096,195)	(15,613,372)	(17,096,195)	(15,613,372)
Dividend paid to non-controlling interests of a subsidiary	(7,450)	(4,000)	-	-
<b>Net cash flows used in financing activities</b>	<b>(390,077,582)</b>	<b>(490,755,402)</b>	<b>(403,691,925)</b>	<b>(503,847,881)</b>
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>20,567,938</b>	<b>(172,126,528)</b>	<b>24,913,093</b>	<b>(167,224,160)</b>
Cash and cash equivalents at beginning of year	124,367,719	296,043,992	110,259,835	277,033,740
Effects of exchange rate	(94,817)	450,255	(94,817)	450,255
<b>Cash and cash equivalents at end of year</b>	<b>144,840,840</b>	<b>124,367,719</b>	<b>135,078,111</b>	<b>110,259,835</b>
<b>Supplemental cash flows information</b>				
Non-cash items consist of				
Increase in right-of-use assets from lease liabilities	238,091,328	46,962,068	238,091,328	46,962,068
Decrease in right-of-use assets due to lease termination	(19,368,279)	-	(19,368,279)	-
Decrease in lease liabilities due to lease termination	(23,639,052)	-	(23,639,052)	-
Increase in accounts payable for purchases of equipment and construction of buildings	70,218,416	42,780,972	68,327,123	27,271,179
Increase in property, plant and equipment from provision for decommissioning costs	8,310,438	1,499,379	8,310,438	1,499,379
Transfer of right-of-use assets to property, plant and equipment	8,919,550	1,628,278	8,919,550	1,628,278
Stock dividend	153,751,242	140,403,228	153,751,242	140,403,228

The accompanying notes are an integral part of the financial statements.

**Dohome Public Company Limited and its subsidiaries**  
**Statement of changes in shareholders' equity**  
**For the year ended 31 December 2025**

<b>Consolidated financial statements</b>										
Note	Equity attributable to owners of the Company									
	Issued and paid-up share capital	Premium on ordinary shares	Capital reserve for share-based payments	Deficits on business combination under common control	Retained earnings		Other components of equity	Total equity attributable to shareholders of the Company	Equity attributable to non-controlling interests of the subsidiaries	Total shareholders' equity
					Appropriated - statutory reserve	Unappropriated				
					The Company	Subsidiaries				
<b>Balance as at 1 January 2024</b>	3,089,131,812	5,566,080,977	682,436	(598,386,370)	239,030,000	2,900,000	3,874,095,296	12,175,618,270	3,032	12,175,621,302
Profit for the year	-	-	-	-	-	-	674,082,183	674,082,183	5,097	674,087,280
Other comprehensive income for the year	-	-	-	-	-	-	(8,233,670)	(7,913,175)	-	(7,913,175)
Total comprehensive income for the year	-	-	-	-	-	-	665,848,513	666,169,008	5,097	666,174,105
Share-based payments	-	-	46,665	-	-	-	-	46,665	-	46,665
Transfer to retained earnings	-	-	(729,101)	-	-	-	729,101	-	-	-
Stock dividend	140,403,228	-	-	-	-	-	(140,403,228)	-	-	-
Dividend paid	-	-	-	-	-	-	(15,613,372)	(15,613,372)	-	(15,613,372)
Statutory reserve	-	-	-	-	30,000,000	-	(30,000,000)	-	-	-
Dividend paid to non-controlling interests of a subsidiary	-	-	-	-	-	-	-	-	(4,000)	(4,000)
<b>Balance as at 31 December 2024</b>	3,229,535,040	5,566,080,977	-	(598,386,370)	269,030,000	2,900,000	4,354,656,310	12,826,220,571	4,129	12,826,224,700
<b>Balance as at 1 January 2025</b>	3,229,535,040	5,566,080,977	-	(598,386,370)	269,030,000	2,900,000	4,354,656,310	12,826,220,571	4,129	12,826,224,700
Profit for the year	-	-	-	-	-	-	601,121,313	601,121,313	6,192	601,127,505
Other comprehensive income for the year	-	-	-	-	-	-	(4,490,823)	(2,288,559)	-	(2,288,559)
Total comprehensive income for the year	-	-	-	-	-	-	596,630,490	598,832,754	6,192	598,838,946
Stock dividend	153,751,242	-	-	-	-	-	(153,751,242)	-	-	-
Dividend paid	-	-	-	-	-	-	(17,096,195)	(17,096,195)	-	(17,096,195)
Statutory reserve	-	-	-	-	27,000,000	-	(27,000,000)	-	-	-
Dividend paid to non-controlling interests of a subsidiary	-	-	-	-	-	-	-	-	(7,450)	(7,450)
<b>Balance as at 31 December 2025</b>	3,383,286,282	5,566,080,977	-	(598,386,370)	296,030,000	2,900,000	4,753,439,363	13,407,957,130	2,871	13,407,960,001
	-	-	-	-	-	-	-	-	-	-

The accompanying notes are an integral part of the financial statements.

(Unit: Baht)

## Dohome Public Company Limited and its subsidiaries

## Statement of changes in shareholders' equity (continued)

For the year ended 31 December 2025

Separate financial statements								(Unit: Baht)
Note	Issued and paid-up share capital	Premium on ordinary shares	Capital reserve for share-based payments	Retained earnings		Other components of equity	Total shareholders' equity	
				Appropriated - statutory reserve	Unappropriated			
<b>Balance as at 1 January 2024</b>	3,089,131,812	5,566,080,977	682,436	239,030,000	3,590,109,857	(3,875,966)	12,481,159,116	
Profit for the year	-	-	-	-	596,411,194	-	596,411,194	
Other comprehensive income for the year	-	-	-	-	(8,233,670)	320,495	(7,913,175)	
Total comprehensive income for the year	-	-	-	-	588,177,524	320,495	588,498,019	
Share-based payments	-	-	46,665	-	-	-	46,665	
Transfer to retained earnings	-	-	(729,101)	-	729,101	-	-	
Stock dividend	140,403,228	-	-	-	(140,403,228)	-	-	
Dividend paid	-	-	-	-	(15,613,372)	-	(15,613,372)	
Statutory reserve	-	-	-	30,000,000	(30,000,000)	-	-	
<b>Balance as at 31 December 2024</b>	3,229,535,040	5,566,080,977	-	269,030,000	3,992,999,882	(3,555,471)	13,054,090,428	
<b>Balance as at 1 January 2025</b>	3,229,535,040	5,566,080,977	-	269,030,000	3,992,999,882	(3,555,471)	13,054,090,428	
Profit for the year	-	-	-	-	521,497,685	-	521,497,685	
Other comprehensive income for the year	-	-	-	-	(4,490,823)	2,202,264	(2,288,559)	
Total comprehensive income for the year	-	-	-	-	517,006,862	2,202,264	519,209,126	
Stock dividend	153,751,242	-	-	-	(153,751,242)	-	-	
Dividend paid	-	-	-	-	(17,096,195)	-	(17,096,195)	
Statutory reserve	-	-	-	27,000,000	(27,000,000)	-	-	
<b>Balance as at 31 December 2025</b>	3,383,286,282	5,566,080,977	-	296,030,000	4,312,159,307	(1,353,207)	13,556,203,359	
	-	-	-	-	-	-	-	

The accompanying notes are an integral part of the financial statements.

**Dohome Public Company Limited and its subsidiaries****Notes to financial statements****For the year ended 31 December 2025****1. General information****1.1 General information of the Company**

Dohome Public Company Limited (“the Company”) is a public company incorporated and domiciled in Thailand. The Company is principally engaged in retailing and wholesaling of construction materials, office equipment, and household products. On 20 June 2025, the Company registered a change of address from 37 - 47 Srimongkol Road, Warinchamrab Sub-District, Warinchamrab District, Ubonratchathani to 88/111 Moo. 3 Bang Phun Sub-District, Mueang Pathum Thani District, Pathumthani.

Currently, the Company operates 26 large-size stores, 22 small-size stores (Dohome ToGo) and 1 distribution center (2024: 24 large-size stores, 15 small-size stores (Dohome ToGo) and 1 distribution center).

**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 Dohome Public Company Limited (hereinafter called as “the Company”) and the following subsidiaries (hereinafter called as “the Group”).

Company's name	Nature of business	Country of incorporation	Percentage of shareholding	
			2025	2024
			(%)	(%)
Dohome Group Company Limited	Property investment	Thailand	100.00	100.00
Dohome Energy Company Limited	Production and distribution of electricity	Thailand	100.00	100.00
Dohome Academy Company Limited	Training services	Thailand	99.95	99.95

- 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 among the Group have been eliminated from the consolidated financial statements.

- f) Non-controlling interests represent the portion of profit or loss and net assets of the subsidiaries that are not held by the Company and are presented separately in the consolidated profit or loss and within equity in the consolidated statement of financial position.
- g) The difference between consideration under business combination under common control and the acquirer's interests in the carrying value of the acquiree is presented as "Deficits on business combination under common control" in equity and is derecognised when the investment is disposed of by transferring to retained earnings.

2.3 The separate financial statements present investments in subsidiaries under the cost method.

### **3. New financial reporting standards**

#### **3.1 Financial reporting standards that became effective in the current year**

During the year, the Group has adopted the revised financial reporting standards which are effective for fiscal years beginning on or after 1 January 2025. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The adoption of these financial reporting standards does not have any significant impact on the Group's financial statements.

#### **3.2 Financial reporting standards that will become effective for fiscal years beginning on or after 1 January 2026**

The Federation of Accounting Professions issued a number of revised financial reporting standards, which are effective for fiscal years beginning on or after 1 January 2026. 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 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 recognitions**

##### **Sales of goods**

Revenue from sales of goods is recognised at the point in time when control of the asset is transferred to the customers, generally upon delivery of the goods. Revenue is measured at the amount of the consideration received or receivable, excluding value added tax, of goods supplied after deducting returns and discounts to customers.



**Service income**

The Group recognises service contracts with a continuous service provision as revenue on a straight-line basis over the contract term, regardless of the payment pattern.

The Group recognises other service income upon completion of the service.

**Interest income**

Interest income is calculated using the effective interest method and recognised on an accrual basis.

**Dividends**

Dividends are recognised when the right to receive the dividends is established.

**Finance cost**

Interest expense from financial liabilities at amortised cost is calculated using the effective interest method and recognised on an accrual basis.

**Other income and expenses**

Other income and expenses are 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 Inventories**

Inventories are valued at the lower of cost under the weighted average method and net realisable value.

Cost of inventories comprises all purchase costs and costs directly attributable to the acquisition of the inventory less all attributable discounts. The Group provides an allowance for obsolete and slow-moving inventories based on the physical condition and age analysis of inventories.

**4.4 Investments in subsidiaries**

Investments in subsidiaries are accounted for in the separate financial statements using the cost method.

**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).

Subsequent costs are included in the asset's carrying amount, only when it is probable that future economic benefits associated with the item will flow to the Group. The carrying amount of the replaced part is derecognised.

The Group recognises repairs and other maintenance costs as expenses in profit or loss when incurred.

Depreciation of buildings and equipment is calculated by reference to their costs on the straight-line basis over the following estimated useful lives.

Buildings and building improvements	5 - 40	years
Machinery, tools, and equipment	5 - 30	years
Equipment and computer	3 and 5	years
Motor vehicles	5	years
Furniture and office equipment	5	years

Depreciation is included in determining income.

No depreciation is provided on land and land improvement and assets under construction and installation.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on disposal of an asset is included in profit or loss when the asset is derecognised.

#### 4.6 Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the respective assets. All other borrowing costs are expensed in the period they are incurred. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

#### 4.7 Intangible assets/Amortisation

Intangible assets, computer software are initially recognised at cost. Following the initial recognition, the intangible assets are carried at cost less any accumulated amortisation and any accumulated impairment losses (if any).

Cost of computer software maintenance are recognised as expenses in profit or loss when incurred.

Intangible assets with finite useful lives are amortised on the straight-line basis over the economic useful life.

The amortisation expense is charged to in profit or loss over the following useful lives.

Computer software	10	years
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No amortisation is provided on computer software under installation.

#### 4.8 Leases

At inception of contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

### **The Group as a lessor**

A lease that transfers substantially all the risks and rewards incidental to ownership of an underlying asset to a lessee is classified as finance leases. As at the commencement date, an asset held under a finance lease is recognised as a receivable at an amount equal to the net investment in the lease or the present value of the lease payments receivable and any unguaranteed residual value. Subsequently, finance income is recognised over the lease term to reflect a constant periodic rate of return on the net investment in the lease.

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.

### **The Group as a lessee**

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. At the commencement date of the lease (i.e. the date the underlying asset is available for use), the Group recognises right-of-use assets representing the right to use underlying assets and lease liabilities based on lease payments.

#### *Right-of-use assets*

Right-of-use assets are measured at cost, less accumulated depreciation, any accumulated impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities initially recognised, initial direct costs incurred, and lease payments made at or before the commencement date of the lease and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located less any lease incentives received.

Depreciation of right-of-use assets are calculated by reference to their costs, on the straight-line basis over the shorter of their estimated useful lives and the lease term.

Land	9 - 40	years
Buildings	3 - 28	years
Machinery, tools and equipment	5	years

Depreciation is included in determining income.

#### *Lease liabilities*

Lease liabilities are measured at the present value of the lease payments to be made over the lease term. The lease payments include fixed payments less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be payable under residual value guarantees. Moreover, the lease payments include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising an option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses in the period in which the event or condition that triggers the payment occurs.

The Group discounts the present value of the lease payments by the interest rate implicit in the lease or the Group's incremental borrowing rate. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a change in the lease term, a change in the lease payments or a change in the assessment of an option to purchase the underlying asset.

*Short-term leases and leases of low-value assets*

A lease that has a lease term less than or equal to 12 months from commencement date or a lease of low-value assets is recognised as expenses on a straight-line basis over the lease term.

#### **4.9 Impairment of non-financial assets**

At the end of each reporting period, the Group performs impairment reviews in respect of the property, plant and equipment, right-of-use assets or other assets whenever events or changes in circumstances indicate that an asset may be impaired. An impairment loss is recognised when the recoverable amount of an asset, which is the higher of the asset's fair value less costs to sell and its value in use, is less than the carrying amount.

An impairment loss is recognised in profit or loss.

#### **4.10 Employee benefits**

**Short-term employee benefits**

Salaries, wages, bonuses and contributions to the social security fund are recognised as expenses when incurred.

**Post-employment benefits**

*Defined contribution plans*

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 the Group's contributions are recognised as expenses when incurred.

*Defined benefit plans*

The Group has obligations in respect of the severance payments it must make to employees upon retirement under labor law. The Group treats these severance payment obligations as a defined benefit plan.

The obligations under the defined benefit plan are determined by a professionally qualified independent actuary based on actuarial techniques, using the projected unit credit method.

Actuarial gains and losses arising from post-employment benefits 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.

#### **4.11 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.

## 4.12 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.

### Classification and measurement of financial assets

Financial assets are classified, at initial recognition, as to be subsequently measured at amortised cost, fair value through other comprehensive income ("FVOCI"), or fair value through profit or loss ("FVTPL"). The classification of financial assets at initial recognition is driven by the Group's business model for managing the financial assets and the contractual cash flows characteristics of the financial assets.

#### *Financial assets at amortised cost*

The Group measures financial assets at amortised cost if the financial asset is held in order to collect contractual cash flows and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest rate ("EIR") method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

#### *Financial assets at FVTPL*

Financial assets measured at FVTPL are carried in the statement of financial position at fair value with net changes in fair value recognised in profit or loss.

These financial assets include derivatives, security investments held for trading, equity investments which the Group has not irrevocably elected to classify at FVOCI and financial assets with cash flows that are not solely payments of principal and interest.

### Classification and measurement of financial liabilities

Except for derivative liabilities, at initial recognition the Group's financial liabilities are recognised at fair value net of transaction costs and classified as liabilities to be subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process. In determining amortised cost, the Group takes into account any fees or costs that are an integral part of the EIR. The EIR amortisation is included in finance costs in the profit or loss.

### Regular way purchases and sales of financial assets

Regular way purchases and sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the marketplace are recognised on the trade date, i.e., the date on which the Group commits to purchase or sell the asset.

### Derecognition of financial instruments

A financial asset is primarily derecognised when the rights to receive cash flows from the asset have expired or have been transferred and either the Group has transferred substantially all the risks and rewards of the asset, or the Group has transferred control of the asset.



A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in profit or loss.

#### **Impairment of financial assets**

The Group recognises an allowance for expected credit losses ("ECLs") for all debt instruments not held at FVTPL. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate.

For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure (a lifetime ECL).

The Group considers a significant increase in credit risk to have occurred when contractual payments are more than 30 days past due and considers a financial asset as credit impaired or default when contractual payments are 90 days past due. However, in certain cases, the Group may also consider a financial asset to have a significant increase in credit risk and to be in default using other internal or external information, such as credit rating of issuers.

For trade receivables and contract assets, 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.

### **4.13 Derivatives and hedge accounting**

#### **Derivatives**

The Group uses derivatives, such as forward exchange contracts and interest rate swaps, to hedge its foreign currency risks and interest rate risks, respectively.

Derivatives are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value. The subsequent changes are recognised in profit or loss unless the derivative is designated and effective as a hedging instrument under cash flow hedge. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

Derivatives are presented as non-current assets or non-current liabilities if the remaining maturity of the instrument is more than 12 months and it is not due to be realised or settled within 12 months. Other derivatives are presented as current assets or current liabilities.

### **Hedge accounting**

For the purpose of hedge accounting, hedges are classified as:

- Fair value hedges when hedging the exposure to changes in the fair value of a recognised asset or liability or an unrecognised firm commitment
- Cash flow hedges when hedging the exposure to a variability in cash flows that is either attributable to a particular risk associated with a recognised asset or liability or a highly probable forecast transaction or the foreign currency risk in an unrecognised firm commitment
- Hedges of a net investment in a foreign operation

At the inception of a hedging relationship, the Group formally designates and documents the hedging relationship to which it wishes to apply hedge accounting and the risk management objective and strategy for undertaking the hedge.

The documentation, at the inception of the hedge and on an ongoing basis, includes identification of the hedging instrument, the hedged item, the nature of the risk being hedged and how the Group will assess whether the hedging relationship meets the hedge effectiveness requirements, including analysis of the sources of hedge ineffectiveness and how the hedge ratio is determined.

A hedging relationship qualifies for hedge accounting if it meets all of the following hedge effectiveness requirements:

- There is 'an economic relationship' between the hedged item and the hedging instrument.
- The effect of credit risk is not the dominant factor in the value changes that result from that economic relationship.
- The hedge ratio of the hedging relationship is the same as that resulting from the quantity of the hedged item that the Group actually hedges and the quantity of the hedging instrument that the Group actually uses to hedge that quantity of hedged item.

Hedges that meet all of the qualifying criteria for hedge accounting are accounted for, as described below.

#### *Cash flow hedges*

The effective portion of the gain or loss on the hedging instrument is recognised in other comprehensive income in the cash flow hedge reserve, while any ineffective portion is recognised immediately in profit or loss. The cash flow hedge reserve is adjusted to the lower (in absolute amounts) of the cumulative gain or loss on the hedging instrument and the cumulative change in fair value of the hedged item.

The way cash flow hedge reserve accumulated in other comprehensive income are subsequently accounted for, depends on the nature of the underlying hedged transaction. If the hedged transaction subsequently results in the recognition of a non-financial item, the reserve accumulated in equity is removed from the separate component of equity and included in the initial cost or other carrying amount of the hedged asset or liability. This is not a reclassification adjustment and is not recognised in other comprehensive income for the period. For any other cash flow hedges, the reserve accumulated in other comprehensive income is subsequently reclassified to profit or loss as a reclassification adjustment in the same period which the hedged cash flows affect profit or loss.

If cash flow hedge accounting is discontinued, the cash flow hedge reserve accumulated in other comprehensive income must remain in equity if the hedged future cash flows are still expected to occur. Otherwise, the reserve will be immediately reclassified to profit or loss as a reclassification adjustment. After discontinuation, once the hedged cash flow occurs, the way the reserve remaining in equity is accounted for depends on the nature of the underlying transaction as described above.

#### **4.14 Foreign currencies**

The consolidated and separate financial statements are presented in Baht, which is also the Company's functional currency.

Transactions in foreign currencies are translated into Baht at the exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated into Baht at the exchange rate ruling at the end of reporting period.

Gains and losses on exchange rate are included in determining income.

#### **4.15 Share capital**

Ordinary shares are classified as equity.

Incremental costs directly attributable to the issue of new shares or options (net of tax) are shown as a deduction from premium on ordinary shares.

#### **4.16 Equity-settled share-based payment transactions**

The Group recognises share-based payment transactions when it receives services provided by employees, based on the fair value of the share options on the grant date. The expenses are recorded over the vesting period, in accordance with the conditions regarding length of service rendered by employees stipulated in the share-based payment plan, together with a corresponding increase in "capital reserve for share-based payments" in shareholders' equity.

#### **4.17 Dividend distribution**

Dividend distribution to the Company's shareholders is recognised as a liability in the Group's financial statements in the period in which the dividends are approved by the Company's shareholders, and interim dividends are approved by the Board of Directors.

#### **4.18 Fair value measurement**

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between buyer and seller (market participants) at the measurement date. The Group applies a quoted market price in an active market to measure their assets and liabilities that are required to be measured at fair value by relevant financial reporting standards. Except in case of no active market of an identical asset or liability or when a quoted market price is not available, the Group measures fair value using valuation technique that are appropriate in the circumstances and maximises the use of relevant observable inputs related to assets and liabilities that are required to be measured at fair value.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy into three levels based on categorise of input to be used in fair value measurement as follows.

Level 1 Use of quoted market prices in an observable active market for such assets or liabilities

Level 2 Use of other observable inputs for such assets or liabilities, whether directly or indirectly

Level 3 Use of unobservable inputs such as estimates of future cash flows

At the end of each reporting period, the Group determines whether transfers have occurred between levels within the fair value hierarchy for assets and liabilities held at the end of the reporting period that are measured at fair value on a recurring basis.

#### **4.19 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 it recognises deferred tax assets for all deductible temporary differences and tax losses carried forward to the extent that it is probable that future taxable profit will be available against which such deductible temporary differences and tax losses carried forward can be utilised.

At each reporting date, the Group reviews and reduces the carrying amount of deferred tax assets to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised.

The Group records deferred tax directly to shareholders' equity if the tax relates to items that are recorded directly to shareholders' equity.

#### **4.20 Related party transactions**

Related parties comprise individuals or enterprises 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 or enterprises which directly or indirectly own a voting interest in the Company that gives them significant influence over the Company, key management personnel, directors and officers with authority in the planning and direction of the Company's operations.

## 5. Significant accounting judgements and estimates

The preparation of financial statements in conformity with financial reporting standards at times requires management to make subjective judgements and estimates regarding matters that are inherently uncertain. These judgements and estimates affect reported amounts and disclosures, and actual results could differ from these estimates. Significant judgements and estimates are as follows.

### **Reduction of inventory cost to net realisable value**

In determining a reduction of inventory cost to net realisable value, the management makes judgement and estimates net realisable value of inventory based on the amount of the inventories are expected to realise. These estimates take into consideration fluctuations of selling price directly relating to events occurring after the end of the reporting period. Also, the management makes judgement and estimates the expected loss from obsolete and slow-moving inventories based on the physical condition and age analysis of inventories.

### **Allowance for expected credit losses of trade receivables and contract assets**

In determining an allowance for expected credit losses of trade receivables and contract assets, the management needs to make judgement and estimates based upon, among other things, past collection history, aging profile of outstanding debts and the forecast economic condition for groupings of various customer segments with similar credit risks. The Group's historical credit loss experience and forecast economic conditions may also not be representative of whether a customer will actually default in the future.

### **Property, plant and equipment and depreciation**

In determining depreciation of plant and equipment, the management is required to make estimates of the useful lives and residual values of the plant and equipment and to review estimate useful lives and residual values when there are any changes.

### **Leases**

#### *Determining the lease term with extension and termination options - The Group as a lessee*

In determining the lease term, the management is required to exercise judgement in assessing whether the Group is reasonably certain to exercise the option to extend or terminate the lease considering all relevant facts and circumstances that create an economic incentive for the Group to exercise either the extension or termination option.

#### *Estimating the incremental borrowing rate - The Group as a lessee*

The Group cannot readily determine the interest rate implicit in the lease, therefore, the management is required to exercise judgement in estimating its incremental borrowing rate to discount lease liabilities. The incremental borrowing rate is the rate of interest that the Group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment.



### 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.

### Post-employment benefits under defined benefit plans

The obligations under the defined benefit plan are determined based on actuarial techniques. Such determination is made based on various assumptions, including discount rate, future salary increase rate, mortality rate and staff turnover rate.

## 6. Financial risk management

### 6.1 Financial risk factors

The Group is exposed to a variety of financial risks, namely market risk (including foreign exchange risk, interest rate risk and price risk), credit risk and liquidity risk. The Group's overall risk management plan focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Group's financial performance. The Group uses derivative financial instruments to hedge certain exposures.

The Group has a treasury committee to manage financial risk. The Group's risk policies cover a range of areas, including foreign exchange risk, interest rate risk, price risk, credit risk and liquidity risk. Hedging principles are in accordance with policies approved by the Board of Directors, for communication and as control tools by treasury committee for financial management across all Group entities.

In cases where all relevant criteria are met, hedge accounting is applied by the Group to reduce the impact of accounting mismatches between the hedging instrument and the hedged item. This will effectively result in recognising interest expenses at a fixed interest rate for hedged floating rate loans and inventory at the fixed foreign currency rate for hedged purchases.

#### 6.1.1 Market risk

##### a) Foreign exchange risk

The Group's exposure to the foreign currency risk relates primarily to its purchase transactions that are denominated in foreign currencies.

As at 31 December 2025 and 2024, the balances of financial assets and liabilities denominated in foreign currencies are summarised below.

Foreign Currency	(Unit: Thousand Baht)					
	Average exchange rate		Consolidated/Separate financial statements			
			Financial assets		Financial liabilities	
	2025	2024	2025	2024	2025	2024
USD	31.74	33.91	569	646	21,207	32,614
RMB	4.56	4.63	3,702	7,201	188,266	145,921

The Group manages its foreign currency risk by hedging transactions that is expected to occur within a maximum 12-month period for hedges of forecasted purchases.

When a derivative is entered into for the purpose of being a hedge, the Group negotiates the terms of the derivative to match the terms of the hedged exposure. For hedges of forecast transactions, the derivative covers the period of exposure from the point the cash flows of the transactions are forecasted up to the point of settlement of the resulting or payable that is denominated in the foreign currency.

Foreign currency contracts are designated as hedging instruments in cash flow hedges of forecast purchases in the foreign currencies. These forecast transactions are high probable.

Derivatives held by the Group as hedging instruments as at 31 December 2025 and 2024 are as follows.

(Unit: Thousand Baht)				
Currency	Forward rate		Consolidated/Separate financial statements	
			Foreign currency contracts	
	2025	2024	2025	2024
USD	30.74 - 32.32	33.14 - 34.11	52,500	20,359
RMB	4.46 - 4.62	4.67 - 4.82	242,625	171,894

#### b) Interest rate risk

The Group's exposure to interest rate risk arises from changes in the interest rate on interest-bearing liabilities and assets. These exposures are managed partly by using natural hedges that arise from offsetting interest rate sensitive assets and liabilities, and partly through the use of derivative financial instruments such as interest rate swaps. By entering into agreements for long-term borrowings carrying interest at floating rates and then swapping these for fixed rates, the Group obtains lower interest rates.

As at 31 December 2024, the Group had contracts that swapped the interest rates on loans principal of Baht 120 million for fixed rates, with a tenor of 8 months. (2025: Nil).

Cash flow interest rate risk is the risk that changes in market interest rates will impact the cash flows from floating interest rate bearing assets or liabilities. Therefore, borrowing at floating rates exposes the Group to cash flow interest rate risk. The Group manages this risk by using the above interest rate swaps that convert interest rates to fixed rates.

### 6.1.2 Credit risk

Credit risk mainly arises from cash and cash equivalents, contractual cash flows of debt investments, derivative financial instruments, including credit exposures to customers and outstanding receivables.

#### a) Risk management

The Group manages credit risk by grouping the risk of deposits at banks and financial institutions. The Group elects to enter into transactions with financial institutions that are rated at least "B" by an independent credit rating agency.

If customers are independently rated by an independent credit rating agency, these ratings are used. Where no credit rating is available, the Group assesses risk based on the credit quality of the customer, taking into account financial position, credit history and other factors. Individual risk limits are set based on these assessments in accordance with regulations set by the Board of Directors. Compliance with customer credit limits is regularly reviewed by line management.

Sales to retail customers are required to be settled in cash or using major credit cards to mitigate credit risk. There are no significant concentrations of credit risk, whether through exposure to individual customers or specific industry sectors.

**b) Security**

For some trade receivables, the Group has obtained security in the form of guarantees or letters of credit which can be called upon if the counterparty defaults under the terms of the agreement.

**c) Impairment of financial assets**

The Group has financial assets that must be considered in accordance with the expected credit loss model as follows.

- Trade and other receivables
- Lease receivables
- Loans to related parties

Although Group has cash and cash equivalents that meet the criteria for impairment consideration, the Group has determined that any impairment of these items is immaterial.

The Group applies the simplified approach to measure expected credit losses, whereby expected loss allowance is calculated over the life of all trade receivables and contract assets. In determining expected credit losses, the management groups trade receivables based on common credit risk characteristics and on the time past due. Details of the expected credit losses are disclosed in Note 10 to the financial statements.

The Group writes off trade receivables and contract assets when there is no reasonable expectation of recovery. Indicators that there is no expectation of recovery include the refusal of a debtor to comply with a repayment plan, failure to make contractual payments or inability to contact a debtor.

Expected credit losses on trade receivables and contract assets are presented as losses netted against operating profit. Subsequent recoveries of written-off amounts are recorded as a reversal against the same transaction.

For the assessment of expected credit losses on loans to related parties, the Company has loans to related parties measured at amortised cost, with a 12-month expected credit loss recognised for loan receivables with an insignificant increase in credit risk and a lifetime expected credit loss recognised for loan receivables with a significant increase in credit risk.

### 6.1.3 Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash, marketable securities and access to available funding from committed credit facilities that is adequate to settle obligations when due at the end of the reporting period. Management regularly monitors the cash flow projections of the Group taking into account the Group's liquidity reserves (based on undrawn borrowing facilities) and cash and cash equivalents.

#### a) Financing arrangements

The undrawn credit facilities of the Group as at 31 December 2025 and 2024 are as detailed in Note 20 to the financial statements.

#### b) Maturity of financial liabilities

The amounts and contractual maturities of financial liabilities, which are long-term borrowings from financial institutions, debentures and lease liabilities, are disclosed in Notes 20, 21 and 22 to the financial statements, respectively.

Bank overdrafts, short-term borrowings from financial institutions and trade and other payables are due within 1 year.

Derivative contracts mature within 1 year.

## 6.2 Capital management

The objectives of the Company's capital management are to maintain their ability to continue as a going concern, to provide returns for shareholders and benefits for other stakeholders, and maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt.

The Group determines capital level based on debt-to-equity ratio, which is calculated by dividing total debt by equity. As at 31 December 2025 and 2024, the Group had debt-to-equity ratios as below.

	(Unit: Thousand Baht)	
	Consolidated financial statements	
	2025	2024
Total debt	20,898,245	20,739,794
Equity attributable to owners of the Company	13,407,957	12,826,221
Debt-to-equity ratio	1.56:1	1.62:1

## 7. Fair value measurement of financial instruments

Since the majority of the Group's financial instruments are short-term in nature or carrying interest at rates close to the market interest rates, their fair value is not expected to be materially different from the amounts presented in the statement of financial position, except for derivatives.

As at 31 December 2025 and 2024, the Group had the assets and liabilities that were measured at fair value at each level as follows.

		(Unit: Thousand Baht)	
		Consolidated/Separate financial statements	
		2025	2024
Financial assets measured at fair value			
Hedging derivatives			
Interest rate swap contracts (Level 2)		-	22
Financial liabilities measured at fair value			
Hedging derivatives			
Forward exchange contracts (Level 2)		1,692	4,467

During the current year, there were no transfers within the fair value hierarchy.

## 8. Segment financial information

The Group reports segment information for business segments and geographical segments in a manner consistent with the internal reports provided to the chief operating decision maker. The chief operating decision maker, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as the executives board that makes strategic decisions.

The Group operates in a single business, retailing and wholesaling of construction materials, office equipment, and household products and operates in one single geographic area, being Thailand. The management considers that the Group has only one major business segment and one geographic area. The chief operating decision maker reviews the operating results in the same dimension as presented on the financial statements.

Financial information by timing of revenue recognition for the years 2025 and 2024

		(Unit: Thousand Baht)			
		Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
Revenues recognised at a point in time					
- revenues from sales		28,762,263	30,635,283	28,762,296	30,635,450
Revenues recognised at a point in time					
- revenues from other services		108,438	109,062	108,438	109,062
Revenues recognised over the time					
- rendering of transportation service		239,603	246,928	239,603	246,928
Total		29,110,304	30,991,273	29,110,337	30,991,440

For the years 2025 and 2024, the Group has no major customer with revenues of 10% or more of the Group's revenues.



**9. Cash and cash equivalents**

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Cash on hand	39,107	40,262	39,057	40,212
Deposits held at call with banks	105,734	84,106	96,021	70,048
Total	144,841	124,368	135,078	110,260

As at 31 December 2025, the weighted average effective interest rates of deposits held at call with banks were 0.15% to 1.25% per annum (2024: 0.13% to 1.00% per annum).

**10. Trade and other receivables**

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
<b>Trade receivables - unrelated parties</b>				
Aged on the basis of due dates				
Not yet due	1,078,372	925,883	1,078,372	925,883
Due				
Not over 3 months	138,204	441,652	138,204	441,652
3 - 6 months	51,557	46,483	51,557	46,483
6 - 12 months	60,729	39,908	60,729	39,908
Over 12 months	167,066	163,658	167,066	163,658
Total	1,495,928	1,617,584	1,495,928	1,617,584
Less: Allowance for expected credit losses	(173,389)	(164,468)	(173,389)	(164,468)
Total trade receivables - unrelated parties, net	1,322,539	1,453,116	1,322,539	1,453,116
Total trade receivables - net	1,322,539	1,453,116	1,322,539	1,453,116
<b>Other receivables</b>				
Other receivables - related parties (Note 34)	101	130	101	130
Others	67,062	133,478	67,062	133,478
Total other receivables	67,163	133,608	67,163	133,608
Total	1,389,702	1,586,724	1,389,702	1,586,724

The normal credit terms are between 30 days and 90 days. The Group provides the expected credit loss after deduction of collateral given by customers.

The movements of allowance for expected credit losses of trade receivables for the years 2025 and 2024

	(Unit: Thousand Baht)	
	Consolidated/Separate financial statements	
	2025	2024
Beginning balance	164,468	170,120
Provision for expected credit losses	48,229	43,059
Write-offs	(39,308)	(48,711)
Ending balance	173,389	164,468

**11. Lease receivables**

(Unit: Thousand Baht)

	Consolidated/Separate financial statements	
	2025	2024
The gross receivable in the lease contracts		
Due within 1 year	7,674	8,214
Due between 2 to 5 years	11,564	17,203
Due more than 5 years	690	2,526
Total	19,928	27,943
The present value of minimum lease payments receivable		
Due within 1 year	4,618	3,860
Due between 2 to 5 years	7,673	10,454
Due more than 5 years	674	2,312
Total	12,965	16,626
Unearned finance income	6,963	11,317

The movements of lease receivables account for the years 2025 and 2024

(Unit: Thousand Baht)

	Consolidated/Separate financial statements	
	2025	2024
Beginning balance	16,626	22,725
Receipts of payment	(3,661)	(2,588)
Write-offs	-	(3,511)
Ending balance	12,965	16,626
Less: Portion due within one year	(4,618)	(3,860)
Portion due more than one year	8,347	12,766

Unearned finance income is calculated based on discount rates ranging 0.49% to 6.11% per annum.

The significant terms of the lease arrangements are:

- The lease term covers a major part of the economic useful life of the assets although title to the asset is not transferred by the end of the lease term;
- The lessor is not obliged to refund the lease amount which the lessee agrees to pay to the lessor at the commencement date of the lease contract; and
- If the lessee cancels the lease contract, the lessee must be responsible for losses incurred due to the cancellation of the contract.

**12. Inventories**

(Unit: Thousand Baht)

	Consolidated/Separate financial statements	
	2025	2024
Cost		
Finished goods	12,769,385	12,494,604
Goods in transit	128,539	111,297
Total	12,897,924	12,605,901
Less: Allowance for obsolete and slow-moving inventories	(217,349)	(189,157)
Allowance for reduction of inventory cost to net realisable value	(6,543)	(5,065)
Inventories - net	12,674,032	12,411,679

During the year 2025, the Group recorded allowance for obsolete and slow-moving inventories amounting to Baht 28 million, and allowance for reduction of inventory cost to net realisable value by Baht 1.5 million. These were included in cost of sales.

During the year 2024, the Group recorded allowance for obsolete and slow-moving inventories amounting to Baht 29 million, which were included in cost of sales and reversed the write-down of cost of inventories by Baht 0.08 million, and reduced the amount of inventories recognised as expenses during the year.

Under the terms of a certain loan agreement, the Company is required to maintain the value of inventories at a minimum level of Baht 286 million as collateral for loans from financial institutions as discussed in Note 18 and 20 to the financial statements.

**13. Financial assets and financial liabilities**

As at 31 December 2025 and 2024, all financial assets and financial liabilities are measured amortised cost except hedging derivative assets and derivative liabilities under hedge accounting which are measured fair value through other comprehensive income.

**14. Investments in subsidiaries**

Details of investments in subsidiaries as at 31 December 2025 and 2024

(Unit: Thousand Baht)

Company	Paid-up capital		Shareholding percentage		Separate financial statements	
					Cost	
	2025	2024	2025	2024	2025	2024
			(%)	(%)		
Dohome Group Company Limited	400,000	400,000	100.00	100.00	1,054,655	1,054,655
Dohome Energy Company Limited	270,000	60,000	100.00	100.00	269,999	60,000
Dohome Academy Company Limited	1,000	1,000	99.95	99.95	1,000	1,000
Total					1,325,654	1,115,655

In November 2025, the Company's Board of Directors Meeting passed a resolution approving the acquisition of an additional 2,400,000 ordinary shares in Dohome Energy Company Limited with a par value of Baht 100 per share, totaling Baht 240 million. The transaction was intended to maintain the Company's existing shareholding proportion. The subsidiary called for payment amounting to Baht 210 million for the additional ordinary shares, which the Company already paid in full in December 2025.

During the year 2025, the Company received dividends from Dohome Academy Company Limited of Baht 17 million (2024: Baht 8 million).

## 15. Property, plant and equipment

(Unit: Thousand Baht)

	Consolidated financial statements						
	Land and land improvements	Building and building improvements	Machinery, tools and equipment	Equipment and computer	Motor vehicles	Furniture and office equipment	Assets under construction and installation
For the year ended 31 December 2024							
Beginning net book value	4,891,636	9,028,379	892,978	39,564	13,951	1,872,273	617,041
Acquisitions	175,000	267	6,225	3,057	552	33,130	887,959
Cost of assets decommissioning	-	1,499	-	-	-	-	-
Interest capitalised as cost of assets	-	-	-	-	-	-	-
Disposals/write-offs	-	(1,190)	(529)	(96)	-	(4,950)	(209)
Transfer in (out)	-	542,991	140,831	4,543	474	214,211	(903,050)
Transfer from right-of-use assets	-	1,628	-	-	-	-	-
Depreciation	-	(445,942)	(127,143)	(16,702)	(5,224)	(312,052)	-
Ending net book value	5,066,636	9,127,632	912,362	30,366	9,753	1,802,612	605,704
As at 31 December 2024							
Cost	5,066,636	12,109,323	1,611,370	163,300	120,799	3,315,696	605,704
Less: Accumulated depreciation	-	(2,981,691)	(699,008)	(132,934)	(111,046)	(1,513,084)	-
Net book value	5,066,636	9,127,632	912,362	30,366	9,753	1,802,612	605,704
							17,555,065

(Unit: Thousand Baht)

	Consolidated financial statements						
	Land and land improvements	Building and building improvements	Machinery, tools and equipment	Equipment and computer	Motor vehicles	Furniture and office equipment	Assets under construction and installation
For the year ended 31 December 2025							
Beginning net book value	5,066,636	9,127,632	912,362	30,366	9,753	1,802,612	605,704
Acquisitions	-	920	3,466	17,788	1,336	45,270	1,501,719
Cost of assets decommissioning	-	8,310	-	-	-	-	-
Interest capitalised as cost of assets	-	-	-	-	-	-	-
Disposals/write-offs	-	(165)	(140)	(144)	-	(1,673)	(7)
Transfer in (out)	22,551	1,033,858	355,769	19,099	-	261,885	(1,693,162)
Transfer from right-of-use assets	-	-	-	-	-	-	8,920
Depreciation	-	(476,958)	(144,361)	(19,060)	(4,794)	(324,222)	-
Ending net book value	5,089,187	9,693,597	1,127,096	48,049	6,295	1,783,872	432,455
As at 31 December 2025							
Cost	5,089,187	13,152,442	1,965,190	192,680	121,087	3,591,749	432,455
Less: Accumulated depreciation	-	(3,458,845)	(838,094)	(144,631)	(114,792)	(1,807,877)	-
Net book value	5,089,187	9,693,597	1,127,096	48,049	6,295	1,783,872	432,455



(Unit: Thousand Baht)

	Separate financial statements						
	Land and land improvements	Building and building improvements	Machinery, tools and equipment	Equipment and computer	Motor vehicles	Furniture and office equipment	Assets under construction and installation
For the year ended 31 December 2024							Total
Beginning net book value	4,107,643	9,022,437	684,504	39,564	13,951	1,871,500	602,565
Acquisitions	175,000	267	6,225	3,057	552	33,130	814,504
Cost of assets decommissioning	-	1,499	-	-	-	-	-
Interest capitalised as cost of assets	-	-	-	-	-	-	3,963
Disposals/write-offs	-	(1,190)	(529)	(96)	-	(4,950)	(209)
Transfer in (out)	-	541,039	126,700	4,543	474	214,211	(886,967)
Transfer from right-of-use assets	-	1,628	-	-	-	-	-
Depreciation	-	(441,970)	(115,676)	(16,702)	(5,224)	(311,759)	-
Ending net book value	4,282,643	9,123,710	701,224	30,366	9,753	1,802,132	533,856
As at 31 December 2024							
Cost	4,282,643	12,098,068	1,362,130	163,300	120,799	3,314,242	533,856
Less: Accumulated depreciation	-	(2,974,358)	(660,906)	(132,934)	(111,046)	(1,512,110)	-
Net book value	4,282,643	9,123,710	701,224	30,366	9,753	1,802,132	533,856
							16,483,684

(Unit: Thousand Baht)

	Separate financial statements						
	Land and land improvements	Building and building improvements	Machinery, tools and equipment	Equipment and computer	Motor vehicles	Furniture and office equipment	Assets under construction and installation
For the year ended 31 December 2025							Total
Beginning net book value	4,282,643	9,123,710	701,224	30,366	9,753	1,802,132	533,856
Acquisitions	-	920	3,466	17,788	1,336	45,271	1,366,651
Cost of assets decommissioning	-	8,310	-	-	-	-	-
Interest capitalised as cost of assets	-	-	-	-	-	-	9,281
Disposals/write-offs	-	(165)	(113)	(144)	-	(1,673)	(7)
Transfer in (out)	22,551	934,083	256,879	19,099	-	261,830	(1,494,442)
Transfer from right-of-use assets	-	-	-	-	-	-	8,920
Depreciation	-	(468,307)	(130,629)	(19,060)	(4,794)	(323,931)	-
Ending net book value	4,305,194	9,598,551	830,827	48,049	6,295	1,783,629	424,259
As at 31 December 2025							
Cost	4,305,194	13,039,778	1,618,726	192,680	121,087	3,590,240	23,291,964
Less: Accumulated depreciation	-	(3,441,227)	(787,899)	(144,631)	(114,792)	(1,806,611)	-
Net book value	4,305,194	9,598,551	830,827	48,049	6,295	1,783,629	16,996,804

As at 31 December 2025, certain land, land improvements, buildings and structures of the Group and the Company with net book value amounting to Baht 11,820 million and Baht 11,022 million, respectively (2024: Baht 11,007 million and Baht 10,223 million, respectively) are mortgaged as collateral for credit facilities, bank overdrafts and short-term and long-term loans from financial institutions as discussed in Notes 18 and 20 to the financial statements.

During the year 2025, borrowing costs totaling Baht 9 million (2024: Baht 4 million) on loans obtained specifically to finance the construction of new branches and for a general purpose were capitalised as cost of assets. The Group applied capitalisation rates of 2.09% to 3.18% per annum (2024: 3.07% to 3.46% per annum).

As at 31 December 2025, certain items of buildings and equipment of the Group and the Company were fully depreciated but are still in use. The gross carrying amount before deducting accumulated depreciation of those assets amounted to Baht 1,958 million (2024: Baht 1,762 million).

Depreciation was charged to the following categories of expenses.

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Cost of sales and services	101,451	102,398	101,451	102,398
Distribution costs	837,216	789,052	814,542	773,322
Administrative expenses	30,728	15,613	30,728	15,611
Total	969,395	907,063	946,721	891,331

#### 16. Right-of-use assets

	(Unit: Thousand Baht)			
	Consolidated financial statements			
	Land	Buildings	Machinery, tools and equipment	Total
As at 1 January 2024	1,354,552	50,718	10,232	1,415,502
Additions	46,962	-	-	46,962
Transfer to property, plant and equipment	(1,628)	-	-	(1,628)
Depreciation	(53,765)	(7,943)	(9,326)	(71,034)
As at 31 December 2024	1,346,121	42,775	906	1,389,802
Additions	339,591	-	-	339,591
Adjustments due to lease termination	-	(19,368)	-	(19,368)
Transfer to property, plant and equipment	(8,920)	-	-	(8,920)
Depreciation	(57,642)	(7,652)	(906)	(66,200)
As at 31 December 2025	1,619,150	15,755	-	1,634,905

(Unit: Thousand Baht)

	Separate financial statements			
	Land	Buildings	Machinery, tools and equipment	Total
As at 1 January 2024	1,881,136	50,718	10,232	1,942,086
Additions	46,962	-	-	46,962
Transfer to property, plant and equipment	(1,628)	-	-	(1,628)
Depreciation	(74,557)	(7,943)	(9,326)	(91,826)
As at 31 December 2024	1,851,913	42,775	906	1,895,594
Additions	339,591	-	-	339,591
Adjustments due to lease termination	-	(19,368)	-	(19,368)
Transfer to property, plant and equipment	(8,920)	-	-	(8,920)
Depreciation	(78,433)	(7,652)	(906)	(86,991)
As at 31 December 2025	2,104,151	15,755	-	2,119,906

As at 31 December 2025, certain right-of-use assets of the Company with net book value amounting to Baht 1,084 million (2024: Baht 1,185 million) are mortgaged as collateral for credit facilities, granted by financial institutions as discussed in Notes 18 and 20 to the financial statements.

#### 17. Intangible assets

(Unit: Thousand Baht)

	Consolidated/Separate financial statements		
	Computer software	Computer software under installation	Total
For the year ended 31 December 2024			
Beginning net book value	120,524	2,495	123,019
Additions	1,696	22,001	23,697
Transfer in (out)	23,997	(23,997)	-
Amortisation	(17,461)	-	(17,461)
Ending net book value	128,756	499	129,255
As at 31 December 2024			
Cost	297,399	499	297,898
Less: Accumulated amortisation	(168,643)	-	(168,643)
Net book value	128,756	499	129,255

(Unit: Thousand Baht)

	Consolidated/Separate financial statements		
	Computer software	Computer software under installation	Total
For the year ended 31 December 2025			
Beginning net book value	128,756	499	129,255
Additions	2,234	22,383	24,617
Transfer in (out)	15,779	(15,779)	-
Amortisation	(19,933)	-	(19,933)
Ending net book value	126,836	7,103	133,939
As at 31 December 2025			
Cost	323,198	7,103	330,301
Less: Accumulated amortisation	(196,362)	-	(196,362)
Net book value	126,836	7,103	133,939

#### 18. Bank overdrafts and short-term loans from financial institutions

Certain bank overdrafts and short-term loans from financial institutions are guaranteed by the pledge of inventories and mortgage of land, structures or future structures thereon and right-of-use assets of land as discussed in Notes 12, 15 and 16 to the financial statements.

As at 31 December 2025, bank overdrafts and short-term loans carried interest rates between 1.25% and 1.58% per annum (2024: 2.00% and 2.45% per annum).

#### Supplier finance arrangements

The Group has entered into supplier finance arrangements with several financial institutions. Under these arrangements, the financial institutions settle amounts payable to the Group's suppliers when they fall due. The Group is subsequently obligated to repay the financial institutions in accordance with the specific terms agreed upon with each institution. During the year, the Group made payments amounting to Baht 11,923 million to settle trade payables under the supplier finance arrangements.

As at 31 December 2025, the Group had outstanding liabilities under supplier finance arrangements which are presented as part of short-term loans from financial institutions amounting to Baht 3,297 million. This balance represents payables that have already been settled to the suppliers.

Comparison of payment terms between supplier finance arrangements and trade payables as follows:

Type of liabilities	Payment terms
Liabilities under supplier finance arrangements	120 - 180 days from the date of settlement by financial institutions
Ordinary trade payables not participating in the arrangements	7 - 90 days from the invoice date



**19. Trade and other payables**

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Trade payables - unrelated parties	3,041,756	2,734,130	3,041,756	2,734,130
Other payables - related parties (Note 34)	602	1,530	8,552	7,113
Other payables - unrelated parties	310,776	253,906	293,160	238,193
Accrued expenses	81,115	131,080	80,347	130,580
Deposits and retentions	62,964	61,267	62,964	61,267
Total	3,497,213	3,181,913	3,486,779	3,171,283

**20. Long-term loans from financial institutions**

The repayment dates of long-term loans from financial institutions as at 31 December 2025 and 2024

(Unit: Thousand Baht)

	Consolidated/Separate financial statements	
	2025	2024
Long-term loans from financial institutions		
Due within 1 year	1,152,224	1,183,595
Due between 1 year and 2 years	1,139,348	1,155,200
Due between 2 years and 5 years	2,934,432	2,998,206
Due more than 5 years	396,271	557,285
Total	5,622,275	5,894,286

The movements of long-term loans from financial institutions account during the years 2025 and 2024

(Unit: Thousand Baht)

	Consolidated/Separate financial statements	
	2025	2024
Beginning balance	5,894,286	6,060,091
Additions	1,320,079	1,445,600
Repayments	(1,592,090)	(1,611,405)
Ending balance	5,622,275	5,894,286
Less: Portion due within one year	(1,152,224)	(1,183,595)
Portion due more than one year	4,470,051	4,710,691

As at 31 December 2025, the interest rates on the long-term loans from financial institutions were floating, with effective rates ranging from 2.69% to 3.67% per annum (2024: 3.25% to 4.68% per annum).

The long-term loans from financial institutions are guaranteed by the pledge of inventories and mortgage of land, structures or future structures thereon and right-of-use assets of land as discussed in Notes 12, 15 and 16 to the financial statements.

The loan agreements contain several covenants which relating to the shareholding of the major shareholders, and the maintenance of certain financial ratios prescribed in the agreements. The covenants are tested annually on 31 December each year. The Group has no indication that it will have difficulty complying with these covenants.

As at 31 December 2025 and 2024, the Group has undrawn borrowing facilities as follows.

	(Unit: Thousand Baht)	
	Consolidated/Separate financial statements	
	2025	2024
Overdrafts	64,000	64,000
Long-term loans	41,597	-
Working capital	6,783,826	5,863,672
Others	226,464	244,292

## 21. Long-term debentures

Details of long-term debentures account as at 31 December 2025 and 2024

	(Unit: Thousand Baht)	
	Consolidated/Separate financial statements	
	2025	2024
Beginning balance	300,000	300,000
Repayments	(300,000)	-
Ending balance	-	300,000
Less: Deferred debenture issuing costs	-	(483)
Long-term debentures - net	-	299,517
Less: Portion due to within one year	-	(299,517)
Portion due more than one year	-	-

The long-term debentures bore interest at 4.30% per annum and were redeemed in 2025.

In accordance with the rights and obligations of the debenture issuer, the Company has to comply with certain covenants and restrictions including maintenance of a financial ratio.

**22. Lease liabilities**

As at 31 December 2025 and 2024, the Group has lease contracts for land, buildings, machinery, tool and equipment. The future minimum lease payments and due dates are as follows.

			(Unit: Thousand Baht)	
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
The gross payable in the lease contracts				
No later than 1 year	43,981	36,310	80,222	72,551
More than 1 year but not later than 5 years	204,790	119,349	349,758	228,074
More than 5 years	1,053,648	840,785	1,756,393	1,616,014
Total	1,302,419	996,444	2,186,373	1,916,639
Less: Deferred finance cost	(522,827)	(413,101)	(876,018)	(788,912)
Net present value - lease liabilities	779,592	583,343	1,310,355	1,127,727

			(Unit: Thousand Baht)	
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
The present value of minimum lease payments due				
No later than 1 year	10,568	11,114	24,736	24,735
More than 1 year but not later than 5 years	79,082	47,552	141,674	91,785
More than 5 years	689,942	524,677	1,143,945	1,011,207
Net present value - lease liabilities	779,592	583,343	1,310,355	1,127,727

The movements of lease liabilities account for the years 2025 and 2024

			(Unit: Thousand Baht)	
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Beginning balance	583,343	561,594	1,127,727	1,119,074
Additions	238,091	46,962	238,091	46,962
Adjustments due to lease terminations	(23,639)	-	(23,639)	-
Payments	(18,203)	(25,213)	(31,824)	(38,309)
Ending balance	779,592	583,343	1,310,355	1,127,727
Less: Portion due within one year	(10,568)	(11,114)	(24,736)	(24,735)
Portion due more than one year	769,024	572,229	1,285,619	1,102,992

**23. Deferred tax**

The movements of deferred tax assets and deferred tax liabilities accounts for the years 2025 and 2024

(Unit: Thousand Baht)

	Consolidated/Separate financial statements	
	2025	2024
Beginning balance	36,953	25,450
Increase in profit or loss (Note 31)	12,519	9,525
Increase in other comprehensive income	572	1,978
Ending balance	50,044	36,953

The movements in each component of deferred tax assets and deferred tax liabilities during the years 2025 and 2024

(Unit: Thousand Baht)

	Consolidated/Separate financial statements			
	As at 1 January 2025	Increase (decrease) in profit or loss	Increase (decrease) in other comprehensive income	As at 31 December 2025
Deferred tax assets				
Provision for employee benefits	14,130	963	1,123	16,216
Allowance for diminution in value of inventories	38,845	5,934	-	44,779
Provision for decommissioning	3,355	909	-	4,264
Allowance for expected credit loss	32,894	1,784	-	34,678
Derivative liabilities	889	-	(551)	338
Leases - lessee	11,899	3,234	-	15,133
Others	3,826	(430)	-	3,396
Total	105,838	12,394	572	118,804
Deferred tax liabilities				
Leases - lessor	(3,271)	415	-	(2,856)
Depreciation of assets	(65,614)	(290)	-	(65,904)
Total	(68,885)	125	-	(68,760)
Deferred tax assets - net	36,953	12,519	572	50,044

(Unit: Thousand Baht)

	Consolidated/Separate financial statements			
	As at 1 January 2024	Increase (decrease) in profit or loss	Increase (decrease) in other comprehensive income	As at 31 December 2024
Deferred tax assets				
Provision for employee benefits	10,928	1,144	2,058	14,130
Allowance for diminution in value of inventories	32,984	5,861	-	38,845
Provision for decommissioning	2,565	790	-	3,355
Allowance for expected credit loss	34,024	(1,130)	-	32,894
Derivative liabilities	995	-	(106)	889
Leases - lessee	9,579	2,320	-	11,899
Others	3,048	778	-	3,826
Total	94,123	9,763	1,952	105,838
Deferred tax liabilities				
Derivative assets	(26)	-	26	-
Leases - lessor	(3,322)	51	-	(3,271)
Depreciation of assets	(65,325)	(289)	-	(65,614)
Total	(68,673)	(238)	26	(68,885)
Deferred tax assets - net	25,450	9,525	1,978	36,953

#### 24. Provision for employee benefits

Provision for employee benefits, which represents compensation payable to employees after they retire from the Group, was as follows.

(Unit: Thousand Baht)

	Consolidated/Separate financial statements	
	2025	2024
Beginning balance	70,655	54,641
Included in profit or loss:		
Current service cost	8,266	5,698
Interest cost	1,332	1,291
Included in other comprehensive income:		
Remeasurement loss arising from		
Demographic assumptions changes	-	-
Financial assumptions changes	3,517	5,105
Experience adjustments	2,097	5,187
Total	5,614	10,292
Benefits paid during the year	(4,782)	(1,267)
Ending balance	81,085	70,655

As at 31 December 2025 and 2024, the weighted average duration of the liabilities for long-term employee benefits is 13 years.



Expected maturity analysis of undiscounted long-term employee benefits obligations between the year 2026 and 2069 (2024: between 2025 and 2068) is as follows.

(Unit: Thousand Baht)

	Consolidated/Separate financial statements	
	2025	2024
No later than 1 year	19,883	19,088
More than 1 year but not later than 3 years	3,466	4,992
More than 3 years	74,698	64,006
Total	98,047	88,086

Significant actuarial assumptions

	Consolidated/Separate financial statements	
	2025	2024
	(% per annum)	(% per annum)
Discount rate	2.0	2.6
Salary increase rate	5.0	5.0
Turnover rate	11.5 - 45.8	11.5 - 45.8

The result of sensitivity analysis for significant assumptions that affect the increase (decrease) in present value of long-term employee benefit obligations as at 31 December 2025 and 2024

(Unit: Thousand Baht)

	Consolidated/Separate financial statements	
	2025	2024
Discount rate		
Increase by 1%	(6,559)	(5,273)
Decrease by 1%	7,657	6,152
Salary increase rate		
Increase by 1%	6,622	5,350
Decrease by 1%	(5,806)	(4,690)
Turnover rate		
Increase by 20%	(16,351)	(13,219)
Decrease by 20%	24,744	20,039

**25. Share capital and premium on ordinary shares****Registered share capital**

The movements of registered share capital for the years 2025 and 2024

	Registration date	Approved by	Registered share capital
			(Thousand share/ Thousand Baht)
As at 1 January 2024			3,089,330
Decrease in share capital	25 April 2024	Annual General Meeting of shareholders on 18 April 2024	(7)
Increase in share capital	26 April 2024	Annual General Meeting of shareholders on 18 April 2024	144,423
As at 31 December 2024			3,233,746
Decrease in share capital	7 May 2025	Annual General Meeting of shareholders on 28 April 2025	(4,211)
Increase in share capital	8 May 2025	Annual General Meeting of shareholders on 28 April 2025	157,787
As at 31 December 2025			3,387,322

**Issued and paid-up share capital and premium on ordinary shares**

The movements of issued and paid-up share capital and premium on ordinary shares for the years 2025 and 2024

	Registration date	Issued and paid-up share capital	Premium on ordinary shares
		(Thousand shares/ Thousand Baht)	(Thousand Baht)
As at 1 January 2024		3,089,132	5,566,081
Increase due to stock dividend	15 May 2024	140,403	-
As at 31 December 2024		3,229,535	5,566,081
Increase due to stock dividend	15 May 2025	153,751	-
As at 31 December 2025		3,383,286	5,566,081

**26. Statutory reserve**

The movements of statutory reserve for the year 2025 and 2024

	(Unit: Thousand Baht)	
	Consolidated/Separate financial statements	
	2025	2024
Beginning balance	269,030	239,030
Increase	27,000	30,000
Ending balance	296,030	269,030

Pursuant to the Public Limited Companies Act B.E. 2535, the Company is required to set aside to a statutory reserve at least 5% of its net profit after deducting accumulated deficit brought forward (if any), until the reserve reaches 10% of the registered capital. The statutory reserve is not available for dividend distribution.

**27. Other income**

	(Unit: Thousand Baht)			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Subsidy	111,186	183,758	111,186	183,758
Revenue from rent and services	25,848	24,531	31,020	28,551
Revenue from credit card fees	13,668	16,785	13,668	16,785
Revenue from scrap sales	8,033	11,026	8,033	11,026
Gain on exchange rate	121,151	88,408	121,151	88,408
Insurance claims income	2,487	6,975	2,487	6,975
Dividend received	-	-	16,992	7,996
Others	16,451	4,276	16,366	4,276
Total	298,824	335,759	320,903	347,775

**28. Expenses by nature**

	(Unit: Thousand Baht)			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Purchases and changes in finished goods	23,803,919	25,421,792	23,803,919	25,421,792
Employee expenses	2,123,649	2,168,759	2,123,649	2,168,759
Depreciation and amortisation	1,055,528	995,558	1,053,645	1,000,619
Freight out expenses	340,791	340,788	340,791	340,788
Utilities expenses	243,338	268,532	313,380	319,709
Allowance for obsolete and slow moving inventories	28,192	29,386	28,192	29,386
Allowance for inventory cost in excess of net realisable value (reversal)	1,478	(81)	1,478	(81)
Allowance for expected credit loss	48,229	46,570	48,229	46,570

**29. Finance income**

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Interest income - financial institutions	260	546	220	469
Interest income - leases	4,354	5,312	4,354	5,312
Interest income - loans to related party	-	-	4,388	4,309
Late payment penalty income				
- trade receivables	12,302	11,621	12,302	11,621
Total	16,916	17,479	21,264	21,711

**30. Finance cost**

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Interest expenses - financial institutions	402,141	556,173	402,141	556,173
Interest expenses - leases	28,566	26,985	51,186	50,131
Total	430,707	583,158	453,327	606,304

**31. Income tax expenses**

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Current income tax				
Current income tax charge	136,500	157,403	127,504	148,230
Adjustment in respect of income tax of previous years	89	(3,003)	89	(3,003)
Deferred tax				
Deferred tax relating to origination and reversal of temporary differences (Note 23)	(12,519)	(9,525)	(12,519)	(9,525)
Income tax expenses reported in profit or loss	124,070	144,875	115,074	135,702

The reconciliation between accounting profit and income tax expenses for the years 2025 and 2024

	(Unit: Thousand Baht)			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Accounting profit before tax	725,197	818,963	636,572	732,114
Applicable tax rate	20%	20%	20%	20%
Accounting profit before tax multiplied by applicable tax rate	145,039	163,793	127,314	146,423
Adjustment in respect of income tax of previous year	89	(3,003)	89	(3,003)
Eliminations	(1,434)	(1,539)	-	-
Utilisation of unrecognised deferred tax assets - tax losses	-	(8)	-	-
Tax effects of:				
Income not subject to tax	(10,693)	(8,250)	(3,398)	(1,599)
Non-deductible expenses	1,664	1,052	1,664	1,051
Additional deductible expenses	(10,595)	(7,170)	(10,595)	(7,170)
Total	124,070	144,875	115,074	135,702

### 32. Earnings per share

Basic earnings per share is calculated by dividing profit for the year attributable to equity holders of the Company (excluding other comprehensive income) by the weighted average number of ordinary shares in issue during the year, after adjusting the number of ordinary shares used to calculate earnings per share for the year 2025 in proportion to the change in the number of shares as a result of the distribution of the stock dividend of 153.75 million shares, following with the resolutions of the Annual General Meeting of the Company's shareholders on 28 April 2025, as if the stock dividend had been issued at the beginning of the earliest period reported. For the purpose of comparing earnings per share, the Company has also adjusted the number of ordinary shares in issue for the year 2024.



Details of calculation of basic earnings per share and diluted earnings per share are as below.

Consolidated financial statements					
Profit for the year		Weighted average number of ordinary shares		Earnings per share	
2025	2024	2025	2024	2025	2024
(Thousand Baht)	(Thousand Baht)	(Thousand shares)	(Thousand shares) (Adjusted)	(Baht)	(Baht) (Restated)

#### Basic earnings per share

Profit attributable to equity holders of the

Company

601,121    674,082    3,383,286    3,383,286    0.18    0.20

Separate financial statements					
Profit for the year		Weighted average number of ordinary shares		Earnings per share	
2025	2024	2025	2024	2025	2024
(Thousand Baht)	(Thousand Baht)	(Thousand shares)	(Thousand shares) (Adjusted)	(Baht)	(Baht) (Restated)

#### Basic earnings per share

Profit attributable to equity holders

of the Company

521,498    596,411    3,383,286    3,383,286    0.15    0.18

### 33. Dividends paid

Dividends	Approved by	Total dividends (Million Baht)	Dividend per share (Baht)
Cash dividends for 2024	Annual General Meeting of shareholders on 28 April 2025	17.10	0.0053
Stock dividends for 2024	Annual General Meeting of shareholders on 28 April 2025	153.75	0.0476
Total dividends paid during the year 2025		170.85	0.0529
Cash dividends for 2023	Annual General Meeting of shareholders on 18 April 2024	15.61	0.0051
Stock dividends for 2023	Annual General Meeting of shareholders on 18 April 2024	140.40	0.0454
Total dividends paid during the year 2024		156.01	0.0505

### 34. Related party transactions

During the years, significant business transactions with related parties, which are summarised below, arose in the ordinary course of business and were concluded on commercial terms and bases agreed upon between the Group and those related parties.

		(Unit: Thousand Baht)			
		Consolidated financial statements		Separate financial statements	
Transfer pricing policy		2025	2024	2025	2024
<b>Transactions with subsidiaries</b>					
(eliminated from the consolidated financial statement)					
Sales of goods	Market price	-	-	33	168
Service income	Contract price	-	-	1,680	1,560
Interest income	1.50% - 2.45% p.a.	-	-	4,388	4,309
Rental income	Contract price	-	-	3,482	2,461
Dividend received	As declared	-	-	16,992	7,996
Purchases of goods	Market price	-	-	70,951	52,392
Guarantee fees	0.50% p.a.	-	-	10,929	12,758
Rental expenses	Contract price	-	-	36,242	36,242
Training expenses	Contract price	-	-	21,790	22,306
<b>Transactions with related parties</b>					
Sales of goods	Market price	1,168	10,523	1,168	10,523
Service income	Contract price	-	186	-	186
Rental income	Contract price	1,601	1,844	1,601	1,844
Rental expenses	Contract price	776	1,164	776	1,164
Service expenses	Market price	16,061	4,736	16,061	4,736
Dividend paid	As declared	57,312	52,328	57,312	52,328

The balances of the accounts between the Group and those related parties as at 31 December 2025 and 2024

		(Unit: Thousand Baht)			
		Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
Trade and other receivables - related parties (Note 10)					
Related party (common major shareholders)		33	113	33	113
Related party (common shareholders)		58	17	58	17
Related parties		10	-	10	-
Total		101	130	101	130
Trade and other payables - related parties (Note 19)					
Subsidiary		-	-	7,950	5,583
Related party (shareholder related to director)		602	1,530	602	1,530
Total		602	1,530	8,552	7,113
Short-term loans to related parties					
Subsidiaries		-	-	40,800	217,150
Total		-	-	40,800	217,150

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Lease liabilities				
Subsidiary	-	-	530,763	544,385
Total	-	-	530,763	544,385

The movements of short-term loans to related parties - subsidiaries for the years 2025 and 2024

	(Unit: Thousand Baht)	
	Separate financial statements	
	2025	2024
Beginning balance	217,150	248,150
Additions	67,000	18,000
Repayments	(243,350)	(49,000)
Ending balance	40,800	217,150

As at 31 December 2025 and 2024, short-term loans to related parties represent promissory notes, denominated in Thai Baht with interest rates ranging from 1.50% to 2.45% per annum. The loans are due at call.

#### Directors and management's benefits

During the years ended 31 December 2025 and 2024, the Group had employee benefit expenses payable to its directors and management as below.

	(Unit: Thousand Baht)	
	Consolidated/Separate	
	financial statements	
	2025	2024
Short-term employee benefits	30,086	29,126
Post-employment benefits	9,598	5,776
Total	39,684	34,902

#### Guarantee

As at 31 December 2025 and 2024, certain subsidiaries' land and equipment are mortgaged as collateral for certain loans from financial institutions of the Company as described in Note 15 to the financial statements.

### 35. Commitments and contingent liabilities

#### 35.1 Capital commitments

As at 31 December 2025 and 2024, the Group had capital commitments as follows.

	(Unit: Thousand Baht)			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Acquisitions of property, plant and equipment	204,522	369,732	175,373	337,641
Uncalled portion of investment in subsidiary	-	-	30,000	-

#### 35.2 Letter of credit for purchase of goods commitments

As at 31 December 2025 and 2024, the Group had letter of credit for purchase of goods commitments as follows.

	(Unit: Thousand)			
	Consolidated/Separate financial statements			
	2025		2024	
	Other currencies	Equivalents to Baht	Other currencies	Equivalents to Baht
USD	831	26,244	569	19,333
RMB	22,808	102,920	9,789	45,500

#### 35.3 Guarantees

As at 31 December 2025, there were outstanding bank guarantees issued by banks on behalf of the Group, primarily in respect of electricity use, rental and service agreements, and sales and purchases of goods amounting to Baht 186 million (2024: Baht 166 million).

### 36. Events after the reporting period

On 20 February 2026, the meeting of the Company's Board of Directors passed the following resolutions to propose of the following matters for approval by the Annual General Meeting of shareholders to be held in April 2026.

- A decrease in the registered share capital of Baht 4,036,141 from Baht 3,387,322,423 to Baht 3,383,286,282, by cancelling 4,036,141 unissued shares.
- An increase in the registered share capital of Baht 135,331,452, from Baht 3,383,286,282 to Baht 3,518,617,734 by issuing 135,331,452 ordinary shares with a par value of Baht 1 each to support the distribution of a share dividend of 135,331,452 shares.
- The payment of stock dividend by issuing 135,331,452 new ordinary shares with a par value of Baht 1 per share to the Company's shareholders at a ratio of 25 existing shares to 1 share dividend totaling Baht 135.33 million and the payment of cash dividend of Baht 0.0044444444 per share, totaling approximately Baht 15.04 million. The combined dividend payment amounted to approximately Baht 150.37 million, or Baht 0.0444444444 per share.

### 37. Approval of financial statements

The financial statements were authorised for issue by the Company's Board of Directors on 20 February 2026.



## Annex

### Annex 1

Information of Directors, Management, Controlling Person, Financial Controller, Accounting Controller, and Company Secretary

### Annex 2

Information of Head of Internal Audit



## Annex 1 : Information of Directors, Management, Controlling Person, Financial Controller, Accounting Controller, and Company Secretary



### Mr. Chatrchai Tuongratanaphan (Aged 69)

- Chairman of the Board of Directors (Appointed on 28 May 2018)
- Independent Director (Appointed on 28 May 2018)
- Member of Nomination and Remuneration Committee (Appointed on 28 May 2018)

#### Proportion of Direct Shareholding

- None -

#### Proportion of Indirect Shareholding

- None -

#### Proportion of Shareholding by Spouse and Minor Children

- None -

#### Family Relationship between Director and Executive

- None -

#### Educational Qualifications / Training Program :

- Doctor of Philosophy in international business, United States International University
- Master's degree in international marketing, United States International University
- Bachelor of Science (Chemistry), Mahidol University
- Marketing Technology & Innovation Expo 2024, SC Asset
- Retail Leadership Summit 2024, Retailers Association of India (RAI)
- KEY concerns of Audit Committees - In the age of great transformation, EY Office Limited (EY)
- How to manage food loss and food waste in Retail Industry, SIAL
- Sale Compensation, Sales101 Co., Ltd.

#### Training Course for Director :

- Director Certification Program (DCP), Thai Institute of Directors Association (IOD)
- Family Business Governance (FBGX), Thai Institute of Directors Association (IOD)
- Advanced Audit Committee Program (AAP), Thai Institute of Directors Association (IOD)
- Board Nomination & Compensation Program (BNCP), Thai Institute of Directors Association (IOD)
- Role of the Chairman Program (RCP), Thai Institute of Directors Association (IOD)

#### Training in 2025 :

- Director Mentorship Program (DMP), Thai Institute of Directors Association (IOD)
- Mini Bootcamp 2025 DataRockie School Project
- Thai Entertainment Complex Roundtable (TECR) Seminar hosted by Thansettakij)
- Seminars The Power of Private Label, Shanghai, The People's Republic of China

#### Work Experiences in the Past 5 Year in Brief :

##### Positions in other listed companies on SET :

- 2023 - Present  
Chairman of the Board / Independent Director / Member of the Nomination and Remuneration Committee, Mother Marketing Public Co.,Ltd.
- 2020 - Present  
Independent Director / Member of the Audit Committee / Member of the Nomination and Remuneration Committee, Rojukiss International Public Co.,Ltd.

##### Positions in non-listed companies :

- 2023 - Present  
Secretary-General, Federation of Asia-Pacific Retailers Associations
- 2021 - Present  
Vice President, Thai Retailers Association
- 2021 - 2023  
Chairman of the Board / Independent Director / Member of the Audit Committee, Mother Marketing Co.,Ltd.
- 2021 - 2024  
Acting Executive Director, Thai Retailers Association
- 2020 - 2024  
Independent Director, Vat Refund Center (Thailand) Co.,Ltd.

#### Number of Companies Currently Holding the Position of a Director

- Listed Company 2 Companies: DOHOME and KISS
- Market for Alternative Investment 1 Companies: MOTHER
- Non-Listed Company 2 companies



### Mr. Adisak Tangmitrphracha (Aged 72)

- Member of Nomination and Remuneration Committee (Appointed on 19 February 2025)
- Vice Chairman of The Board of Directors (Appointed on 28 May 2018)
- Chairman of Executive committee (Appointed on 28 May 2018)
- Member of Risk Management and Sustainability Committee (Appointed on 28 May 2018)
- Managing Director (Appointed on 28 May 2018)
- Authorized Director to sign on behalf of the Company as stipulated in the Company Certificate

#### Proportion of Direct Shareholding

11.56%

#### Proportion of Indirect Shareholding<sup>(1)</sup>

11.74%

#### Proportion of Shareholding by Spouse and Minor Children

8.45%

#### Family Relationship between Director and Executive

Spouse of Mrs. Nattaya Tangmitrphracha,  
Father of Ms. Ariya Tangmitrphracha,  
Mrs. Salitip Ruangsuttipap and  
Mr. Maruay Tangmitrphracha

**Remark :** <sup>(1)</sup> Indirectly held shares through Dohome Holdings Co., Ltd. and Amplus Holdings Ltd. (disclosed in Section 1.3.2 List of Major Shareholders)

#### Educational Qualifications / Training Program :

- Bachelor's degree in engineering, Khon Kaen University

#### Training Course for Director :

- Director Accreditation Program (DAP),  
Thai Institute of Directors Association (IOD)

#### Training in 2025 :

- None -

#### Work Experiences in the Past 5 Year in Brief :

##### Positions in other listed companies on SET :

- None -

##### Positions in non-listed companies :

- 2022 - Present  
Director Dohome Academy Co., Ltd.
- Present  
Director Amplus Holdings Ltd.
- Present  
Director Dohome Energy Co., Ltd.

- Present  
Director AN Capital Co., Ltd.
- Present  
Director Dohome Express Co., Ltd.
- Present  
Director ASM Consultant Co., Ltd.
- Present  
Director Ubon Watsadu Co., Ltd.
- Present  
Director ASM Real Estate Co., Ltd.
- Present  
Director Dohome Holding Co., Ltd.
- Present  
Director Dohome Group Co., Ltd.
- Present  
Director S.Ubon Watsadu Co., Ltd.

#### Number of Companies Currently Holding the Position of a Director

- Listed Company 1 Company: DOHOME
- Non-Listed Company 11 companies


**Mrs. Nattaya Tangmitrphracha (Aged 71)**

- Member of Risk Management and Sustainability Committee (appointed on 19 Feb 2025)
- Director (appointed on 28 May 2018)
- Deputy Executive Committee (appointed on 28 May 2018)
- Deputy Managing Director (appointed on 28 May 2018)
- Authorized Director to sign on behalf of the Company as stipulated in the Company Certificate

**Proportion of Direct Shareholding**

8.45%

**Proportion of Indirect Shareholding<sup>(1)</sup>**

11.74%

**Proportion of Shareholding  
by Spouse and Minor Children**

11.56%

**Family Relationship between Director  
and Executive**

Spouse of Mr. Adisak Tangmitrphracha,  
Mother of Ms. Ariya Tangmitrphracha,  
Mrs. Salitip Ruangsuttipap and  
Mr. Maruay Tangmitrphracha

**Note :** <sup>(1)</sup> Indirectly held shares through Dohome Holdings Co., Ltd. and Amplus Holdings Ltd. (disclosed in Section 1.3.2 List of Major Shareholders)

**Educational Qualifications / Training Program :**
**Training Course for Director :**

- Director Accreditation Program (DAP),  
Thai Institute of Directors Association (IOD)

**Training in 2025 :**

- None -

**Work Experiences in the Past 5 Year in Brief :**
**Positions in other listed companies on SET :**

- None -

**Positions in non-listed companies :**

- 2022 - Present  
Director Dohome Academy Co., Ltd.
- Present  
Director Amplus Holdings Ltd.
- Present  
Director Dohome Energy Co., Ltd.
- Present  
Director AN Capital Co., Ltd.

- Present  
Director Dohome Express Co., Ltd.
- Present  
Director ASM Consultant Co., Ltd.
- Present  
Director Ubon Watsadu Co., Ltd.
- Present  
Director ASM Real Estate Co., Ltd.
- Present  
Director Dohome Holding Co., Ltd.
- Present  
Director Dohome Group Co., Ltd.
- Present  
Director S.Ubon Watsadu Co., Ltd.

**Number of Companies Currently Holding the Position  
of a Director**

- Listed Company 1 Company: DOHOME
- Non-Listed Company 11 companies



### Ms. Ariya Tangmitrphracha (Aged 43)

- Member of Risk Management and Sustainability Committee (appointed on 19 Feb 2025)
- Director (appointed on 28 May 2018)
- Member of Executive Committee (appointed on 28 May 2018)
- Deputy Managing Director – Operations and Procurement (appointed on 28 May 2018)
- Assistant Managing Director – Procurement (appointed on 28 May 2018)
- Authorized Director to sign on behalf of the Company as stipulated in the Company Certificate

#### Proportion of Direct Shareholding

5.63%

#### Proportion of Indirect Shareholding<sup>(1)</sup>

3.35%

#### Proportion of Shareholding by Spouse and Minor Children

0.03%

#### Family Relationship between Director and Executive

Daughter of Mr. Adisak and Mrs. Nattaya Tangmitrphracha, Elder sister of Mrs. Salitip Ruangsuttipap and Mr. Maruay Tangmitrphracha

**Note :** <sup>(1)</sup> Indirectly held shares through Dohome Holdings Co., Ltd. and Amplus Holdings Ltd. (disclosed in Section 1.3.2 List of Major Shareholders)

#### Educational Qualifications / Training Program :

- Bachelor's degree in marketing, Chulalongkorn University
- IMET MAX: IMET Mentorship Academy for Excellent Leaders (Batch 4), Institute for Management Education for Thailand Foundation (IMET)

#### Training Course for Director :

- Director Accreditation Program (DAP), Thai Institute of Directors Association (IOD)
- Director Certification Program (DCP), Thai Institute of Directors Association (IOD)
- Financial Statements for Directors (FSD), Thai Institute of Directors Association (IOD)
- Advanced Audit Committee Program (AACP), Thai Institute of Directors Association (IOD)

#### Training in 2025 :

- Chief Exponential Officer (CXO 5<sup>th</sup>) of Disrupt Technology Venture Company Limited
- Supply Chain Mastery: Driving Business Performance 2<sup>nd</sup> of Center of Industrial and Social Innovation - CISI

#### Work Experiences in the Past 5 Year in Brief :

##### Positions in other listed companies on SET :

- Present  
Director Ngernturbo Public PCL.

#### Positions in non-listed companies :

- 2022 - Present  
Director Dohome Academy Co., Ltd.
- Present  
Director Amplus Holdings Ltd.
- Present  
Director Dohome Energy Co., Ltd.
- Present  
Director AN Capital Co., Ltd.
- Present  
Director Dohome Express Co., Ltd.
- Present  
Director ASM Consultant Co., Ltd.
- Present  
Director Ubon Watsadu Co., Ltd.
- Present  
Director ASM Real Estate Co., Ltd.
- Present  
Director Dohome Group Co., Ltd.
- Present  
Director S.Ubon Watsadu Co., Ltd.
- Present  
Director BCP Development Co., Ltd

#### Number of Companies Currently Holding the Position of a Director

- Listed Company 2 company : DOHOME, TURBO
- Non-Listed Company 11 companies



### Mrs. Salitip Ruangsuttipap (Aged 42)

- Member of Risk Management and Sustainability Committee (appointed on 19 February 2025)
- Director (appointed on 28 May 2018)
- Member of Executive Director (appointed on 28 May 2018)
- Deputy Managing Director - Accounting, Finance and Organization Support (appointed on 28 May 2018)
- Authorized Director to sign on behalf of the Company as stipulated in the Company Certificate

#### Proportion of Direct Shareholding<sup>(1)</sup>

5.63%

#### Proportion of Indirect Shareholding<sup>(2)</sup>

3.35%

#### Proportion of Shareholding by Spouse and Minor Children

- None -

#### Family Relationship between Director and Executive

Daughter of Mr. Adisak and Mrs. Nattaya Tangmitrphracha, Younger sister of Ms. Ariya Tangmitrphracha, and Elder sister of Mr. Maruay Tangmitrphracha

Note : <sup>(1)</sup> Held shares through Custodian and

<sup>(2)</sup> Indirectly held shares through Dohome Holdings Co., Ltd., Amplus Holdings Ltd. (disclosed in Section 1.3.2 List of Major Shareholders)

#### Educational Qualifications / Training Program :

- Bachelor's degree in economics, Thammasat University
- Corporate Strategy Planning "Top Team Alignment"
- Critical Thinking for Effective Problem Solving and Decision
- Sales Compensation, Sales 101 Co.,Ltd.
- Logistics : Strategy & Management, Chulalongkorn University
- Leadership ACT Program, Slingshot Group Co., Ltd.
- Leadership ACT Alumni 2023, Slingshot Group Co., Ltd.
- M&A Strategies, Omega World Class Co., Ltd.
- Digital Leadership Essentials (Batch 2), Skooldio Co., Ltd.
- Audit Committee Seminar: Financial Statement Fraud, Economic Update, and ESG Trends vs. CO<sub>2</sub>, EY Office Limited

#### Training Course for Director :

- Director Accreditation Program (DAP), Thai Institute of Directors Association (IOD)
- Director Certification Program (DCP), Thai Institute of Directors Association (IOD)
- Financial Statements for Directors (FSD), Thai Institute of Directors Association (IOD)
- Advanced Audit Committee Program (AACP), Thai Institute of Directors Association (IOD)
- Company Secretary Program (CSP), Thai Institute of Directors Association (IOD)
- The Board's Role in Mergers and Acquisitions (BMA), Thai Institute of Directors Association (IOD)

#### Training in 2025 :

- Chief Executive program, Capital Market Academy (CMA)

#### Work Experiences in the Past 5 Year in Brief :

##### Positions in other listed companies on SET :

- Present  
Director Ngernturbo Public PCL.

##### Positions in non-listed companies :

- 2022 - Present  
Director Dohome Academy Co., Ltd.
- Present  
Director Amplus Holdings Ltd.
- Present  
Director Dohome Energy Co., Ltd.
- Present  
Director AN Capital Co., Ltd.
- Present  
Director Dohome Express Co., Ltd.
- Present  
Director ASM Consultant Co., Ltd.
- Present  
Director Ubon Watsadu Co., Ltd.
- Present  
Director ASM Real Estate Co., Ltd.
- Present  
Director Dohome Group Co., Ltd.
- Present  
Director S.Ubon Watsadu Co., Ltd.
- Present  
Director Thuntarin Co., Ltd.
- Present  
Director Money OK Co., Ltd.
- Present  
Director Thongmawin Capital Co., Ltd.

#### Number of Companies Currently Holding the Position of a Director

- Listed Company 2 company : DOHOME, TURBO
- Non-Listed Company 13 companies





### Mr. Maruay Tangmitrphracha (Aged 34)

- Member of Risk Management and Sustainability Committee (appointed on 19 Feb 2025)
- Director (appointed on 3 July 2019)
- Member of Executive Committee (appointed on 3 July 2019)
- Deputy Managing Director Information technology and E-Commerce (appointed on 3 July 2019)
- Authorized Director to sign on behalf of the Company as stipulated in the Company Certificate

#### Proportion of Direct Shareholding

5.83%

#### Proportion of Indirect Shareholding<sup>(1)</sup>

3.35%

#### Proportion of Shareholding by Spouse and Minor Children

- None -

#### Family Relationship between Director and Executive

Son of Mr. Adisak and Mrs. Nattaya Tangmitrphracha, Brother of Ms. Ariya Tangmitrphracha and Mrs. Salitip Ruangsuttipap

**Note :** <sup>(1)</sup> Indirectly held shares through Dohome Holdings Co., Ltd. and Amplus Holdings Ltd. (disclosed in Section 1.3.2 List of Major Shareholders)

#### Educational Qualifications / Training Program :

- Global MBA Program, University of Michigan
- Bachelor's degree in information and communication engineering, Chulalongkorn University
- Rethink Academy: Digital Transformation through Sustainable Leadership
- Digital CEO (Batch 5), Digital Economy Promotion Agency (depa)
- Equipping for Post-Modern Trade: The Global Retail and Wholesale War, Thai Retailers Association
- LazMall Brands Future Forum (Singapore), Lazada
- AIS Business Digital Future 2024, Advanced Info Service (AIS)
- ECOM Thailand Conference 2023: The Next Level, Ecom Thailand
- Executive Breakfast Forum 2022, Thai Digital User Association (DUA)

#### Training Course for Director :

- Director Accreditation Program (DAP), Thai Institute of Directors Association (IOD)

#### Training in 2025 :

- None -

#### Work Experiences in the Past 5 Year in Brief :

##### Positions in other listed companies on SET :

- Present  
Director Ngernturbo Public PLC.

##### Positions in non-listed companies :

- 2022 - Present  
Director Dohome Academy Co., Ltd.
- Present  
Director Amplus Holdings Ltd.
- Present  
Director AN Capital Co., Ltd.
- Present  
Director Dohome Express Co., Ltd.
- Present  
Director ASM Consultant Co., Ltd.
- Present  
Director Ubon Watsadu Co., Ltd.
- Present  
Director ASM Real Estate Co., Ltd.
- Present  
Director Dohome Group Co., Ltd.
- Present  
Director S.Ubon Watsadu Co., Ltd.

#### Number of Companies Currently Holding the Position of a Director

- Listed Company 2 Company : DOHOME, TURBO
- Non-Listed Company 9 Companies



### Mr. Suvait Theeravachirakul (Aged 66)

- Director (appointed on 26 April 2019)
- Independent Director (appointed on 26 April 2019)
- Chairman of Audit Committee (appointed on 26 April 2019)

**Proportion of Direct Shareholding**  
0.00%

**Proportion of Indirect Shareholding**  
- None -

**Proportion of Shareholding  
by Spouse and Minor Children**  
- None -

**Family Relationship between Director  
and Executive**  
- None -

#### Educational Qualifications / Training Program :

- Master of Business Administration, Wagner College
- Bachelor's degree in accounting, Ramkhamhaeng University
- Chief Executive program, Capital Market Academy (CMA)
- Anti-Corruption Strategic Management course for Senior Executives, Sanya Dharmasakti Anti-Corruption Institute
- Top Executive Program in Energy Literacy Thailand Energy Academy (TEA), Thailand Energy Academy
- Top Executive Program in Commerce and Trade, Commerce Academy, UTCC (TEPCoT)
- Thai-Chinese Leadership Studies (TCL), Huachiew Chalermprakiet University
- Vitality Enhancement & Longevity Academy (VELA): CUGS Academy, Graduate School and Faculty of Medicine, Chulalongkorn University
- Executive Program on Chinese Business Knowledge and Cooperation: Beijing Language and Culture University (BLCU), Thai Chamber of Commerce, and University of the Thai Chamber of Commerce (UTCC)
- Effective Coaching & Mentoring: MBK Training Center
- Digital Transformation: MBK Training Center
- Manpower Analysis for Modern Organizations: MBK Training Center
- Strategic Adaptation for Survival in Current Situations: MBK Training Center
- Just Right... That's it!: MBK Training Center
- Agile Leader: MBK Training Center
- Top Executive Program for Creative & Amazing Thai Services (ToPCATS): University of the Thai Chamber of Commerce (UTCC)

#### Training Course for Director :

- Successful Formulation & Execution the Strategy (SFE), Thai Institute of Directors Association (IOD)

- Director Certification Program (DCP), Thai Institute of Directors Association (IOD)
- Audit Committee Program (ACP), Thai Institute of Directors Association (IOD)

#### Training in 2025 :

- None -

#### Work Experiences in the Past 5 Year in Brief : Positions in other listed companies on SET :

- 2024 - Present  
Member of the Nomination and Remuneration Committee MBK Public Company Limited
- 2023 - Present  
Vice Chairman of the Executive Committee MBK Public Company Limited
- 2015 - Present  
Member of the Corporate Governance and Sustainability Committee MBK Public Company Limited
- 2000 - Present  
Director MBK Public Company Limited
- 2009 - 2022  
CEO MBK Public Company Limited
- 2002 - 2022  
Member of the Executive Committee MBK Public Company Limited
- 2024 - Present  
Chairman of Board of Directors Thai Rung Union Car Public Company Limited
- 2020 - Present  
Member of Nomination and Remuneration Committee Thai Rung Union Car Public Company Limited
- 2018 - Present  
Independent Director and Chairman of Audit and Corporate Governance Committee Thai Rung Union Car Public Company Limited

- 2017 - Present  
Vice Chairman of the Board of Directors,  
PRG Corporation Public Company Limited
- 2016 - Present  
Member of the Corporate Governance and Sustainability  
Committee PRG Corporation Public Company Limited
- 2009 - Present  
Vice Chairman of the Executive Committee, Member of  
the Nomination and Remuneration Committee  
PRG Corporation Public Company Limited
- 2020 - Present  
Independent Director and Member of the Audit  
committee Kiattana Transport Public Company Limited

**Positions in non-listed companies :**

- Present  
Chairman of the Board of Directors and Director,  
The Subsidiaries and Associates of MBK 46 Company
- 2024 - Present  
Qualified Commissioner Energy Conservation and  
Promotion Fund Office

- 2023 - Present  
The University Affairs Promotion Committee  
Prince of Songkla University
- 2023 - Present  
Director Inno Precast Company Limited
- 2021 - Present  
Director Thai Listed Companies Association.
- 2019 - Present  
Director Duang Capital Company Limited

**Number of Companies Currently Holding the Position  
of a Director**

- Listed Company 5 Companies: DOHOME, MBK, PRG,  
TRU and KIAT
- None-Listed Company 46 Companies



### Mr. Arnut Changtrakul (Aged 65)

- Chairman of Risk Nomination and Remuneration Committee (Appointed on 19 February 2025)
- Member of Management and Sustainability Committee (Appointed on 19 February 2025)
- Director (Appointed on 5 November 2024)
- Independent Director (Appointed on 5 November 2024)
- Member of Audit Committee (Appointed on 5 November 2024)

#### Proportion of Direct Shareholding

- None -

#### Proportion of Indirect Shareholding

- None -

#### Proportion of Shareholding by Spouse and Minor Children

- None -

#### Family Relationship between Director and Executive

- None -

#### Educational Qualifications / Training Program :

- Master of Business Administration, Marketing University of Bridgeport, United states of America
- Bachelor's Degree of Art Business Administration, Chiangmai University

#### Training Course for Director :

- Advanced Audit Committee Program (AAP), Thai Institute of Directors Association (IOD)
- Director Certification Program (DCP), Thai Institute of Directors Association (IOD)

#### Training in 2025 :

- ESG in the Boardroom: A Practical Guide for Board (ESG), Thai Institute of Directors Association (IOD)
- Board Nomination & Compensation Program, Thai Institute of Directors Association (IOD)

#### Work Experiences in the Past 5 Year in Brief :

##### Positions in other listed companies on SET :

- None -

##### Positions in non-listed companies :

- 1975 - Present  
Consultant and Trainer Dale Carnegie Thailand
- 2008 - Present  
Director Piyapanya Co., Ltd.
- 2020 - 2024  
Independent Director Siam Cement Ceramic PLC.

- 2023 - 2024  
Audit Committee Siam Cement Ceramic PLC.
- 2015 - 2018  
Managing Director Power Buy Co.,Ltd.
- 2014  
Corporate VP (Consumer electronics) Thai Samsung Electronics
- 2013  
Head of Indochina strategic team Thai Samsung Electronics
- 2011 - 2013  
COO PT Samsung electronic Indonesia
- 2009 - 2011  
Corporate VP (Consumer electronics\_Thai Samsung Electronics
- 2005 - 2009  
VP (Consumer electronics) Thai Samsung Electronics
- 1995 - 2005  
Sale and marketing director Thai Samsung Electronics
- 1984 - 1993  
Sale and marketing manager and GMHitachi Sales (Thailand)

#### Number of Companies Currently Holding the Position of a Director

- Listed Company 1 Company: DOHOME
- Non-Listed Company 1 company



### Mr. Surath Pralongsil (Aged 55)

- Director (appointed on 28 April 2025)
- Independent Director (appointed on 28 April 2025)
- Member of Audit Committee (appointed on 28 April 2025)
- Chairman of Risk Management and Sustainability (appointed on 1 May 2025)

#### Proportion of Direct Shareholding

- None -

#### Proportion of Indirect Shareholding

- None -

#### Proportion of Shareholding

by Spouse and Minor Children

- None -

#### Family Relationship between Director and Executive

- None -

#### Educational Qualifications / Training Program :

- Leadership Certificate, IMD
- Management Certificate, University of St. Gallen
- Master's degree, M.A in Finance and Investment, University of Exeter
- Master's degree, Business Administration, Thammasat University
- Bachelor's degree, Engineering Program in Industrial Engineering, Chulalongkorn University

#### Training Course for Director :

- Ethical Leadership Program (ELP), Thai Institute of Directors Association (IOD)
- Board's Roles in Purpose-driven Transition (PDT), Thai Institute of Directors Association (IOD)
- Business Transformation & Leadership Summit, Thai Institute of Directors Association (IOD)
- Emerging Audit Standards and Implications for the Audit Committee, Thai Institute of Directors Association (IOD)
- Director's Briefing topic "Building a Cyber-Resilient Board: Strategies for Effective Cybersecurity Oversight", Thai Institute of Directors Association (IOD)
- The Board's Role in Mergers & Acquisition, Thai Institute of Directors Association (IOD)
- National Director Conference, topic Leadership Behind Closed Door (NDC), Thai Institute of Directors Association (IOD)
- What Your Board Needs to Know about C-Suite Development (O-DB), Thai Institute of Directors Association (IOD)
- Advanced Audit Committee Program (AACP), Thai Institute of Directors Association (IOD)
- Director Certification Program (DCP), Thai Institute of Directors Association (IOD)
- Director Accreditation Program (DAP), Thai Institute of Directors Association (IOD)

#### Training in 2025 :

- ESG in the Boardroom: A Practical Guide for Board (ESG), Thai Institute of Directors Association (IOD)

#### Work Experiences in the Past 5 Year in Brief :

##### Positions in other listed companies on SET :

- 2023 - Present  
Independent Director and Chairman of Audit Committee Sappe Public Company Limited
- 2013 - 2023  
Independent Director and Member of Audit Committee Sappe Public Company Limited
- 2021 - 2024  
Chief Commercial Officer TQM Alpha Public Company Limited
- 2019 - 2021  
Director and Executive Vice President Kulthorn Kirby Public Company Limited

##### Positions in non-listed companies :

- 2017 - 2025  
Director Hitevent Company Limited
- 2022 - 2024  
Director Bulk One Group Company Limited
- 2019 - 2021  
Director Kulthorn Premier Company Limited
- 2019 - 2021  
Director Kulthorn Kirby Foundry Company Limited
- 2019 - 2021  
Director Kulthorn Materials and Controls Company Limited
- 2019 - 2021  
Director Kulthorn Steel Company Limited
- 2019 - 2021  
Director Kulthorn Metal Products Company Limited
- 2019 - 2021  
Director Kulthorn Research and Development Company Limited

#### Number of Companies Currently Holding the Position of a Director

- Listed Company 2 Companies : DOHOME, SAPPE
- Non-Listed Company - None -




**Mr. Aphiyuch Foolkul (Aged 51)**
**Position:** Assistant Managing Director - Information Technology

**Proportion of Direct Shareholding**

0.00%

**Proportion of Indirect Shareholding**

- None -

**Proportion of Shareholding**
**by Spouse and Minor Children**

- None -

**Family Relationship between Director and Executive**

- None -

**Educational Qualifications / Training Program :**

- Bachelor of science in computer science, Ubon Ratchathani Rajabhat University
- Top Team Alignment, Dohome Academy Co., Ltd.
- Business Strategy, Dohome Academy Co., Ltd.
- Critical Thinking Approach for Problem Solving and Decision Making, Dohome Academy Co., Ltd.
- Critical Conversation: Secrets to Building a Speak Up & Feedback Culture, Dohome Academy Co., Ltd.
- Management and AI Use Cases, Microsoft
- Cyber Defense Initiative Conference 2023 (CDIC2023), organized by ACIS, NSTDA, and TISA
- Performance Management for Organizational Efficiency, Dohome Academy Co., Ltd.
- Top Team Alignment, Dohome Academy Co., Ltd.
- Architecting on AWS, Amazon Web Services, Inc.
- Big Data on AWS, Amazon Web Services, Inc.
- Digital Transformation with Sustainable Leadership, Rethink Academy

**Training in 2025 :**

- KPI Construction Process, Dohome Academy Co., Ltd.
- From Good to Great – Biz Leader as People Leader, Dohome Academy Co., Ltd.
- Cyber Security Awareness, Dohome Academy Co., Ltd.
- Basic CPR for Safety and Emergency Response, Dohome Academy Co., Ltd.

**Work Experiences in the Past 5 Year in Brief :**

- 2018 - Present  
Assistant Managing Director – Information Technology Dohome Plc
- 2015 - 2018  
Manager of System and Information Development Division Dohome Co., Ltd.
- 2014 - 2015  
Manager of Programmer Department Dohome Co., Ltd.



**Mrs. Jintana Koontawee (Aged 56)**

**Position:** Assistant Managing Director - Operations

**Proportion of Direct Shareholding**

0.00%

**Proportion of Indirect Shareholding**

- None -

**Proportion of Shareholding**

**by Spouse and Minor Children**

- None -

**Family Relationship between Director and Executive**

- None -

**Educational Qualifications / Training Program :**

- Diploma of Marketing, Chanapolkhan Technological College

**Training in 2025 :**

- None -

**Work Experiences in the Past 5 Year in Brief :**

- 2018 - Present  
Assistant Managing Director - Operations Dohome Plc.
- 2016 - 2018  
Manager of Retail Setup Division Dohome Co., Ltd.
- 2014 - 2016  
Manager of Ubon Ratchathani Store Dohome Co., Ltd.


**Ms. Pannee Phiwnaun (Aged 41)**
**Position:** Assistant Managing Director - Marketing Administration

**Proportion of Direct Shareholding**

0.00%

**Proportion of Indirect Shareholding**

- None -

**Proportion of Shareholding  
by Spouse and Minor Children**

- None -

**Family Relationship between Director  
and Executive**

- None -

**Educational Qualifications / Training Program :**

- Bachelor's degree in Business administration (General Management), Ubon Ratchathani University
- Strategic Planning, Dohome Academy Co., Ltd.
- Supply Chain Planning and Analytics, Thailand Productivity Institute (FTPI)

**Training in 2025 :**

- None -

**Work Experiences in the Past 5 Year in Brief :**

- 2018 - Present  
Assistant Managing Director - Marketing Administration Dohome Plc.
- 2017 - 2018  
Manager of International Procurement and Sales Center Dohome Co., Ltd.
- 2016 - 2017  
Head of Domestic Procurement and Sales Center Dohome Co., Ltd.
- 2014 - 2016  
Domestic Procurement officer Dohome Co., Ltd.


**Mrs. Nongyao Sa-art (Aged 58)**
**Position:** Assistant Managing Director - Human Resources

**Proportion of Direct Shareholding**

0.00%

**Proportion of Indirect Shareholding**

- None -

**Proportion of Shareholding  
by Spouse and Minor Children**

- None -

**Family Relationship between Director  
and Executive**

- None -

**Educational Qualifications / Training Program :**

- Bachelor's degree in management, The Eastern University of Management and Technology

**Training in 2025 :**

- None -

**Work Experiences in the Past 5 Year in Brief :**

- 2018 - Present  
Present Assistant Managing Director - Human Resources Dohome Plc.
- 2014 - 2018  
Manager of Human Resources and Facilities Dohome Co., Ltd.



**Mr. Werayut Chanwittayanuchit (Aged 37)**

**Position:** First Assistance Vice President of Accounting

**Proportion of Direct Shareholding**

- None -

**Proportion of Indirect Shareholding**

- None -

**Proportion of Shareholding**

**by Spouse and Minor Children**

- None -

**Family Relationship between Director and Executive**

- None -

**Educational Qualifications / Training Program :**

- Bachelor's degree department of Accounting, Faculty of Business, Siam University
- In-depth Tax Laws for Accounting Managers and Supervisors Dharmniti Seminar and Training Co., Ltd.
- TFRS 2025 Update (Thai Financial Reporting Standards) Dharmniti Seminar and Training Co., Ltd.
- Tax Management Techniques and Incentives for Accounting Managers Dharmniti Seminar and Training Co., Ltd.
- Managerial Accounting for Planning and Control Dharmniti Seminar and Training Co., Ltd.

**Training in 2025 :**

- 2025 Annual CFO Summit "Future proof your finance function: Driving Growth Through Uncertainty"
- Cash Budgeting Preparation for Accountants to Present to Senior Management for Decision-Making Planning
- Financial Analysis for Evaluating Business Situations and Improving Operating Performance

**Work Experiences in the Past 5 Year in Brief :**

- 2023 - Present  
First Assistance Vice President Accounting Dohome Plc.
- 2019 - 2023  
Assistant Vice President of Accounting Development Dohome Plc.
- 2016 - 2019  
Senior Associate PricewaterhouseCoopers ABAS Co., Ltd.
- 2014 - 2015  
Associate Grant Thornton Co., Ltd.



**Ms. Mayuree Seeta (Aged 44)****Proportion of Direct Shareholding**

0.00%

**Proportion of Indirect Shareholding**

- None -

**Proportion of Shareholding****by Spouse and Minor Children**

- None -

**Family Relationship between Director and Executive**

- None -

**Educational Qualifications / Training Program :**

- Master's Degree in Business Economics, Thammasat University
- Bachelor's Degree in Accounting, Ubon Ratchathani Rajabhat University
- Strategic Planning and Organization Strategy: Top Team Alignment
- Critical Thinking for Effective Problem Solving and Decision Making
- Succession Planning Development
- ESG Risk Management Workshop – by The Stock Exchange of Thailand (SET)
- Company Secretary Roles and Responsibilities – by Thai Company Secretary Club, Thai Listed Companies Association (TLCA)
- IR Sharing 2/2024: “Strategic Communication in the Decarbonization Landscape” – by Thai Company Secretary Club, TLCA
- IR Sharing 3/2024: “Presentation Techniques for Opportunity Day” – by Thai Company Secretary Club, TLCA
- Leadership Roles in Driving Business Sustainability – by Securities and Exchange Commission (SEC)
- Board Retreat / NED Meeting – by Thai Listed Companies Association (TLCA)
- IR Sharing 4/2023: “How to improve your IR strategy from basic to advanced?” – by TLCA
- PromptBiz System: Tools for Trade Payment & Supply Chain Management – by SET
- TFRS 2023 Update and Key Accounting Issues for Listed Companies – by SET
- COSO-ERM 2017: Enterprise Risk Management – by TLCA
- Disclosure for Management Discussion and Analysis (MD&A) – by TLCA
- Impact of the COVID-19 Pandemic on Financial Statements – by Investment Banking Club, Association of Thai Securities Companies
- Fundamentals for Corporate Secretaries – by TLCA
- Feasibility Study for Investment Projects – by Thammasat University

- Seminar on ESG: Opportunities and Risks for Corporations – by TLCA
- Road to Certify with CAC Seminar (4/2021) – by Thailand's Private Sector Collective Action Coalition Against Corruption
- Corporate Sustainability Strategy Program (Class 3) – by SET
- Professional Development Program for Company Secretaries – by TLCA
- IR Fundamental Seminar – by SET
- Professional Development Program for Investor Relations – by TLCA
- Seminar on the Value of Audit – by Securities and Exchange Commission (SEC)
- Understanding Key Global ESG Ratings – by SET

**Training Course for Director :**

- Company Secretary Program (CSP), Thai Institute of Directors Association (IOD)
- Board Reporting Program (BRP), Thai Institute of Directors Association (IOD)
- Effective Minute Taking (EMT), Thai Institute of Directors Association (IOD)

**Training in 2025 :**

- None -

**Work Experiences in the Past 5 Year in Brief :**

- 2019 - Present  
Investor Relations Dohome Plc.
- 2017 - Present  
Company Secretary Dohome Plc.
- 2017 - Present  
Corporate Governance Director Dohome Plc.
- 2016 - 2017  
Assistant Accounting Manager Teo Hong Silom Co., Ltd.
- 2014 - 2016  
Assistant Accounting and Finance Manager Dohome Co., Ltd.

## Annex 2 : Information of Head of Internal Audit



**Ms. Pikun Somwan (Aged 55)**

**Proportion of Direct Shareholding**  
0.00%

**Proportion of Indirect Shareholding**  
- None -

**Proportion of Shareholding  
by Spouse and Minor Children**

- None -

**Family Relationship between Director  
and Executive**

- None -

### **Educational Qualifications / Training Program :**

- Bachelor's degree in accounting, The Eastern University of Management and Technology
- Feasibility Study for Investment Projects – by Thammasat University

### **Training course for Director :**

- Financial Statements for Directors (FSD), Thai Institute of Directors Association (IOD)
- Company Secretary Program (CSP), Thai Institute of Directors Association (IOD)
- Company Reporting Program (CRP), Thai Institute of Directors Association (IOD)
- Board Reporting Program (BRP), Thai Institute of Directors Association (IOD)
- Effective Minutes Taking (EMT), Thai Institute of Directors Association (IOD)

### **Training in 2025 :**

- None -

### **Work Experiences in the Past 5 Year in Brief :**

- 2021 - Present  
Director of Internal Audit Dohome Plc.
- 2018 - Present  
Advisor to the Executive Committee Dohome Plc.
- 2018 - 2021  
Director Dohome Plc.
- 2016 - 2018  
Internal Audit Manager Dohome Co., Ltd.
- 2015 - 2016  
Company secretary Dohome Co., Ltd.
- 2014 - 2015  
Accounting Manage Dohome Co., Ltd.



**Finext**



**Décos**



**YOSHINO**  
パワーツール



**MARINE**



**NASH**



**Nobu**



**POWER MAX**



SMART OFFICE



**Aluguard**



**HUGDEE**

**Nobu**

**MARINE**

**NASH**

**Finext**

**YOSHINO**  
パワーツール

**Siena**  
เสียนา

**BRONOS**

**POWER MAX**

**JOCKEY**  
Hardware & Tools

**HEAP**

**Thor**

**NuNu**

**Aluguard**



### Large branch

Ubon Ratchathani Branch	34-47 Srimongkhon Road, Warinchamrab Sub-District, Warinchamrab District, Ubon Ratchathani Province 34190, Thailand	Tel. 0 4595 9888
Nakhon Ratchasima Branch	412 Village No. 2, Ratchasima-Chokchai Road, Nongbuasala Sub-District, Muang District, Nakhon Ratchasima Province 30000, Thailand	Tel. 0 4400 9888
Rangsit Branch	185/5 Village No. 4, Rangsit-Nakhonnayok Road, Rangsit Sub-District, Thunayaburi District, Pathumthani Province 12110, Thailand	Tel. 0 2023 8844
Khonkaen Branch	678 Village No. 2, Mittraphap Road, Sila Sub-District, Muang District, Khonkaen Province 40000, Thailand	Tel. 0 4300 9899
Udonthani Branch	888 Village No. 11, Mittraphap Road, Village No.mon Sub-District, Muang District, Udonthani Province 41000, Thailand	Tel. 0 4218 0909
Mahachai Branch	88/8 Village No. 2, Rama II Road, Chaimongkhon Sub-District, Muang District, Samutsakorn Province 74000, Thailand	Tel. 0 3411 9699
Bangbuathong Branch	88 Village No. 5, Laharn Sub-District, Bangbuathong District, Nonthaburi Province 11110, Thailand	Tel. 0 2023 8877
Chiangmai Branch	88/8 Village No. 3, Umong Subdistrict Mueang Lamphun District, Lamphun 51150	Tel. 0 5213 5299
Bangna Trad Branch KorMor.38	88/8 Village No. 5, Bangna-Trad Road, Samak Sub-District, Bangpakong District, Chachoengsao Province 24180, Thailand	Tel. 0 3305 0898
Petchkasem Branch	88/88 Village No. 11, Tambol Aomnoi, Amphur Krathumban, Samutsakorn Province 74130, Thailand	Tel. 0 3411 4199
Surin Branch	483 Village No. 10, Nok Mueng, Mueng Surin, Surin 32000, Thailand	Tel. 0 4406 9989
Maptaput Branch	288/88 Sukhumvit Road, Maptaput, Mueng Rayong, Rayong 21150, Thailand	Tel. 0 3301 0899
Laem Chabang Branch	88/111 Village No. 4 Bang Lamung Subdistrict, Bang Lamung District, Chonburi Province 20150, Thailand	Tel. 0 3367 8899
Bowin Branch	88/888 Village No. 4 Mapyangphon Subdistrict, Pluak Daeng District, Rayong Province 21140, Thailand	Tel. 0 3367 9800
Surat Thani Branch	88/8 Village No. 5 Kanchanawithi Road, Bang Kung Subdistrict, Mueang Surat Thani District Surat Thani Province 84000, Thailand	Tel. 0 7795 4988
Chonburi Amatanakorn Branch	178 Village No. 7 Nong Tamlueng Subdistrict, Phan Thong District, Chonburi Province 20160, Thailand	Tel. 0 3304 8788
Hatyai Branch	388 Kanchanavanich Road, Hat Yai Subdistrict, Hat Yai District, Songkhla Province 90110, Thailand	Tel. 0 748 90144
Phisanulok Branch	88/88 Village No. 1 Ban Krang Subdistrict, Mueang Phitsanulok District, Phitsanulok Province 65000, Thailand	Tel. 0 5510 5488
Kanchanaburi Branch	88/88 Village No. 13, Pak Phraek Subdistrict, Kanchanaburi District, Kanchanaburi 71000, Thailand	Tel. 0 3491 9988
Buriram Branch	88/8 Village No. 18 Krasang Subdistrict, Mueang Buriram District, Buriram Province 31000, Thailand	Tel. 0 4411 9288
Chaiyaphum Branch	88/88 Village No. 6 Nai Mueang Subdistrict, Mueang Chaiyaphum District Chaiyaphum Province 36000, Thailand	Tel. 0 4410 9188
Chiang Rai Branch	888 Village No. 2 Tha Sai Subdistrict, Chiang Rai District, Chiang Rai Province 57000, Thailand	Tel. 0 5202 9388
Ayutthaya Branch	88/8 Village No. 2 Khan Ham Subdistrict, Uthai District, Nakhon Si Ayutthaya Province 13210, Thailand	Tel. 0 3593 0988
Bang Phun Branch	88/89 Village No. 3 Bang Phun Subdistrict, Mueang Pathum Thani District, Pathum Thani Province 12000, Thailand	Tel. 0 2026 6088
Thepharak Branch	888 Village No. 11 Bang Phli Yai Subdistrict, Bang Phli District, Samut Prakan Province 10540, Thailand	Tel. 0 2502 9800
Nakhon Sawan Branch	888 Village No. 8 Nakhon Sawan Tok Subdistrict, Mueang Nakhon Sawan District, Nakhon Sawan Province 60000, Thailand	Tel. 0 5608 0088

### Small branches (Dohome ToGo)

Thai Somboon Market Branch, Rangsit Khlong 3	58/109-58/116 Village No. 4, Khlong Sam, Khlong Luang, Pathum Thani Province 12150, Thailand	Tel. 06 1029 5777
Ruaysap Market Branch, Bang Pli	55/8 Village No. 6, Bang Phriang, Bang Bo, Samut Prakarn Province 10560, Thailand	Tel. 06 1028 3000
Thab Yao Market, Lat Krabang Branch	398/4 Pracha Phatthana Road, Thap Yao, Lat Krabang, Bangkok Metropolitan 10520, Thailand	Tel. 06 1023 5335
Maruay Market Branch	9/78 Village No. 18 Bueng Kham Phroi Subdistrict, Lam Luk Ka District, Pathum Thani Province 12150, Thailand	Tel. 06 1025 4111
Bangsrimuang Branch	82/10 Village No. 1, Bang Krang Subdistrict, Mueang Nonthaburi District, Nonthaburi Province 11000, Thailand	Tel. 06 1028 2777
Tha It Branch	109/11 Village No. 1, Sai Ma Subdistrict, Mueang District, Nonthaburi Province 11000, Thailand	Tel. 06 1028 4774
Wat Ku Branch	151 Village No. 1 Pak Kret Subdistrict, Pak Kret District, Nonthaburi Province 11120, Thailand	Tel. 06 1021 6767
Soi Mangkorn Branch	238 Village No. 4, Phraeksa Mai Subdistrict, Mueang Samut Prakan District, Samut Prakan Province 10280, Thailand	Tel. 06 3021 4433
Kaew In Branch	8/89 Village No. 5, Sao Thong Hin Subdistrict, Bang Yai District, Nonthaburi Province 11140, Thailand	Tel. 06 1031 0440
Khlong 7 Lam Luk Ka Branch (Moved from Chatchawan Market)	28/10 Village No. 4, Bueng Kham Proi Subdistrict, Lam Luk Ka District, Pathum Thani Province 12150, Thailand	Tel. 06 1027 1777
Khlong 4 Lam Luk Ka Branch	72 Village No. 5, Lat Sawai Subdistrict, Lam Luk Ka District, Pathum Thani Province 12150, Thailand	Tel. 06 1028 5151
Sap phatthana branch	45/26 Village No. 4, Bang Mueang Subdistrict, Mueang Samut Prakan District, Samut Prakan Province 10270, Thailand	Tel. 06 1021 5858
Nam Daeng Branch	21/38 Village No. 4, Bang Phli Yai Subdistrict, Mueang Bang Phli District, Samut Prakan Province 10540, Thailand	Tel. 06 1029 0077
Phra Ngoen Branch	82/2 Village No. 8, Bang Muang Subdistrict, Bang Yai District, Nonthaburi Province 11140, Thailand	Tel. 06 1018 4268
Ban Kluai-Sai Noi Branch	15/37 Village No. 4, Phimonrat Subdistrict, Bang Bua Thong District, Nonthaburi Province 11110, Thailand	Tel. 06 1018 4291
Atchariya Prasit Branch	1/37 Village No. 6, Maha Wawat Subdistrict, Bang Krui District, Nonthaburi Province 11130, Thailand	Tel. 06 1019 7455
Wat Lat Pladuk Branch	16/7 Village No. 4, Bang Khu Rat Subdistrict, Bang Bua Thong District, Nonthaburi Province 11110, Thailand	Tel. 06 1019 0744
Prachauthit 90 Branch	605 Village No. 10, Nai Khlong Bang Pla Kot Subdistrict, Phra Samut Chedi District, Samut Prakan Province 10290, Thailand	Tel. 06 1019 0788
Bang pla Branch	87/43 Village No. 4, Ban Ko Subdistrict, Mueang Samut Sakhon District, Samut Sakhon Province 74000, Thailand	Tel. 06 1021 1236
Chaloem Phrakiat Rama 9 Branch	22/62 Chaloem Phrakiat Rama 9 Road, Prawet Subdistrict, Prawet District, Bangkok Metropolitan 10250, Thailand	Tel. 06 1027 7136
Kylin Market Branch	19/96 Village No. 5, Salaya Subdistrict, Phutthamonthon District, Nakhon Pathom Province 73170, Thailand	Tel. 06 1021 9236
Sinsakhon Branch	30/3 Village No. 2, Khok Kham Subdistrict, Mueang Samut Sakhon District, Samut Sakhon Province 74000, Thailand	Tel. 06 1023 8236