



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

Supreme Distribution Public Company Limited

Fiscal Year End 31 December 2025

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Part 1 Business Operations and Performance

1. Organizational structure and operation of the group of companies

1.1 Policy and business overview

Supreme Distribution Public Company Limited ("the Company" or "SPREME") was founded on December 15, 1993, by Mr. Panuwat Khantamoleekul with a registered capital of 1 million baht. The Company began by importing pre-assembled computers and peripherals from Singapore under the Wearnes brand, known for high-quality computers with pre-tested software at competitive prices for wholesale distribution within Thailand. In 1995, the Company started importing pre-assembled computers and peripherals from Taiwan's DTK brand, an upstream manufacturer of computers and peripherals for sale at competitive prices. Recognizing the Company's potential, DTK transferred technology, knowledge, distribution channels, and industry insights to the Company for manufacturing and assembling computers for self-distribution. Consequently, in 1996, the Company began assembling computers domestically for sale under the DTK brand.

In 2002, the Company began engaging directly with government agencies as a system integrator to provide design, sourcing, and installation services for complete information technology systems. It started with computer and peripheral system installations for educational institutions, such as schools under the Office of the Basic Education Commission (OBEC). Concurrently, the Company received standard support from the National Electronics and Computer Technology Center (NECTEC) and the National Science and Technology Development Agency (NSTDA), under the Ministry of Higher Education, Science, Research, and Innovation. This support was provided in the aftermath of the Asian financial crisis to encourage domestic computer assemblers to meet international standards. In 2003, the Company co-founded the Association of Thai Computer Industry (ATCM) and collaborated with the government on the Budget PC project. That same year, the company was appointed as an Intel Premier Provider by Intel Microelectronics (Thailand) Company Limited, marking the beginning of a long-term business relationship. Today, it is an Intel Partner Alliance at the Titanium level. In 2005, the Company was appointed by Microsoft (Thailand) Company Limited. as an authorized distributor and installer of Microsoft products for educational institutions in Thailand, a role it continues to hold to this day.

By 2010, the Company recognized an opportunity in the information management and storage systems ("Data Center") business, possessing sufficient potential, knowledge, and team experience. Consequently, it began expanding into the Data Center business to meet the demand from government agencies that had recognized the importance of data center management, leading to serious promotion and establishment of the country's digital economy. Later, in 2013, due to technological shifts towards All-In-One Computers, the Company shifted its focus to building trade partnerships by distributing high-quality imported computers. It carefully selected companies to become computer distributors, emphasizing those with international credibility. In the same year, the Company won the bid for the Thai educational tablet PC project, or "One Tablet per Child: OTPC," supplying 426,683 units with a project value of approximately 1.17 billion Baht. The delivery was completed in 2014, where the Company played a significant role in promoting Thailand's education sector.

Between 2016 and 2018, the Company established provincial service centers in Songkhla, Nakhon Sawan, and Chiang Mai provinces to support transactions between the Company and government agencies, ranging from bid submissions, product demonstrations, and project deliveries in areas near the service centers, as well as to accommodate the business of providing repair and maintenance services for equipment to cover customer groups spread across various regions in Thailand. These service centers have continued to operate to the present day. Subsequently, in 2019, Apple South Asia (Thailand) Co., Ltd. appointed the Company as a partner for the distribution of Apple products and services to educational institutions in Thailand. Throughout its history, from establishment to the present, the Company has

remained committed to developing its personnel alongside organizational development to enhance its service capabilities and project management efficiency, ensuring the highest quality delivery for all projects. Currently, the Company is certified with ISO 9001:2015 Quality Management System, ISO 14001:2015 Environmental Management System, and ISO/IEC 20000-1:2018 IT Service Management System (SMS). Furthermore, it partners with internationally renowned manufacturers, for instance, being an Intelligent Devices Partner with Lenovo and a member of the HP Amplify Partner Program with HP.

On May 2, 2023 the Extraordinary General Meeting of Shareholders No. 1/2023 passed a resolution to approve the Company's conversion into a public company limited to be listed on the Stock Exchange of Thailand under the Technology Industry, Information and Communication Technology sector, with the stock symbol "SPREME".

On May 2, 2024, the Company officially listed and began trading on the Stock Exchange of Thailand (SET). Currently, the Company has a registered and a paid-up capital of 370 million baht, with 740 million shares at a par value of 0.50 baht per share.

Today, the Company operates in the Information Technology and Communication sector as a system integrator to provide design, sourcing, and installation services for complete information technology systems, including hardware and software, as well as providing post-sale maintenance and repair services for computer systems and peripherals and leasing computer systems and peripherals. The Company works with a team experienced and specialized in information technology, ensuring quality delivery that instills confidence in the Company's capabilities. Its business can be categorized into three segments as follows:

1. Distribution and Installation Business
2. Rental System Business
3. Maintenance and Repair Services (MA Business)

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

Message from the chairman

Dear Shareholders

Supreme Distribution Public Company Limited ("SPREME") operates in the information technology business as a provider of comprehensive information technology system design, procurement, and installation services (System Integrator). This covers hardware, software, after-sales maintenance and repair services for computer systems and peripherals, as well as rental of computer systems and peripherals. Over the past more than 30 years, the Company has been committed to providing quality solutions and equipment to efficiently and continuously meet customer needs and usage.

The Company consistently prioritizes the development of its personnel's potential through training and enhancing knowledge and capabilities, to enable them to provide professional and efficient consultation, care, and user support to customers. Concurrently, it prepares service readiness to accommodate the growth of the customer base across various regions nationwide, which is a crucial foundation for building sustainable customer trust and satisfaction.

Following its transformation into a public limited company and its listing on the Stock Exchange of Thailand in the Information and Communication Technology sector, the Company has entered a crucial phase of organizational

development. In 2025, the Board of Directors continues to focus on strengthening the corporate governance structure, risk management, and enhancing competitiveness to support long-term business growth, alongside creating value for all stakeholders, including shareholders, employees, customers, business partners, society, and the environment.

The Company places importance on conducting business under the principles of good corporate governance, adhering to integrity, transparency, and social and environmental responsibility. It focuses on sustainable organizational development in all dimensionseconomic, social, and environmentalto create balance for all stakeholders. Furthermore, the Company is committed to continuously developing its quality management system and environmental management system, having received certifications for ISO 9001:2015, ISO 14001:2015, ISO/IEC 20000-1:2018, and ISO 37001:2016. This reflects its readiness and potential to provide quality information technology services in accordance with international standards.

On behalf of the Board of Directors, I pledge that Supreme Distribution Public Company Limited will conduct its business strictly adhering to good governance principles, under the principles of good corporate governance, being transparent, fair, and auditable. It will continuously recognize its social and environmental responsibilities and will strive to drive the organization to achieve its defined vision, mission, and goals for continued stable and sustainable growth.

Image Message from the chairman



Vision

The company is a modern and reliable provider of information technology services, dedicated to delivering high-quality products and services with a skilled and capable personnel. We are committed to implementing systems according to customer requirements, with continuous and consistent quality improvement. Our goal is to achieve the highest customer satisfaction and to be a leader in providing IT solutions in Thailand.

Objectives

1. Provide and procure high-quality, standardized information technology solutions that fully and efficiently meet customer needs.
2. Build customer satisfaction and trust by delivering reliable, secure, and modern products and services.
3. Support and enhance the capabilities of public and private sector organizations through the appropriate and sustainable application of information technology.
4. Develop and drive the organization to grow steadily and continuously to generate appropriate returns for all stakeholders.
5. Strengthen and develop the potential of personnel by continuously promoting learning and skill development in technology to accommodate future changes.
6. Conduct business under principles of good governance, transparency, and ethics to create sustainability for the organization, society, and the environment.

Goals

The company aims to generate revenue and profit growth continuously to reward stakeholders, including employees, partners, customers, and society. This involves retaining existing customers and attracting new ones by introducing new products to meet rapidly changing needs.

Business strategies

- Providing comprehensive System Integrator services (One Stop Service) to meet all customer needs
- Focusing on maintaining the existing customer base while continuously seeking opportunities to expand the customer base to new customer groups
- Partnering with major suppliers to source quality products that meet customer requirements
- Setting reasonable prices without compromising product and service quality
- Building Brand Awareness

1.1.2 Material changes and developments

Details regarding material changes and developments

years	Material changes and developments
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years	Material changes and developments
2025	<p>Annual General Meeting of Shareholders 2025</p> <ul style="list-style-type: none"> ● Held on April 24, 2025, at Phothalai, Bangkok. The meeting resolved to approve the following important matters: ● Approve the financial statements for the year 2024. ● Approve the allocation of net profit and the payment of dividends for the year 2024 at a rate of 0.11 Baht per share. ● Appoint auditors for the year 2025 and approve their remuneration. ● Appoint directors whose terms have expired to resume their positions. <p>Extraordinary General Meeting of Shareholders 2025</p> <ul style="list-style-type: none"> ● Held on October 22, 2025, at the company's 2nd-floor meeting room. The meeting resolved to approve the following important matters: ● Approve the company's investment in fixed assets not exceeding 1,300 million Baht for projects for which procurement has already been announced as of September 12, 2025. ● Approve an increase in the investment budget framework by no more than 3,200 million Baht for projects currently undergoing public consultation (TOR).
2024	The Company listed its ordinary shares and commenced trading on the Stock Exchange of Thailand for the first time on May 2, 2024, in the Information and Communication Technology sector, with the stock symbol "SPREME".
2023	<p>May: The Extraordinary General Meeting of Shareholders No. 1/2566, held on May 2, 2023, resolved on the capital increase and allocation of newly issued ordinary shares as follows:</p> <ul style="list-style-type: none"> ● Converted into a public company and changed the company's new name to Supreme Distribution Public Company Limited. ● Changed the par value of ordinary shares from 100 baht per share to 0.50 baht per share. ● Increased registered capital from 280 million baht to 370 million baht by issuing 180 million new ordinary shares with a par value of 0.50 baht per share for initial public offering (IPO).
2022	<ul style="list-style-type: none"> ● March: The Extraordinary General Meeting of Shareholders of the Company No. 2/2022, held on March 2, 2022, resolved to approve an increase in the Company's registered capital by an additional 150 million Baht through the issuance of 1.50 million ordinary shares at a par value of 100 Baht. This resulted in the Company's registered capital increasing from 110 million Baht to 260 million Baht. ● June: The Extraordinary General Meeting of Shareholders of the Company No. 4/2022, held on June 10, 2022, resolved to approve an increase in the Company's registered capital by an additional 20 million Baht through the issuance of 0.20 million ordinary shares at a par value of 100 Baht. This resulted in the Company's registered capital increasing from 260 million Baht to 280 million Baht.
2018	In March, the Company commenced establishing a service center in Chiang Mai Province with the objective of providing services to customers in Chiang Mai Province and its vicinity.

years	Material changes and developments
2017	<ul style="list-style-type: none"> ● In February, the Company increased its registered capital from 50 million Baht to 100 million Baht to be used as working capital for business operations. ● In April, the Company increased its registered capital from 100 million Baht to 110 million Baht to be used as working capital for business operations. ● In June, the Company established a service center in Nakhon Sawan Province with the objective of providing services to customers in Nakhon Sawan Province and nearby areas.
2016	In June, the Company commenced the establishment of a service center in Songkhla Province, with the objective of providing services to customers in Songkhla Province and its vicinity.
1997	In February, the Company increased its registered capital from 10 million Baht to 50 million Baht to be used as working capital for business operations.
1994	In November, the Company executed two registered capital increases. Consequently, within that month, the Company's registered capital rose from 1 million Baht to 10 million Baht, intended for use as working capital in its business operations.
1993	On December 15, 1993, Supreme Distribution (Thailand) Co., Ltd., its former name (currently Supreme Distribution Public Company Limited), was established with an initial registered capital of 1 million Baht, at a par value of 100 Baht per share, by Mr. Panuwat Khanthamoleekul, who possessed knowledge and expertise in the computer and peripheral distribution business. At that time, the Company commenced operations by importing finished computer products and peripherals for wholesale distribution within the country.

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

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

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

List of spending of the money obtained from each offering of equity or debt securities			
Item 1			
Types of securities used for fundraising			Amount of funds raised
Equity Instruments			449,000,000.00 Million Baht
Spending objectives	Duration (approximate)	Amount of money as planned	Amount of spent money
To support funding for large – scale project bidding	Dec 2027	340,000,000.00	213,000,000.00

To invest in business acquisitions to expand the company's existing operations (Mergers & Acquisitions)	Dec 2027	0.00	0.00
To serve as working capital for business operations and other activities	Dec 2025	109,000,000.00	109,000,000.00
Implementation according to objectives Achieve objectives Progress of fund utilization / reasons and measures taken in case the funds are not spent according to the objectives The Company has temporarily allocated funds amounting to 110 million Baht, originally designated for objective 2, for use towards objective 1, as necessitated by the Company's operations. Related links -			

Applicable laws (for companies that have previously disclosed information in the registration statement for offering of debt securities)

subject to and interpreted in accordance with Thai law

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

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

1.1.5 Company information

Company name : Supreme Distribution Public Company Limited

Symbol : SPREME

Address : 2/1 Soi Pradit Manutham 5, Pradit Manutham Road,
Tharaeng Subdistrict, Bang Khen District

Province : Bangkok

Postcode : 10230

Business : The Company operates in the Information
Technology and Communication business, acting as a
System Integrator for end-to-end ICT solutions,
encompassing both hardware and software
components.

This includes after-sales maintenance, repair, and
overhaul services for computer systems and
peripherals, as well as computer systems and
peripherals rental. The Company's experienced and
specialized information technology team delivers
quality work that builds customer confidence in the
company's capabilities.

Registration number : 0107566000291

Telephone : 0-2943-8182

Facsimile number : 0-2943-8191

Website : www.supreme.co.th

Email : secretary@supreme.co.th

Total shares sold

Common stock : 740,000,000

Preferred stock : 0

1.2 Nature of business

The Company operates in the field of information and communication technology, serving as a designer, procurer, and installer of comprehensive information technology equipment (System Integrator), including both hardware and software. Additionally, it provides after-sales maintenance and repair services for computer systems and peripherals, as well as leasing computer systems and peripherals. This is carried out by the Company's team, which possesses specialized experience and expertise in information technology, ensuring the delivery of high-quality work that instills confidence in clients regarding the Company's capabilities.

1.2.1 Revenue structure

The company's revenue, including revenue from sales and services and other income, during the years 2023-2025, are detailed as follows:

Revenue structure by product line or business group

	2023	2024	2025
Total revenue from operations (thousand baht)	1,256,321.02	852,610.39	1,557,916.48
Revenue from Sales and Installation Business (thousand baht)	1,108,806.74	573,596.52	502,826.41
Revenue from MA business (thousand baht)	97,176.46	164,783.39	205,936.06
Revenue from rental business (thousand baht)	50,337.82	114,230.48	849,154.01
Other (thousand baht)	0.00	0.00	0.00
Total revenue from operations (%)	100.00%	100.00%	100.00%
Revenue from Sales and Installation Business (%)	88.26%	67.28%	32.28%
Revenue from MA business (%)	7.74%	19.33%	13.22%
Revenue from rental business (%)	4.01%	13.40%	54.51%
Other (%)	0.00%	0.00%	0.00%

By geographical area or market

	2023	2024	2025
Total revenue from operations (thousand baht)	1,256,321.02	852,610.39	1,557,916.48
Domestic (thousand baht)	1,256,321.02	852,610.39	1,557,916.48
International (thousand baht)	0.00	0.00	0.00
Total revenue from operations (%)	100.00%	100.00%	100.00%
Domestic (%)	100.00%	100.00%	100.00%
International (%)	0.00%	0.00%	0.00%

Other income as specified in the financial statements

	2023	2024	2025
Total other income (thousand baht)	20,088.13	17,163.13	9,552.16
Other income from operations (thousand baht)	20,088.13	17,163.13	9,552.16
Other income not from operations (thousand baht)	0.00	0.00	0.00

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

	2023	2024	2025
Share of profit (thousand baht)	0.00	0.00	0.00

1.2.2 Information on products and services

The company operates in the Information Technology and Communication business, acting as a System Integrator for end-to-end ICT solutions, encompassing both hardware and software components.

This includes after-sales maintenance, repair, and overhaul services for computer systems and peripherals, as well as computer systems and peripherals rental. The company's experienced and specialized information technology team delivers quality work that builds customer confidence in the company's capabilities. The business can be categorized into 3 groups as follows:

1. Distribution and Installation Business
2. Maintenance and Repair Services
3. Rental System Business

1.2.2.1 Product/service information and business innovation development

1. Distribution and Installation Business

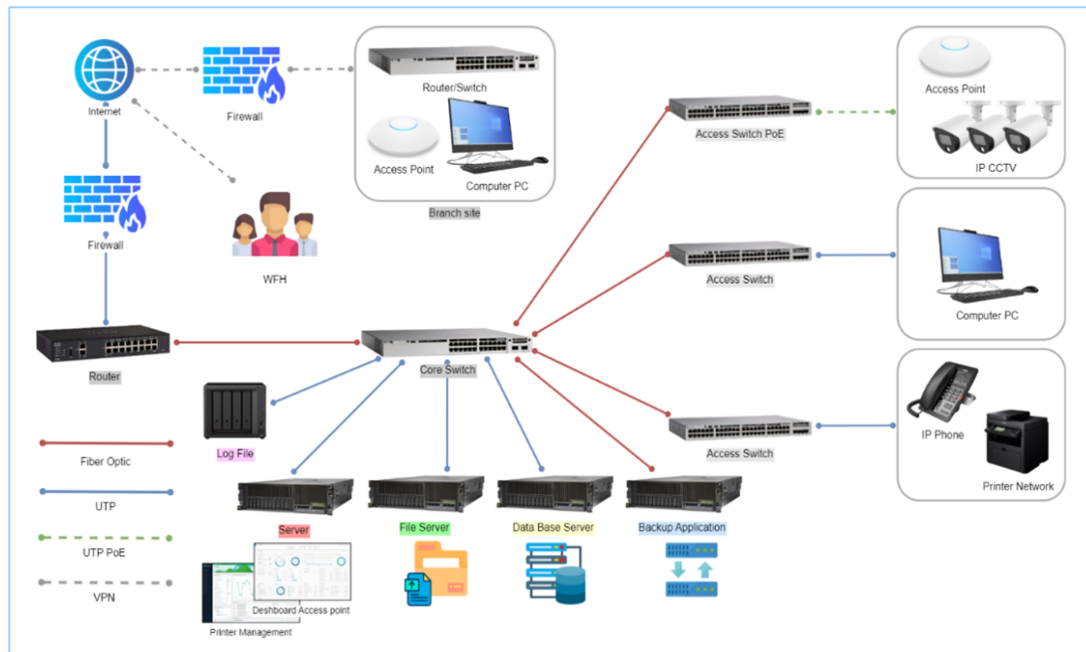
The Company is a system integrator (SI) that provides complete information technology system services, including designing efficient systems by integrating hardware, software, and equipment such as network infrastructure, power systems, audio systems, and display systems under the conditions specified in the Terms of Reference (TOR) and sourcing high-quality products, installation, and after-sales service in IT and network systems. This business segment is further divided into five groups as follows:

1. Network Infrastructure includes LAN networks, WAN networks, Wireless LAN (WLAN) systems, and Cyber Security systems.
2. Data Center System
3. Network Management System
4. Hardware and Peripherals
5. System and Application Software

1) Network Infrastructure

Network infrastructure is crucial for managing information technology processes, from data storage to data transmission and management, data security, and compiling large amounts of verifiable and reliable data. Network infrastructure serves as the backbone for connecting data among users within an organization in various forms, detailed as follows:

Example of Network Infrastructure operation



1.1) LAN Network System

A local area network (LAN) connects multiple computers with cables to link operations between computers and technology devices. It is suitable for use within the same organization or building, allowing convenient and fast data transfer between computers and technology devices compared to other channels. It also saves costs by sharing resources such as printers or scanners. Due to its ability to transmit data quickly and reliably, LAN is a widely popular network system.

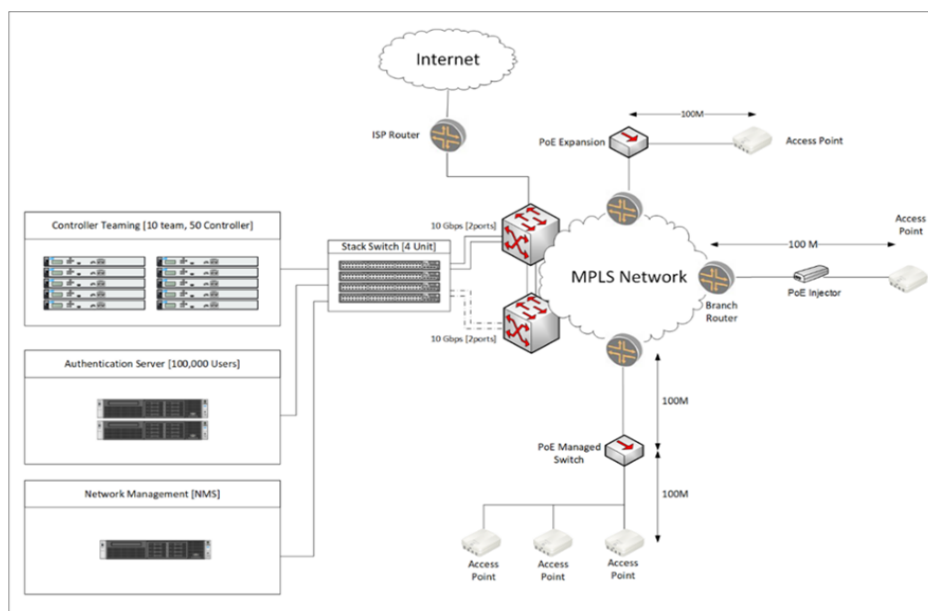
1.2) WAN Network System

A wide area network (WAN) is a large-scale networking system that utilizes advanced connectivity technologies to link geographically dispersed locations. It enables remote data access, backup storage, and seamless integration with cloud-based applications, allowing data to be shared globally. The connection speed depends on data size and the efficiency of the transmission medium, such as cables or satellites. WAN is popular for data connectivity in organizations with headquarters and branches not located in the same building or nearby.

1.3) Wireless LAN (WLAN) System

A wireless LAN is a communication system that transmits data without cables, using radio-frequency (RF) and infrared signals to a receiver, which may be a computer directly or through a signal distributor. Radio waves can penetrate obstacles, making wireless connections efficient, allowing users to access data within the coverage area without being confined to a location like LAN usage. However, the limitation is that the effective signal transmission distance decreases with increasing distance between the user and transmitter.

Example of Wireless LAN (WLAN) system operation



1.4) Cyber Security System

Cyber security is a crucial technology for protecting networks, devices, and computer programs. It can reduce the risks of damage to important data and preventing unauthorized access to information, whether from internal personnel without access rights or external parties.

The Company provides complete cyber security solutions, including designing, sourcing, and installing cyber security systems to fully meet customer needs. Data security is fundamental for sustainable operations in every organization. As global cyber threats are increasingly complex, all sectors are focusing more on security systems to prevent unauthorized data access.

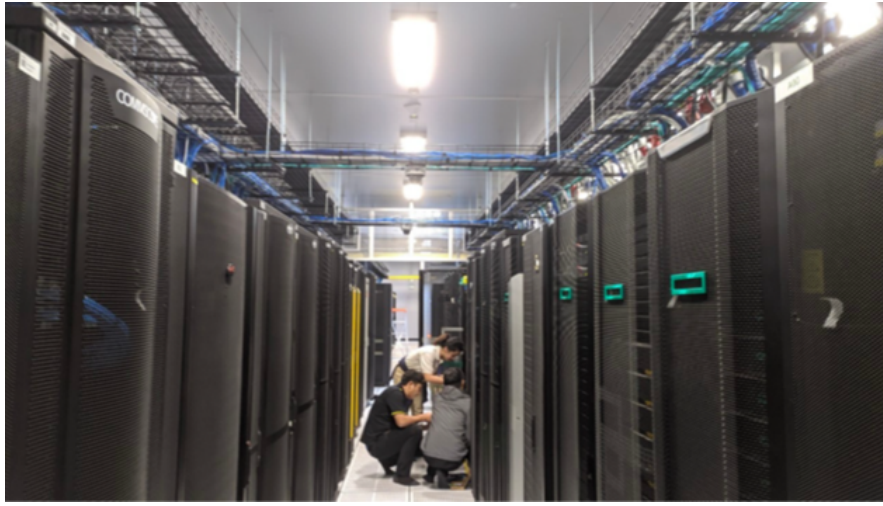
2) Data Center System

With the rapid growth and development of the information technology industry over the years, many organizations face challenges in managing large volumes of data. As a result, there is a growing awareness of the importance of effective data management and control. This has led to the development of data center systems to assist in sharing IT resources, using software programs to store and transmit data to users via a networked system. Efficient Data Center network infrastructure requires sufficient power, backup power sources, cooling systems, air conditioning for temperature control, and maintenance for continuous operation.

The Company provides comprehensive data center solutions, covering consultation, equipment sourcing, system design, and installation. A data center is a facility for housing the main servers that control and connect other computer into a unified network for data processing, enterprise data storage, and supporting infrastructure. Computers within the same data center can efficiently transfer data in both hardware and cloud systems.

The Company has a team of experts with direct experience in managing operations, from product recommendations to delivery and maintenance for clients, including sourcing high-quality products from internationally renowned distributors

Example of a Data Center system



3) Network Management System

The network management system is designed to maintain the network, ensuring that computer devices operate at their highest efficiency. This system encompasses data collection, data analysis, and controlling data size to fit system capacity to resolve network device issues such as data transmission failures and performance issues like delayed data transfer. This requires problem analysis using specialized tools to identify causes and implement improvements. The scope of network management includes system error monitoring, device specifications, network topology, connection characteristics, network account management, usage cost calculation, activity logging, and security management such as resource access control and access log auditing.

4) Hardware and Peripherals

As hardware and Peripherals are essential technology equipment at both individual and organizational levels, high-performance computers and peripherals are highly in demand in the market. The Company has long been an authorized distributor of computers and peripherals from renowned global brands, providing high-quality and fully featured products such as desktop computer, tablets, notebooks, printers, and scanners to meet customer needs

5) Distribution of System and Application Software

System software is used to control the basic operations of computers and peripherals, ensuring they operate smoothly together. Examples include Windows and Linux systems. Application software enables computers to perform specific tasks as desired by users, including spreadsheet programs, presentation software, database management programs, and antivirus software.

The Company is an authorized distributor of system and application software from leading global brands like Microsoft. With a deep understanding of customer needs, our team can offer products suitable for customer use.

2. Maintenance and Repair Services (MA Business)

In addition to distributing and installing IT and network equipment, the Company also provides maintenance and repair services for computer systems and peripherals to ensure customers can use their IT systems effectively throughout the product's lifespan. Services include preventive maintenance and corrective maintenance, which are available even on public holidays, with 24/7 support or as per service agreements. Services cover product usage problem analysis, regular maintenance, repair, and replacement of faulty parts.

For computer system and peripheral maintenance and repair, the Company can fully meet customer needs, including outsourcing external technicians for nationwide service, selecting spare parts for maintenance and repair, and

providing product warranties throughout the service contract. The Company has a knowledgeable and experienced team ready to support business operations, assist external technicians on-site, or provide product usage advice effectively.

3. Rental System Business

Our team offers consulting, installation, and rental services for computer systems and peripherals, ensuring that our leased products satisfy customer requirements both in terms of affordability and high-performance standards. We also provide scheduled system checks and maintenance, as well as necessary hardware repairs and replacements, allowing customers to save costs and maintain continuous operations. Our rental services operate under Terms of Reference (TOR) set by government agencies, with initial contracts lasting 3-5 years and renewals for an additional 1 year each time.

In our rental business model, the Company provides government agencies with IT-related computer systems and peripherals on a monthly or quarterly fee basis. The Company is responsible for maintaining equipment in good working condition and updating software to meet lessee needs. Some government agencies may specify additional conditions, such as requiring the Company to have sufficient backup equipment or a call center for convenient and quick service access.

The rental business is divided into two types: 1) Financial Lease and 2) Operating Lease. The Company classifies lease contracts according to Thai Financial Reporting Standard No. 16 under Leases section (for lessors), ensuring there is no uncertainty in economic benefits from the lessee, such as early termination rights or liability for loss. If conditions are met, the Company records it as a financial lease from the contract's effective date.

Upon the expiration of a lease agreement, if the lessee wishes to extend the contract beyond its original term, the Company refers to Thai Financial Reporting Standard 16, which involves incorporating the modified lease terms as if they were effective from the commencement date of the lease. If the inclusion of the modified terms results in a change in the classification of the lease, the Company adjusts the recognition of the item from the effective date of the contract modification. However, if the contract content grants the lessee the right to terminate the lease before its expiration, whether in whole or in part, the Company will classify the lease as an operating lease. Furthermore, if the lessee does not express an intention to renew the contract, the Company proceeds to retrieve the leased assets and records the value of the assets held for sale as assessed on the lease commencement date (Previously, due to insufficient historical data for asset valuation on the lease commencement date, the Company did not assess assets on that date to prevent errors in valuation caused by inadequate historical information. Therefore, the Company has historically valued retrieved assets at the end of the lease term using the market price at that time.) Upon the disposal of such assets, if there is a difference between the fair value on the disposal date and the value of the assets held for sale, the Company records the difference as a gain or loss from the sale of leased assets, which is presented as other income in the statement of comprehensive income.

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

Research and development (R&D) policy : No

R&D expenses in the past 3 years

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

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

Marketing and Competition

The Company has established marketing strategies to create positive experiences and add value for customers, focusing on efficiently and sustainably meeting customer needs through the following approaches:

1) Competitive Strategies

The Company adheres to the principle of providing comprehensive services (One-Stop Service), leveraging the knowledge, experience, and expertise of its executive team and employees in product design, development, and the delivery of goods and services that can meet diverse customer needs quickly and comprehensively. The Company focuses on offering modern information technology products and solutions while consistently maintaining quality standards in its operations to enhance its competitive capabilities.

1.1) Business Strategies

Recognizing the importance of organizational-level strategic planning, the Company's management team has formulated strategies to grow through expanding the customer base. We continuously develop our personnel to be knowledgeable and up-to-date with the latest technological advancements, enabling the Company to meet diverse and evolving customer needs. This capability enhances the Company's chances of securing more project bids.

The Company also focuses on differentiation strategies in both products and services, emphasizing market-driven differentiation, quality products, and team expertise. We integrate systems to match customer needs more closely, enhancing sales and marketing strategies to increase customer satisfaction and sales opportunities through all-in-one or one-stop service. Furthermore, we are committed to sustainable business practices, incorporating the concept of sustainable organizational development that focuses on environment, social, and governance factors (ESG) into our business operations.

In terms of capital, the Company places great importance on sourcing appropriate funding that aligns with its capital requirements, business operations, and other relevant factors such as capital costs and loan interest rates to maximize investment and operational efficiency. The Company manages excess liquidity through investment policies in financial instruments and bank deposits to effectively control liquidity management risks.

1.2) Functional Strategies

Sourcing, Delivery, and Service Provision

The Company implements a sourcing strategy that prioritizes product standards and competitive pricing, while placing a strong emphasis on quality control. We test product features and evaluate quality before offering and delivering installations to customers, which helps retain existing customer bases and expanding new ones. We ensure our products meet customer needs and enhance capabilities by delivering installations to any customer-desired locations, focusing on comprehensive logistics, installation, and service management. Additionally, we offer installation services at customer sites, continuously improving installation quality through the adoption of modern technology and ongoing personnel development in technical, management, and conceptual skills.

Target Customer Focus

We recognize the importance of identifying target customer groups whose needs align with our experience and expertise to appropriately address and meet their needs. Our customer groups include government agencies such as schools, educational institutions, universities, the Bank for Agriculture and Agricultural Cooperatives, Thailand Post, the Excise Department, the National Broadcasting and Telecommunications Commission (NBTC), the Royal Thai Police, hospitals, the National Statistical Office, and the Secretariat of the House of Representatives. Additionally, we remain open to serving private sector clients needing our products for providing services to government agencies.

1.3) Marketing Strategies

Products Aspect

The Company ensures that the products it procures and offers align with customer requirements, emphasizing quality and compliance with industry standards. We carefully select high-quality computer systems, including hardware, software, and network systems, ensuring that all products meet the specifications required by customers as per the Terms of Reference (TOR). Additionally, we continuously monitor information technology equipment and solutions to provide our customers with the latest and most efficient products that meet their needs. Instead of relying on a single supplier, we source products that meet international standards from many reputable manufacturers. This strategy enables the Company to compare prices effectively, ensuring cost efficiency while avoiding over-reliance on any single supplier.

Pricing Aspect

The Company employs a cost-plus margin pricing strategy. A cost sheet is prepared based on inquiries about product costs from partners to determine the initial cost for setting the sale price to customers. The cost estimation includes product costs, transportation, installation services, and warranty. We may offer different profit margins to customers based on other factors such as payment terms, project complexity, customer financial reliability, and project value. We have set a standard profit margin as a guideline for management and employees. If a project is proposed at a margin below the standard, it must be approved in accordance with the Company's Delegation of Authority (DOA). Furthermore, we emphasize sourcing reasonably priced products and services to meet customer needs, with a commitment to delivering high-quality and efficient products and services, prioritizing customer satisfaction.

Distribution Channels

The Company has two distribution channels: 1) Directly presenting products, services, and solutions to government customers, and 2) Distribution through private company partners contracted with government agencies.

Marketing and Public Relations

Given that we have partners in government agencies and private companies whose end users are also government agencies, our marketing and public relations efforts focus on corporate social responsibility. We actively foster good relationships with all stakeholders, such as partners, shareholders, society, and communities.

2) Company's Competitive Capabilities

- The Company has the capability to procure products from internationally renowned brands such as HP, Lenovo, Acer, Apple, Intel, DELL, Epson, Canon, Brother, LG, Xerox, Samsung, Cisco, D-Link, Aruba, Axis, Boss, Honeywell, Microsoft, and VMWare. The strong relationship between the Company and these brands manufacturers results in the Company's team receiving training to have a thorough understanding of the products, which is a strength that enables the team to provide excellent services to users.

- The Company is one of two companies appointed as an exclusive distributor of Microsoft educational software, allowing it to procure educational software from Microsoft at competitive prices. This exclusivity provides a strategic advantage over competitors.
- The Company places importance on after-sales service as a core business operation, enabling it to retain customers and create customer satisfaction. This focus helps encourage them to use services regularly and recommend the Company to other potential customers.
- The Company has experienced management and team members who have extensive industry experience, earning trust from both government and private sector customers. We develop personnel by encouraging employees to regularly attend product training from manufacturers, ensuring that they are equipped to understand customer needs, design and consult on operational procedures, and provide after-sales service efficiently.

3) Customer Group Types

The Company serves a diverse range of customers, including government sector clients, with whom we directly participate in bidding, and private sector clients who bid for government projects and trust the Company's products for their needs. Our customer base can be categorized into two types as follows:

3.1 Government Sector Customer Group

The Company's government sector clients include government agencies and state enterprises, particularly state educational institutions and state financial institutions, such as the Bank for Agriculture and Agricultural Cooperatives, the Office of the Basic Education Commission (OBEC), the Excise Department, Thailand Post Co., Ltd., the Office of Insurance Commission (OIC), schools, educational institutions, universities, the National Broadcasting and Telecommunications Commission (NBTC), the Royal Thai Police, hospitals, the National Statistical Office, and the Secretariat of the House of Representatives, among others.

For government sector clients, projects are typically tendered through procurement methods similar to those of government regulations. Generally, government clients select contractors primarily through competitive bidding, considering bidders who meet all specified qualifications. Most government contracts are for turnkey projects, covering everything from understanding customer needs, providing initial knowledge, planning, designing suitable systems, to installation, maintenance, and user training to enhance skills.

3.2 Private Sector Customer Group

The private sector customer group comprises companies listed on the Stock Exchange of Thailand and companies in the information technology industry with the knowledge and capability to bid for projects with government agencies. Private sector clients typically make selection decisions based on price comparison, product quality, and qualifications in terms of experience, expertise, and past performance.

4) Service Centers

The Company has established service centers in Songkhla, Nakhon Sawan, and Chiang Mai to facilitate transactions with government agencies, including bid submission, product demonstration, to project delivery in nearby areas. These centers also provide repair and maintenance services to support clients across various regions in Thailand. Each service center continues to operate to this day, with 1-3 staff members stationed at each location.

The industry competition during the preceding year

Overview of Macroeconomic Factors Affecting the System Integrator (SI) Business

The company's System Integrator business is linked to macroeconomic conditions through the 'technology investment cycle' of both public and private sectors. During economic slowdowns, organizations often delay or reduce capital

expenditure (CAPEX) and postpone decisions on new projects, affecting revenue recognition and cash flow. However, the demand for digital transformation, cybersecurity, and operational efficiency remains a structural driver, making investments in mission-critical systems continuously necessary.

Key External Factors Affecting Performance

Government Spending and Budget Disbursement

A significant portion of SI business revenue depends on government procurement plans and budget disbursements. If project approval processes, TOR preparation, or budget allocation are delayed, it may postpone delivery schedules and revenue recognition.

Private Sector Investment Cycle and Business Confidence

Economic volatility affects the confidence of private sector clients, especially industries sensitive to exports or global demand. When organizations tend to be cautious with investments, it impacts the project pipeline and sales conversion rates. However, projects in Cloud, Data/AI, Cybersecurity, and cost optimization systems are often still considered, even during economic slowdowns.

Interest Rates, Liquidity, and Loan Conditions

Interest rate levels and credit tightening affect (1) the company's financial costs, (2) the ability to invest in advance to support projects, and (3) the trade receivable collection period/customer payment collection, especially for project-based work with installment payment conditions. Therefore, the company prioritizes working capital management, credit term setting, and close monitoring of payment collection.

Exchange Rates and Technology Product Prices

The SI business has a relatively high proportion of costs related to imported equipment and software. Fluctuations in the Thai Baht exchange rate and technology prices (including shipping/insurance/import duties in some cases) may affect the cost of goods sold and gross profit margins, especially for fixed-price contracts. Therefore, the company manages risks by setting pricing conditions in contracts, planning purchases, and managing inventory to align with delivery schedules.

Supply chain risk and lead time

Fluctuations in global production and transportation may extend lead times, affecting delivery schedules and contractual penalties (if any). The company manages risks through proactive procurement planning, diversification of sourcing, assessment of product readiness, and contingency planning for critical components.

Structural Factors Presenting Opportunities for the SI Business

- The promotion of government policies on Digital Government, Smart City, and the enhancement of public services increases opportunities for projects and recurring service work.
- Trends in cyber risks and data governance regulations increase the demand for Cybersecurity, IAM, SOC, and data backup/recovery solutions.
- Migrating systems to the Cloud and utilizing Data/AI for efficiency enhancement expands the market for system design, management, and managed services that generate recurring income.

Company's Trends and Strategic Responses

Under uncertain economic conditions, the company focuses on (1) selecting quality projects and managing risks effectively, (2) maintaining profit margins through stringent cost and contract management, (3) increasing the proportion

of recurring revenue from maintenance/Managed Services, and (4) strengthening working capital. This is achieved by developing delivery capability and project management standards to build sustainable trust among customers and stakeholders.

Reference: <https://www.bot.or.th>

<https://www.imf.org/en>

Competitive Landscape

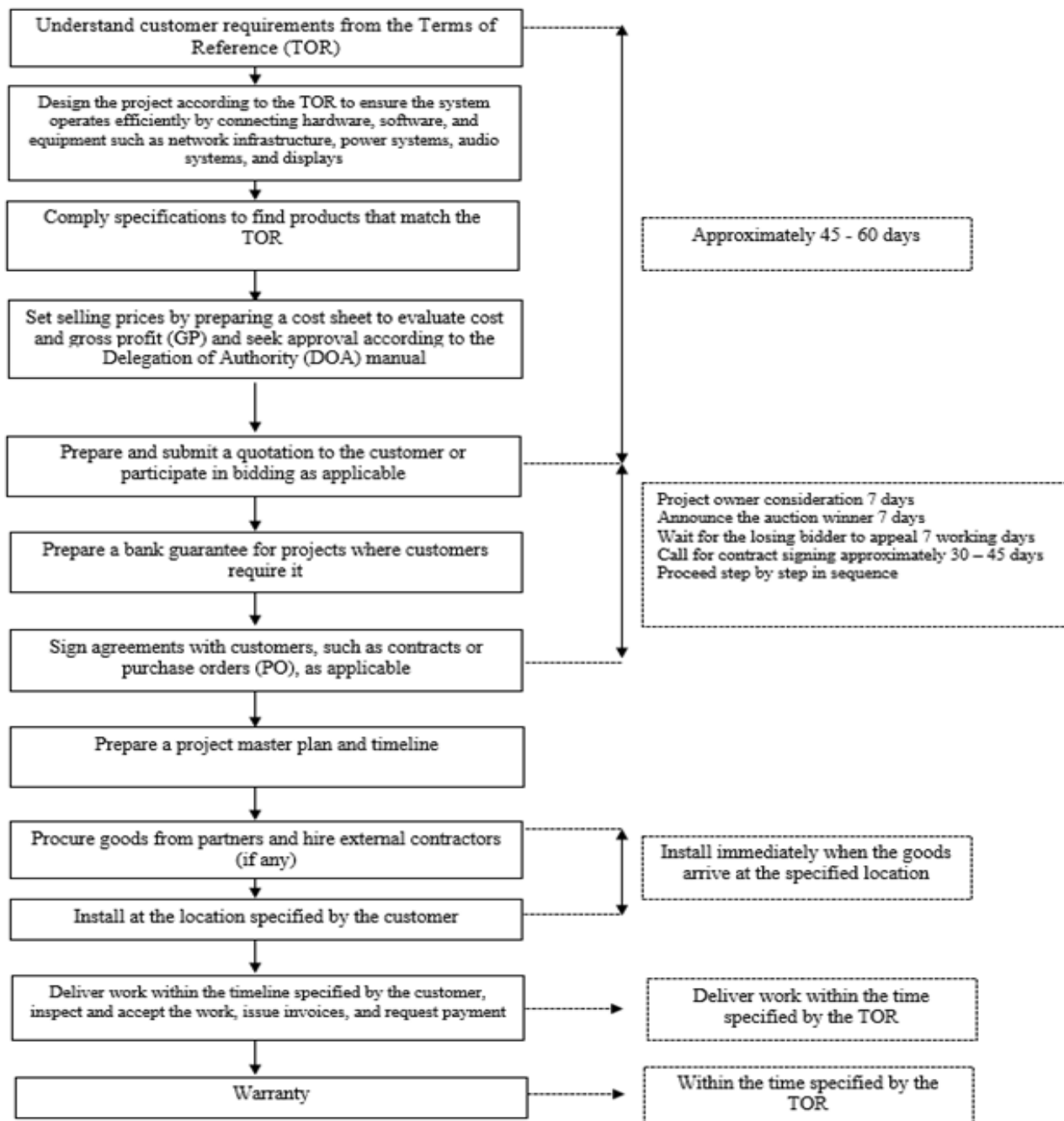
The Company operates in the information and communication technology sector as a system integrator to provide design, sourcing, and installation services for complete information technology systems, as well as repair, maintenance, and equipment rental services. The Company focuses on government sector clients related to education, where there are few competitors. However, the industry still has companies with similar businesses but different expertise and main target clients.

(Unit: Million Baht)

List of companies with similar business operations to the company System Integrator (SI) or MA or Rental	Business Type	Paid-up Capital	Total Revenue Year 2024	Net Profit Year 2024	Total Revenue Year 2025	Net Profit Year 2025
1. SVOA Public Company Limited (SVOA)	SI and Rental	947.00	8,526.00	25.28	8,921.53	217.52
2. Sky ICT Public Company Limited (SKY)	SI	357.74	6,744.03	480.24	10,264.41	772.56
3. Advance Information Technology Public Company Limited (AIT)	SI	1,536.42	7,230.17	571.83	6,818.37	579.89
4. Turnkey Communication Services Public Company Limited (TKC)	SI	400.00	2,448.89	210.03	2,338.32	170.58
5. Ditto (Thailand) Public Company Limited (DITTO)	SI	346.96	2,441.07	458.30	3,188.64	599.25
6. International Research Corporation Public Company Limited (IRCP)	SI	311.74	951.73	22.36	733.74	(201.52)
7. Supreme Distribution Public Company Limited (SPREME)	SI, MA, and Rental	370.00	869.77	137.13	1,567.47	160.99
8. Ricoh Services (Thailand) Co., Ltd.	SI and MA	2.05	969.44	154.63	1,002.48	158.45
9. Computer Union Co., Ltd.	SI, MA, and Rental	200.00	3,371.99	17.45		
10. Com Trading Co., Ltd.	SI and MA	30.00	252.28	1.58		
11. ASL Automated (Thailand) Co., Ltd.	SI and Rental	111.00	296.33	6.87		
12. United Information Highway Co., Ltd.	SI	600.00	3,086.41	23.08		
13. Yip In Tsoi Co., Ltd.	SI	220.00	6,075.84	96.02		
14. Munich Supply Limited Partnership	SI	5.00	29.27	0.13		

Key Work Processes

Project Work Process



The project timeline begins with understanding the customer's requirements to the date the Company delivers the installation of IT and network systems to the customer. The duration depends on the Terms of Reference (TOR) for each project, typically taking about 90 - 120 days, mostly for government clients. After the project delivery is completed, the Company provides a warranty according to the agreement with the customer, usually ranging from 1 to 5 years.

1.2.2.3 Procurement of products or services

The Company has a policy for managing service revenue, aiming for an appropriate and balanced proportion of revenue from government and private sector clients. This is to diversify risk from over-reliance on any single client group, as well as to support the growth of service revenue and maintain the Company's profit margins at an appropriate and sustainable level.

The target client groups and distribution channels for the Company's business can be categorized into two types of clients:

1. Private Sector Clients
2. Government Sector Clients

The Company conducts sales through two main channels:

1. Direct offering of products, services, and solutions to government sector clients.
2. Sales through private sector partners who are contractors with government agencies.

To ensure that the Company's provision of products and services is efficient, aligns with actual costs, and remains competitive in the market, the Company prioritizes systematic, transparent, and clearly defined pricing policies. This involves considering cost structures, the quality of goods and services, as well as suitability for competitive conditions and customer value.

Pricing Policy

Before preparing a quotation or participating in procurement bidding, the Company sets sales prices according to its pricing policy by adding a gross profit margin to the cost. The gross profit margin considers the costs of hardware, software, related equipment, and project expenses such as transportation, installation, and inspection fees. We have set a minimum gross profit margin according to the pricing policy. If a sales price with a gross profit margin lower than the set minimum is approved, it must be presented to the authorized person as per the Delegation of Authority (DOA) manual for approval. On May 2, 2023, the Extraordinary General Meeting of Shareholders No. 1/2023 approved the pricing policy, which will be reviewed at least every two years or when changes occur to ensure it remains current, appropriate, and competitive.

Products Sourcing

The Company prioritizes product standards, reliability, and timely delivery. We select quality products from reputable and trusted product owners. We source equipment and products from leading international brands, such as:

- Computer equipment: HP, Lenovo, Acer, Apple, Intel, and DELL
- Peripheral equipment: Epson, Canon, Brother, LG, Xerox, and Samsung
- Network System: Cisco, D-Link, and Aruba
- Public Safety System: Axis, Boss, and Honeywell
- Software: Microsoft, VMWare

We use multiple procurement channels to offer flexible options that meet customer needs. We present products to customers before placing orders. Once customer orders are received, we contact authorized distributors in Thailand and orders directly from product owners abroad. After we complete the product order, the product owner or distributor delivers the products to the Company, where our expert team conducts quality checks before delivering them to customers.

Outsourcing Contractors

We carefully select external contractors with the expertise to install and configure IT and network systems to meet project delivery schedules. Given that project sites are scattered across the country, we emphasize quality control by establishing criteria for selecting external contractors, considering qualifications such as past work history, quality of work previously done with the Company, and timely project delivery. We maintain a vendor list and assess contractor capabilities, risks, and compliance with quality standards.

Warranty

We provide a warranty according to the agreement with the customer, usually ranging from 1 to 5 years. For government sector clients, we warranty the work as specified in the Terms of Reference (TOR) or contract appendices

from the outset. For private sector clients handling government projects, we warranty only the products sold according to the manufacturer's warranty terms as stated in the quotation and/or other agreed conditions.

Environmental Impact

The Company conducts its business without significant environmental impact, consistently prioritizing safety and the working environment.

1.2.2.4 Assets used in business undertaking

Core permanent assets

Fixed assets used in the company's core business operations are detailed as follows:

The appraisal price of core permanent assets

List of assets	Book value / Appraised value	Ownership	Obligations	Additional details
Decorative items, fixtures, and office equipment	3.46	The Company is the owner.	No obligations	Unit: Million Baht
Vehicle	0.78	The Company is the owner.	No obligations	Unit: Million Baht
Non-current assets for operating leases	1,080.18	The Company is the owner.	No obligations	Unit: Million Baht

Core intangible assets

As of December 31, 2025, the net book value of the company's intangible assets, as presented in the company's financial statements, amounts to 1.98 million Baht, representing the value of software for the company's business operations.

Investment Property

As of December 31, 2025, the net book value of the company's investment properties, as presented in the company's financial statements, amounts to 17.75 million Baht, which represents land in Bang Bua Thong District, Nonthaburi Province. Currently, the aforementioned land in Bang Bua Thong District, Nonthaburi Province, is encumbered by a mortgage for a loan facility under a credit agreement with a financial institution.

Right-of-use assets

Net Book Value (Unit: Million Baht)

Item	December 31, 2024	December 31, 2025	Commitments
Land and Buildings	37.24	28.84	-
Vehicles	3.33	2.62	-
Total	40.57	31.46	

Financial agreements from financial institutions

Summary of Credit Limits and Remaining Credit Limits (Unit: Million Baht)	Institution Financial Institution 1	Institution Financial Institution 2	Institution Financial Institution 3
Bank Guarantee (BG) facility	519.07	296.00	300.00*
Remaining credit limit for bank guarantees (Bank Guarantee : BG)	287.43	111.54	155.05
Term Loan facility	-	1,463.00	1,000.00
Remaining credit limit for Term Loan	-	1,463.00	1,000.00
Promissory Note (P/N) facility	235.93	-	-
Remaining credit limit for Promissory Note (P/N)	235.93	-	-
Overdraft (OD) facility	20.00	-	1.00
Remaining credit limit for Overdraft (OD)	20.00	-	1.00
Credit limit for international purchase orders (L/C), domestic (DL/C), Trust Receipt (T/R) loans	22.00	-	-
Remaining credit limit for international purchase orders (L/C), domestic (DL/C), Trust Receipt (T/R) loans	22.00	-	-
Forward Foreign Exchange Contract (Forward Contract) facility	3.00	40.00	200.00
Remaining credit limit for forward foreign exchange contracts (Forward Contract)	3.00	40.00	200.00
Total credit limit	800.00	1,799.00	1,501.00
Remaining credit limit	568.36	1,614.54	1,356.05

* The credit facilities for Bank Guarantees (BG), Promissory Notes (PN), import Letters of Credit (L/C), Domestic Letters of Credit (DL/C), and Trust Receipts (T/R) are utilized under a combined credit line by the Company.

The appraisal price of core intangible assets

List of assets	Types	Book value / Appraised value	Additional details
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List of assets	Types	Book value / Appraised value	Additional details
Trademark	Trademark	0.00	The company's trademark for business operations was initially registered on May 13, 2005, with a validity period of 10 years, and is renewable every 10 years. The current expiration date is May 12, 2035.

List of assets	Types	Book value / Appraised value	Additional details
The Company	Others : Property All Risks Insurance	51,700,000.00	2/1 Soi Pradit Manutham 5, Pradit Manutham Road, Tha Raeng Sub- district, Bang Khen District, Bangkok / Building structure (excluding foundation), fixed furniture and decorations (28.00 million Baht), and office equipment, computers with accessories (excluding notebook computers), utility systems, including various related accessories (3.70 million Baht), and various stock (20.00 million Baht). Insurance period: December 9, 2025 to December 9, 2026.

List of assets	Types	Book value / Appraised value	Additional details
The Company	Others : Property All Risks Insurance	15,000,000.00	22 Soi Pradit Manutham 15, Pradit Manutham Road, Lat Phrao Sub-district, Lat Phrao District, Bangkok Metropolis / Building structure (excluding foundation) (10.00 million Baht), various inventory items such as computers, including electronic equipment and parts (4.90 million Baht), and office equipment (0.10 million Baht). Insurance period: April 10, 2025 to April 10, 2026.

List of assets	Types	Book value / Appraised value	Additional details
License from the National Broadcasting and Telecommunications Commission	Others : License or Certificate	0.00	<p>- The Company received a license to trade, dated May 29, 2025. This license is valid until May 28, 2026.</p> <p>- The Company received a license to sell receivers, instruments, or equipment, dated May 29, 2025. This license is valid until May 28, 2026.</p> <p>- The Company received a license to possess for sale receivers, instruments, or equipment, dated May 29, 2025. This license is valid until May 28, 2026.</p> <p>- The Company received a license to possess for installation receivers, instruments, or equipment, dated May 29, 2025. This license is valid until May 29, 2026.</p>



Investment policy in the subsidiaries and associated companies

Investment policy in the subsidiaries and associated : Yes
companies

The Board of Directors establishes investment policies and governance frameworks for subsidiaries, associates, and joint ventures to ensure their operations are aligned with the Company's vision, strategies, and policies, as well as to appropriately protect the Company's investment interests.

The Company has a policy to invest in businesses that support growth, generate appropriate returns, and create synergy. All investments must undergo feasibility and risk analysis and receive approval from the Board of Directors or the shareholders' meeting, in accordance with relevant criteria.

In terms of governance, the Company establishes policies, management systems, and key control systems, such as financial and accounting systems, internal control, risk management, and anti-corruption measures. Additionally, the Company appoints representative directors to oversee operations in proportion to its shareholding and stipulates that significant transactions or operations must receive prior approval from the Board of Directors.

In addition, the Company continuously monitors and evaluates the performance of its subsidiaries, associates, and joint ventures to ensure accurate and transparent disclosure of information, compliance with laws, regulatory guidelines, and good corporate governance principles, thereby supporting the sustainable growth of the group of companies. Further details are provided in Section 8.1.3 regarding the governance of subsidiaries and associates.

1.2.2.5 Under-construction projects

Under-construction projects : Yes

The details of projects not yet delivered as of December 31, 2025, are as follows:

Details of under-construction projects

Total projects : 26
Values of total ongoing projects : 4,833,575,916.12
Realized value : 842,537,775.77
Unrealized value of remaining projects : 3,991,038,140.35
Additional details : N/A

Details specification of under-construction projects

Project name	Project revenue recognition (Percent)	Estimated duration (Year)	Estimated completion time	Project value (Million Baht)	Additional details
Computer Equipment Rental Project	0.48	5 Year 0 Month	Dec 2031	3,423.73	-
Public Internet Service Center Development Project	25.67	6 Year 0 Month	Mar 2031	272.02	-
Information Technology Equipment Leasing Program	47.48	4 Year 0 Month	Dec 2029	478.60	Estimated period 2.4 years
Information Technology System Maintenance and Repair Project	10.57	4 Year 0 Month	Dec 2028	67.48	Estimated period of 1-4 years
Project for the Sale of Equipment with Preventive Maintenance Services	92.58	5 Year 0 Month	Dec 2030	482.41	Estimated period of 3.5 years
Information Technology System Equipment Supply and Installation Project	66.68	5 Year 0 Month	Dec 2029	78.54	Estimated timeframe of 1-5 years
Data Warehouse System Development Project	75.00	1 Year 0 Month	Mar 2026	30.80	-

1.3 Shareholding structure

1.3.1 Shareholding structure of the group of companies

As of December 31, 2025, the Company has no subsidiaries or associates.

Policy on operational organization within the group of companies

Investment Policy in Subsidiaries, Associates, and Joint Ventures

In the event that the Company invests in subsidiaries, associates, and joint ventures, the Company establishes a clear structure and delineation of operational responsibilities among group companies to ensure that management is aligned, efficient, and capable of appropriately controlling risks. The key principles are as follows:

- **Role of the Parent Company**

The Company is responsible for formulating policies, strategies, and the overall business direction of the group, as well as establishing key management frameworks, including finance, accounting, internal control systems, risk management, and anti-fraud measures. The Company also considers and approves or endorses significant transactions that may impact the financial position, investments, capital structure, and other matters that could affect the group. In addition, the Company monitors and supervises the performance of group companies to safeguard the interests of shareholders and the Company's investments.

- **Roles of Subsidiaries, Associates, and Joint Ventures**

They are responsible for conducting business operations in accordance with the approved business plans and budgets, under the policy framework established by the parent company. They manage their day-to-day operations in a manner appropriate to the nature of their respective businesses, comply with applicable laws, regulations, rules, and relevant policies, and regularly report their operating results, financial position, and significant transactions to the parent company.

- **Joint Governance Mechanism**

The Company appoints its representatives to serve as directors in group companies in proportion to its shareholding, in order to oversee operations and align business policies. Significant transactions or those outside the ordinary course of business must obtain prior approval or endorsement from the parent company before execution. The Company has also established appropriate reporting systems, disclosure practices, and internal control systems to ensure that the operations of group companies are transparent, auditable, and in compliance with good corporate governance principles.

Shareholding diagram of the group of companies

Does your company have any shareholdings in other : No
companies?

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

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

1.3.3 Relationship with major shareholders' business

Does the company have a relationship with a business : No

group of a major shareholder?

1.3.4 Shareholders

List of major shareholders

The top 10 major shareholders of the Company, according to the shareholder list as of December 30, 2025 (Record Date), are as follows:

Group/List of major shareholders	Number of shares (shares)	% of shares
1. Mr. Panuwat Khantamoleekul	230,000,000	31.08
2. Zenith International Company Limited	200,100,000	27.04
3. Mr. Nitid Khantamoleekul	22,210,000	3.00
4. Mr. Panupong Khantamoleekul	20,000,000	2.70
5. Ms. Suporn Manomaiphan	20,000,000	2.70
6. Mr. Suppavit Khantamoleekul	20,000,000	2.70
7. Mr. Chatchawan Khantamoleekul	15,861,400	2.14
8. Mr. Bancha Manomaiphan	14,295,600	1.93
9. Ms. Warunee Manomaiphan	10,859,200	1.47
10. Ms. Amornrat Khantamoleekul	10,165,000	1.37

Major shareholders' agreement

Does the company have major shareholders' agreements? : No

1.4 Amounts of registered capital and paid-up capital

1.4.1 Registered capital and paid-up capital

Registered capital and paid-up capital

Registered capital (Million Baht) : 370,000,000.00

Paid-up capital (Million Baht) : 370,000,000.00

Common shares (number of shares) : 740,000,000

Value of common shares (per share) (baht) : 0.50

Preferred shares (number of shares) : 0

Value of preferred share (per share) : 0.00

Has the company listed in other stock exchange?

Has the company listed in other stock exchange? : No

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

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

1.4.3 Shareholding by Thai NVDR Company Limited (NVDR)

Are shares held by Thai NVDR Company Limited (NVDR)? : No

1.5 Issuance of other securities

1.5.1 Convertible securities

Convertible securities : No

1.5.2 Debt securities

Debt securities : No

1.6 Dividend policy

The dividend policy of the company

The Company has a policy to pay dividends annually at a rate of not less than 40% of the net profit after corporate income tax from the Company's separate financial statements, and after deducting legal reserves and other accumulated funds as determined by the Company. However, such dividend payments may be subject to change depending on the Company's financial position, operating results, investment plans, and other necessities and appropriateness in the future, as deemed appropriate by the Board of Directors and/or the Company's shareholders. The consideration for the Company's annual dividend payment must be approved by the shareholders' meeting, except for interim dividend payments, which the Board of Directors has the authority to approve and subsequently report to the shareholders' meeting at the next meeting.

Historical dividend payment information

	2021	2022	2023	2024	2025
Net profit per share (baht : share)	0.0000	0.0000	0.2800	0.2000	0.2200
Dividend per share (baht : share)	0.0000	0.0000	78.5800	0.1100	0.1200
Ratio of stock dividend payment (existing share : stock dividend)	0.0000 : 0.0000	0.0000 : 0.0000	0.0000 : 0.0000	0.0000 : 0.0000	0.0000 : 0.0000
Value of stock dividend per share (baht : share)	0.0000	0.0000	0.0000	0.0000	0.0000
Total dividend payment (baht : share)	0.0000	0.0000	78.5800	0.1100	0.1200
Dividend payout ratio compared to net profit (%)	0.00	0.00	63.17	59.36	55.16

2.1 Risk management policy and plan

Supreme Distribution Public Company Limited recognizes risk management as an integral part of good corporate governance, which is essential to achieving the Company's objectives. To this end, we have established a risk management policy to serve as a guideline for executives and employees at all levels to manage risks within the risk appetite. We also have developed a risk management manual that outlines risk management methods for operational staff. Effective risk identification and management enable the Company to make informed decisions, seize opportunities, and mitigate potential impacts on stakeholders. We have adopted the Enterprise Risk Management framework according to the standards of the Committee of Sponsoring Organizations of the Treadway Commission (COSO) to develop our risk management processes that are appropriate and aligned with the Company's strategies, objectives, and business plans. Additionally, we provide training programs to enhance employees' knowledge and understanding of risk management principles and practices. The key principles are summarized as follows:

1. All employees are responsible for preparing risk assessment tables, setting risk indicators, identifying risks, preparing risk-related reports, and monitoring the Company's risk management processes.
2. Risk control must be implemented systematically according to the risk management manual to keep risks within the risk appetite.
3. If managing risks within the risk appetite incurs high operational costs or is due to uncontrollable external factors, approval from the Audit Committee is required.
4. Employees at all levels must participate in and manage risks continuously and systematically according to the risk management policy and manual, integrating risk management into the Company's regular operations.

Risk management policy and plan

The company has established a risk management policy, which clearly outlines processes for risk assessment, and guidelines for risk governance, control, monitoring, and evaluation, to ensure consistent risk management across the organization, as follows:

1. We mandate effective and efficient enterprise risk management aligned with international standards and define a risk appetite as a benchmark for determining appropriate strategies or measures for risk management. This framework ensures that the Board, executives, and employees align their risk management practices in the same direction.
2. We operate within a risk appetite to achieve its objectives and goals, meet stakeholder expectations, and maximize the Company's benefits. Risk management is integrated into strategic planning, annual business planning, management, and decision-making processes.
3. We identify and assess risks from both external and internal factors that may prevent the Company from achieving its objectives, covering six areas of risk as follows:
 - Strategic Risk
 - Operational Risk
 - Financial Risk
 - Compliance Risk
 - Technology Risk
 - Fraud Risk

4. We establish risk assessment criteria, evaluate the impact and likelihood of identified risks, and categorize the identified risks. Appropriate risk management measures are implemented to keep risks within the risk appetite, considering the costs incurred against the benefits gained from risk management. Continuous monitoring ensures that risks are managed appropriately.
5. Employees at all levels must be aware of the risks in their operations and the organization. They are responsible for managing risks according to the Company's risk policy, guidelines, and processes.

The Audit Committee will review the risk management policy at least once a year and the risk management manual at least once every two years. The following departments are jointly responsible for and oversee risk management:

Individuals / Departments	Roles, Duties, and Responsibilities
Board of Directors	<ul style="list-style-type: none"> ● Directly responsible for overseeing risk management ● Understanding risks that may have a severe impact on the Company ● Ensuring that the Company has adequately and appropriately managed potential risks
Audit Committee	<ul style="list-style-type: none"> ● Overseeing and monitoring risk management independently ● Ensuring that the Company has adequate and appropriate internal controls to manage risks ● Coordinating with the Risk Management Committee to understand significant risks and link them with internal control and internal audit
Risk Management Committee	<ul style="list-style-type: none"> ● Monitoring the development of risk management approaches and frameworks ● Monitoring and evaluating the risk management process ● Considering and approving the risk management framework and plan ● Reporting to the Board of Directors on risks and risk management ● Coordinating with the Audit Committee on significant risks
Executives	<ul style="list-style-type: none"> ● Monitoring the Company's significant risks and ensuring that the Company has an appropriate risk management plan ● Promoting and supporting compliance with risk management policies and ensuring that the Company has adequate and appropriate risk management processes
Risk Management Working Group	<ul style="list-style-type: none"> ● Compiling risks and risk management from each department and preparing an organizational risk management report for the Risk Management Committee ● Coordinating with each department to analyze, assess, and manage risks according to the Company's guidelines ● Providing support, promotion, and advice on risk management ● Monitoring the risk management results of each department and reminding departments to continuously manage and review risk management

Departmental Risk Management Responsible Person	<ul style="list-style-type: none"> ● Identifying, analyzing, assessing, and prioritizing departmental risks according to the Company's guidelines, including proposing appropriate risk management measures to the Working Group and Risk Management Committee ● Monitoring the risk management results of the responsible department and regularly reviewing risk management ● Risk Management Reporting ● Reporting identified risks that have not been addressed or have insufficient management methods or cannot be managed to the Risk Management Working Group
Supervisors and Employees	<ul style="list-style-type: none"> ● Identifying and reporting risks related to work performance to the departmental risk management responsible person ● Participating in the preparation of risk management plans and implementing the plans
Internal Auditor	<ul style="list-style-type: none"> ● Ensuring that the Company appropriately applies risk management policies, guidelines, and processes ● Preparing a risk-based audit plan ● Ensuring that the Company has appropriate internal controls for risk management and that internal controls are effectively implemented
Other Related Persons	<ul style="list-style-type: none"> ● Cooperating in risk management and complying with the Company's risk management policies, guidelines, and processes

Link for risk management policy and plan : <https://www.supreme.co.th/storage/document/cg/spreme-risk-management-policy-th.pdf>

Link Page Number : All Page

2.2 Risk factors

The risk factors identified in this section are those that may have a significant adverse impact on the Company's financial position, operating results, and the value of its ordinary shares, as well as significantly affecting the returns on investment in the Company's ordinary shares. In addition to the risks identified in this section, there may be other risks that the Company is currently unaware of or risks that the Company currently considers to have no material impact on its business operations. Such risks could significantly affect the Company's financial position, operating results, and the value of its ordinary shares.

The risks identified in this annual report are based on currently available information and foreseeable future projections. However, additional risk factors may arise beyond those specified in this document due to changing environmental factors. The significant risk factors in the Company's business operations that may affect its operating results, financial position, and returns on investment in the Company's ordinary shares can be summarized as follows:

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

Risk 1 Risk from dependence on the Chief Executive Officer and management team

Related risk topics : Operational Risk

- Reliance on employees in key positions

Risk characteristics

The company was established in 1993. by Mr. Panuwat Khantamoleekul, who currently serves as the Chief Executive Officer of the company, possessing extensive experience in the industry and comprehensive knowledge and understanding of the information and communication technology business (System Integrator). as well as selling equipment used in information and communication technology, including providing excellent repair and maintenance services for equipment and equipment rental. It can be observed that the company currently still relies on the knowledge and expertise of the Chief Executive Officer in its business operations.

The company faces risks due to its reliance on the knowledge, abilities, and experience of the Chief Executive Officer, who is the founder and plays a crucial role in setting the direction and driving the organization's strategies. Should there be any change or lack of continuity in their duties, it could impact the company's management and business operations.

Risk-related consequences

Such risks may result in a lack of continuity in defining and driving business strategies, delayed decision-making on important matters, reduced competitiveness, and may also affect the confidence of shareholders, investors, and stakeholders, as well as the company's long-term performance.

Risk management measures

The Company recognizes that the continuity of leadership and business knowledge are crucial factors for competitiveness and sustainable growth. Therefore, it has established guidelines for managing risks arising from over-reliance on key personnel at the organizational level by implementing a Succession Plan. This plan aims to systematically develop executives and high-potential personnel to assume critical roles. The readiness of successors is regularly monitored and reported to the Board of Directors. Furthermore, the Company recognizes the importance of establishing a compensation structure that supports the retention of high-potential personnel and fosters long-term performance incentives. Therefore, the Company has initiated a review of its compensation and benefits management guidelines to align with market levels and performance outcomes. This aims to retain talented personnel and support long-term motivation. Concurrently, Human Resource Development (HRD) and the transfer of strategic knowledge are

being implemented through learning systems, leadership development, and the establishment of operational standards. These initiatives aim to enhance overall organizational capabilities, reduce risks associated with over-reliance on individuals, and support business continuity in a rapidly changing business environment.

Risk 2 Supply risk from distributors

Related risk topics : Strategic Risk

- Business operations of partners in the supply chain
- Reliance on large partners / distributors or few partners / distributors

Risk characteristics

The Company's business operations require the procurement of goods and Solution information technology from internationally recognized manufacturers. These products are often specified with predefined technical characteristics or standards by customers in many projects, especially government agencies and large organizations, or require technical standards and compatibility with existing systems. This may practically limit the options for procuring goods in some cases. Therefore, the Company must rely on its ability to coordinate and manage relationships with manufacturers and distributors to ensure continuous product supply. However, if there are changes in distribution policies, product allocation, or international supply chain constraints, it could affect the Company's ability to procure goods in line with customer needs and potentially impact its business operations. Such risks are considered a common characteristic of industries that rely on a limited number of international technology manufacturers.

The Company's business operations are in the information technology systems industry, which has a structural characteristic of relying on major international technology manufacturers. This is because most core technologies and related products are developed and owned by foreign manufacturers, while operators in Thailand act as system service providers, system integrators, and product suppliers to meet customer needs. Under such a structure, the procurement of goods, systems, and solutions in technology may have limited options and depend on the manufacturers' distribution policies and supply chain management.

Risk-related consequences

If the company is unable to procure products, systems, or solutions in information technology as planned, it may result in delays in project delivery or service provision to customers, which could affect the ability to meet customer requirements and participate in bidding for certain projects. Furthermore, discontinuity in product procurement may impact the efficiency of cost management and operational planning of the company, as well as potentially affecting customer confidence and long-term competitiveness. These impacts may reflect on the company's revenue and operating performance if such a situation occurs significantly or continuously.

Risk management measures

The Company establishes guidelines for managing supply chain risks by focusing on diversifying sourcing channels and maintaining supply chain flexibility to accommodate potential limitations arising from an industry structure reliant on key international technology manufacturers. The Company manages commercial relationships with multiple manufacturers and distributors, and continuously monitors product allocation situations, market trends, and delivery lead times to support procurement planning in line with customer requirements. Furthermore, the Company emphasizes evaluating alternative products and solutions with equivalent specifications, contingency planning for project implementation, and inventory management based on project requirements to mitigate supply uncertainties. Additionally, commercial terms and contracts related to product delivery are carefully considered to reduce risks arising

from delays or delivery constraints. The Company periodically monitors and reviews supply chain risks to enable appropriate adjustments to procurement strategies based on prevailing circumstances.

Risk 3 Risk from customer reliance

Related risk topics : Strategic Risk

- Reliance on large customers or few customers

Risk characteristics

The Company's business operations may be exposed to risks arising from reliance on revenue from a single customer in a significant proportion at certain times, particularly when the Company undertakes large-scale projects with clear delivery timelines. Should there be changes in terms, delays, or cancellation of such customer projects, this could impact the continuity of revenue during that period. However, such risks are temporary in nature and do not reflect the Company's long-term revenue structure.

Risk-related consequences

If the company relies heavily on any single customer at any given time, this may result in fluctuations in the company's revenue and operating results, and could also affect its ability to plan business operations in the short term. Furthermore, if an event occurs that prevents the company from operating or delivering work to the said customer as planned, it could impact the company's image, stakeholder confidence, and competitiveness.

Risk management measures

The Company recognizes the importance of managing risks associated with customer dependency. It implements a policy to diversify its customer base, encompassing both government and private sector clients, while continuously maintaining strong relationships with existing partners. Furthermore, the Company is committed to delivering high-quality products and services that meet established standards and are delivered punctually, thereby fostering trust and securing opportunities for repeat engagements. Concurrently, the Company consistently seeks opportunities to expand its customer base to new client segments, aiming to mitigate long-term reliance on revenue from any single customer.

Risk 4 Risks from technological changes and development

Related risk topics : Strategic Risk

- Changes in technologies

Risk characteristics

The Company operates a business that relies on knowledge, expertise, and skills in information and communication technology systems, which are rapidly changing and developing. Consequently, the Company's executives and personnel must continuously monitor and adapt to technological changes. Should the Company fail to adapt or adequately develop the capabilities of its personnel, it may result in an inability to offer modern products and solutions that align with customer requirements.

Risk-related consequences

Risks from technological changes may result in the Company losing its competitiveness, with products or solutions offered not aligning with market demands, leading to risks from obsolete inventory and inefficient inventory management, which could impact the Company's market share, financial position, and operational performance in the long term.

Risk management measures

The Company places importance on closely monitoring information, news, and technological trends related to its business operations, and promotes continuous development of knowledge and skills among relevant personnel through training provided by manufacturers, product owners, and distributors. This enables them to adapt and offer effective products and solutions that meet customer needs. Furthermore, the Company has a policy for procuring goods to support project implementation after agreements and contracts have been finalized with customers. This is to manage inventory appropriately, reduce the risk of obsolete products, and enhance the efficiency of risk management against technological changes.

Risk 5 Risk of income inconsistency

Related risk topics : Financial Risk

- Income volatility

Risk characteristics

The company's primary revenue is derived from its business operations in the design, procurement, and installation of integrated information technology systems on a project basis (System Integrator). Revenue recognition depends on the duration and successful completion of each project. The company operates through both bidding for government agency projects and undertaking projects via the private sector, under specific terms and conditions (Terms of Reference: TOR). For each project, which generally has a relatively short delivery period of approximately 90–120 days. This results in a cyclical revenue recognition pattern aligned with the project lifecycle. However, if the company is unable to continuously secure new projects to replace completed ones, revenue may fluctuate during certain periods.

Risk-related consequences

Fluctuations in revenue due to project cycles may result in inconsistent company performance at various times and could impact the efficiency of financial planning, human resource management, and the allocation of resources to support future project operations. Furthermore, if the company is unable to maintain the continuity of securing new projects as planned, it may affect its ability to grow and sustain its performance level in the long term. These fluctuations may also influence stakeholders' perception of the company's financial results during certain periods.

Risk management measures

The Company prioritizes managing revenue fluctuations arising from the project-based nature of its business operations. This is achieved by preparing annual business plans and budgets to serve as a framework for continuous planning of sales and securing new projects, thereby ensuring the replacement of completed projects and maintaining a balanced workload consistent with the Company's resources. Furthermore, the Company consistently monitors business opportunities from both government tenders and private sector projects to support long-term revenue continuity. This is coupled with the development of personnel capabilities in information technology and project management to enhance delivery capabilities and maintain service quality, which, in turn, strengthens customer confidence and supports continuous opportunities for securing new work.

Risk 6 Delivery Risk

Related risk topics : Operational Risk

- Human error in business operations
- Delays in the development of future projects

Risk characteristics

The Company operates its business in the form of information technology system projects, which have clear requirements regarding implementation timelines and deliverables as per contracts and Terms of Reference (TOR) for each project. Delays in project delivery may arise from various factors, such as project management, sufficiency of personnel, readiness of external contractors, or force majeure events beyond the Company's control. Particularly in cases of rental services or after-sales services that require problem resolution within a specified timeframe, failure to comply with such timelines may expose the Company to risks associated with delayed delivery.

Risk-related consequences

Late delivery of work may result in the company incurring penalties according to contractual terms, and could affect customer confidence, the company's image, as well as opportunities to secure future projects. Furthermore, if this occurs continuously, it may negatively impact the company's operational performance.

Risk management measures

The Company prioritizes timely project delivery. Management closely supervises and monitors the status of ongoing projects, coupled with ensuring that the Company's human resources and external contractors are sufficient and appropriate for the workload.

Additionally, the Company regularly holds joint meetings between management and the project team responsible to monitor progress and promptly resolve any potential issues. Should a project show signs of potential delay beyond the scheduled timeframe, the Company will take immediate corrective action. In the event of unforeseen circumstances, the Company will coordinate and negotiate with the client to explain the reasons and request an appropriate extension of the operational period.

For rental services or after-sales services, the Company has established a clear problem reporting system and repair process, including appropriate management of spare parts and logistics. This ensures that services can be provided to customers within the specified timeframe and minimizes the risk of delivery delays.

Risk 7 Risk from legal disputes

Related risk topics : Compliance Risk

- Legal risk

Risk characteristics

The Company has a legal dispute with a government agency concerning a contract for the lease and installation of electronic tracking devices and related systems. The counterparty has filed a lawsuit against the Company for breach of contract, claiming damages totaling 52.66 million Baht. The Company has submitted its defense and filed a counterclaim, asserting that the work delivery complied with the terms of the contract and the Terms of Reference (TOR). and the termination of the contract by the counterparty was unlawful.

The case has been transferred to the Central Administrative Court for consideration and is currently undergoing judicial review, with no final judgment yet rendered. In the event that the Company loses the case, it may be liable for damages not exceeding 52.66 million Baht, which represents approximately 5.63 percent of shareholders' equity as of the end of 2025. However, the Company assesses that its financial position remains strong enough to absorb any potential impact.

Risk-related consequences

If the final judgment is rendered and the Company loses the case, the Company may be liable for damages as determined by the court, which could impact its operating results and financial position during that period, and may also affect its reputation and stakeholder confidence. However, the Company assesses that the financial impact from such a case is at a manageable level and will not significantly affect the overall business operations.

Risk management measures

The Company prioritizes legal risk management by appointing legal advisors to handle litigation and provide close consultation. This includes systematically preparing documents and evidence related to project implementation, work delivery, and work acceptance for the court's consideration.

Furthermore, the Company has applied lessons learned from such disputes to improve its operational processes, by emphasizing the review of contract terms and TOR. Careful preparation of clear delivery and acceptance documents, along with close project management and communication with contractual parties, are undertaken to prevent and reduce the likelihood of future legal disputes.

2.2.2 Risk to securities holders

Are there any risk factors affecting securities holders? : Yes

Risk 1 Investment Risk for Securities Holders

Related risk topics : Risk to Securities Holder

- Other : Strategic and Business Operations Risk
- (Strategic Risk) • Economic uncertainty Financial Risk
- (Financial Risk) • Volatility of returns on assets or investments

Risk characteristics

Risk from the Company's Common Stock Price

Following the public offering of securities, the Company's common stock price may fluctuate due to various factors, both internal and external, some of which are beyond the Company's control, such as overall economic and social conditions, capital market volatility, the Company's operating results which may differ from the expectations of investors and securities analysts, changes in the performance and stock prices of other listed companies operating in similar businesses, as well as changes in laws, regulations, and competitive conditions in the relevant industry.

Risk-related consequences

The volatility of the company's common stock price may result in investors being unable to buy or sell the company's securities at the expected price or time, and may affect investor confidence and the value of the company's securities in the stock market.

Risk management measures

The Company prioritizes conducting business with transparency and consistently disclosing accurate, complete, and timely information to shareholders and investors through appropriate channels in accordance with regulatory guidelines, to enable investors to use the information for appropriate decision-making.

Furthermore, the Company focuses on managing its business efficiently and sustainably, coupled with good corporate governance, prudent risk management, and maintaining operational performance in line with established strategies and goals, to build long-term confidence for shareholders and investors.

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

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

3. Business sustainability development

3.1 Policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

Supreme Distribution Public Company Limited recognizes the importance of conducting business with a strong commitment to environmental and social responsibility, human rights, and good corporate governance, in order to maximize benefits for shareholders, stakeholders, and related parties. To reinforce its commitment to sustainable business practices, the Company has established a sustainability management policy to ensure that environmental, social, and governance (ESG) principles are integrated into its business operations and corporate strategies, aligning with the Sustainable Development Goals (SDGs) as follows:

Sustainability management goals

Does the company set sustainability management goals : Yes

Sustainability Management Goals

The Company has established governance guidelines for sustainability management to drive business operations toward core objectives and sustainable growth as follows:

1. The Board of Directors prioritizes the development of business strategies and annual plans that align with the Company's vision, mission, goals, and organizational values, ensuring that they are appropriate for short-term, medium-term, and long-term objectives.
2. The Board of Directors ensure that the strategies and annual plans align with the Company's objectives and incorporate the analysis of the environment and risk factors that may impact stakeholders in the business value chain, as well as factors that may affect the Company's objectives and achievement of core goals, with a focus on the genuine needs of stakeholders.
3. The Board of Directors oversees that executives and employees conduct business to achieve goals appropriately under good governance principles, ensuring operations align with the Company's vision, mission, goals, organizational values, and prevent risks from setting goals that may lead to operational inconsistency with good governance principles.
4. The Board of Directors ensure that executives and employees in all departments are aware of the importance and guidelines for implementing business strategies and annual plans comprehensively.
5. The Board of Directors ensure there are sufficient personnel to monitor the implementation of strategies and annual plans.

Furthermore, the Company emphasizes conducting business in a way that promotes a good organizational culture. The Company has established its business principles as 7 core values (SUPREME) as follows:

1. **S = Social** Focus on sourcing products, services, and technology to improve the Quality of Life, considering sharing, assisting, and developing society and the environment.
2. **U = Unity** Cultivate a culture and instill teamwork within the organization.
3. **P = Product** Select products and services that meet customer needs, ensuring that they are of high quality through inspection and certification processes, to meet customer requirements and function efficiently.
4. **R = Relationship** Focus on building good relationships with stakeholders both internal and external organization.
5. **E = Ethics** Operate on the principles of good corporate governance with transparency and accountability.

6. **M = Management** Manage operations professionally with honesty, and sincerity toward customers, prioritizing customer benefits
7. **E = Empowerment** Develop new innovations through the collaboration and creativity of employees, business partners, and customers to expand the market for sustainable products and services that are appropriate for rapidly changing technologies.

The Company operates in the information and communication technology business as a comprehensive solution provider (System Integrator). Therefore, it has selected the United Nations Sustainable Development Goals (SDGs) that align with its business nature, focusing on goals related to digital infrastructure development, innovation, efficient resource management, good corporate governance, and collaboration with business partners, to create sustainable value for all stakeholders.

United Nations SDGs that align with the organization's : Goal 3 Good Health and Well-being, Goal 8 Decent sustainability management goals Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 11 Sustainable Cities and Communities, Goal 12 Responsible Consumption and Production

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

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

Has the company changed and developed the policy and/ : No
or goals of sustainable management over the past year

In 2025, the Board of Directors reviewed and approved the Sustainability Management Policy at the Board of Directors Meeting No. 5/2025 on August 7, 2025, to ensure that the company's sustainability operations are clear, systematic, and under good governance, in line with good corporate governance principles and stakeholder expectations.

The Company, as a System Integration service provider Aims to utilize expertise in designing and integrating information technology systems to support the sustainable digital transformation of organizations and society. The company not only focuses on delivering technology solutions but also emphasizes technology management throughout its lifecycle to enhance operational efficiency, reduce resource consumption, and elevate data access security. The company believes that appropriately designed and managed technology can create economic value while simultaneously generating positive impacts on society and the environment, especially in the education sector and organizations seeking to develop sustainable digital infrastructure.

3.2 Management of impacts on stakeholders in the business value chain

3.2.1 Business value chain

The Company places importance on conducting business by considering the impact on stakeholders within its value chain, utilizing feedback gathered from all parties to develop the Company as follows.

Key Activities

Product Sourcing from Suppliers	1. Product Sourcing from Suppliers <ul style="list-style-type: none"> ● Focus on maintaining relationships with all product suppliers to ensure the company has access to high-quality products from a diverse range of suppliers, reducing over-reliance on any single supplier. Additionally, a vendor selection system is in place that considers quality, price, and environmental standards to ensure that procured raw materials and services are responsible and create long-term value for the organization. ● Establish transparent product procurement guidelines at appropriate prices.
Business Operations	2. Business Operations <ul style="list-style-type: none"> ● Operate the business as a comprehensive one-stop service to fully meet customer needs. ● Prioritize the recruitment of quality human resources, from executives to employees, who possess the knowledge and abilities suitable for their responsibilities and positions, in order to enhance the company's competitive potential within the industry.
Marketing and Public Relations	3. Marketing and Public Relations <ul style="list-style-type: none"> ● Maintain relationships and build trust with customers through efficient, comprehensive service to continuously enhance the company's credibility. ● Offer high-quality products from internationally renowned suppliers to build customer trust, and provide guidance on usage and product care to ensure customers understand how to use the products appropriately.
Customer Service	4. Customer Service <ul style="list-style-type: none"> ● Listen to feedback and suggestions from all customers to improve the efficiency of the company's team operations. ● Allocate sufficient personnel to handle after-sales service to promptly respond to customer needs.

3.2.2 Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
Internal stakeholders			
• Employees		• Establish human resources policies and	• Others

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<ul style="list-style-type: none"> • To be treated fairly, transparently, and with respect for human dignity, without discrimination. • To receive appropriate compensation and benefits, commensurate with performance and market rates. • To have continuous opportunities for knowledge and skill development and career advancement, to adapt to future technological changes and work models. • To have a safe working environment conducive to good physical and mental well-being, including a balance between work and personal life. • To receive clear and transparent communication and to be able to appropriately express opinions or suggestions to the organization. • To receive fair performance evaluations and equal opportunities for development. • The organization has personnel management guidelines that promote job security and long-term commitment to the organization. 	<p>practices focused on fairness, transparency, and equitable treatment of employees, with regular reviews to ensure compliance with labor laws and best practices.</p> <ul style="list-style-type: none"> • Promote employee engagement through open communication, active listening to feedback, and continuous improvement of the work environment. • Provide an appropriate compensation and benefits structure based on performance, capabilities, and market benchmarks to incentivize and retain high-potential personnel. • Promote continuous development of personnel capabilities through training, professional skill development, and learning aligned with evolving business directions and technology. • Implement a clear and fair performance appraisal system and support performance and development feedback. • Promote a safe work environment and support the physical and mental well-being of employees, as well as foster a work 	<ul style="list-style-type: none"> • Internal communication meetings to convey business direction and operational performance, and to provide opportunities for employees to directly ask questions and exchange opinions with management. • Internal communication channels, such as email and internal communication systems, to continuously disseminate important information, policies, and practices.

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<p>atmosphere conducive to collaboration and organizational commitment.</p> <ul style="list-style-type: none"> • Provide appropriate channels for communication and employee feedback to continuously improve operations and the work environment based on suggestions. • Support knowledge transfer and the development of the next generation of personnel to ensure continuity of knowledge and capabilities within the organization. • Encourage employees at all levels to operate under principles of good governance, business ethics, and high operational standards, through continuous communication of relevant policies and by establishing guidelines and oversight mechanisms to support transparent and responsible operations. 	
External stakeholders			
<ul style="list-style-type: none"> • Shareholders • Others <ul style="list-style-type: none"> • Investor 		<ul style="list-style-type: none"> • Establish clear corporate governance guidelines to enable transparent and equitable business operations towards 	<ul style="list-style-type: none"> • Annual General Meeting (AGM) • Others <ul style="list-style-type: none"> • Form 56-1 One Report • Providing diverse channels,

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<ul style="list-style-type: none"> • Govern the business with transparency • Achieve continuous, stable, and sustainable growth in operating results • Consistent dividend payments • Treat all shareholders equally to protect their interests • Generate good returns for shareholders under appropriate and acceptable risks • Good corporate governance • Accurate, complete, and timely disclosure of information through diverse and accessible channels • Manage to prevent risks comprehensively across all aspects 	<p>shareholders.</p> <ul style="list-style-type: none"> • Define clear business strategies and annual plans that align with the vision, mission, goals, and organizational values. • Emphasize internal control systems to encourage executives and employees to perform their duties based on principles of honesty, integrity, transparency, and fairness, thereby maximizing benefits for shareholders. • Prioritize the selection of knowledgeable and capable personnel, and promote the development of necessary skills among them to ensure efficient performance of duties. • Establish risk management policies and review them appropriately. • Fully disclose information that may affect the company's performance, primarily based on the principle of transparency. • Establish clear guidelines to prevent executives and relevant employees from seeking benefits by using inside information that has not yet been disclosed to 	<p>such as Opportunity Day / email, investor relations website, or by telephone, etc.</p>

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<p>the public.</p> <ul style="list-style-type: none"> • Hold shareholder meetings in accordance with regulations specified by relevant authorities. • Prioritize creating stable and sustainable performance to achieve maximum shareholder satisfaction. • Treat all shareholders equitably to protect investors' interests. 	
External stakeholders			

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> Customers 	<ul style="list-style-type: none"> Respond to customer needs with quality products and services that meet international standards. Prioritize social and environmental responsibility. Conduct business by selling and providing services to customers at appropriate and fair prices. Comply fully with agreements made with all customers. Provide comprehensive responses to customer needs, emphasizing appropriate and prompt assistance and care. Provide after-sales service with a team of experts. Maintain good relationships with customers and safeguard customer confidential information. 	<ul style="list-style-type: none"> Procure efficient products of internationally recognized quality and provide services with a team of experts. Guarantee products and appropriately improve and rectify work delivery in accordance with agreements made with all customers. Deliver products and services of international quality standards, emphasize strict adherence to customer agreements, and resolve issues professionally to build customer trust and confidence. Maintain customer confidentiality and refrain from any action that would involve using confidential information without customer authorization. 	<ul style="list-style-type: none"> Others <ul style="list-style-type: none"> Communicate through the company's management team, sales team, or partners. <p>Communication is conducted through various channels, such as direct customer meetings, telephone communication, social media, or various applications.</p>
External stakeholders			

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Suppliers • Others <ul style="list-style-type: none"> • Other Contracting Parties 	<ul style="list-style-type: none"> • Maintain good relationships with all business partners. • Emphasize fair and transparent procurement processes for all business partners. • Promote sustainable growth together with business partners while appropriately considering the interests of both the Company and its partners. 	<ul style="list-style-type: none"> • Select business partners who offer technologically advanced products and quality after-sales services to maintain high standards of work delivery. The Company also selects partners with strong business ethics and integrity, and ensures that procurement processes for goods and services are conducted fairly. • Strictly comply with agreements made with business partners and address issues in a professional manner to prevent any adverse impact on business operations. • Conduct business in accordance with good corporate governance principles with transparency and integrity, and neither solicit nor accept any improper benefits. 	<ul style="list-style-type: none"> • Others <ul style="list-style-type: none"> • Communication through executive meetings and discussions between company representatives via various channels, etc.
External stakeholders			

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Community • Others <ul style="list-style-type: none"> • Environment 	<ul style="list-style-type: none"> • Conduct business with consideration for impacts on communities and the environment, and appropriately assume social responsibility. • Utilize resources efficiently and operate business under principles that support sustainable development. • Strictly comply with environmental laws and regulations. • Maintain appropriate communication and listen to feedback from communities when operations may affect stakeholders. • Conduct business with transparency and consider the mutual benefits of the organization, communities, and society as a whole. 	<ul style="list-style-type: none"> • Conduct business with consideration for impacts on communities and the environment, while promoting efficient and appropriate resource utilization aligned with the company's operations. • Support activities or projects beneficial to society and communities, ensuring alignment with the organization's role and expertise. • Establish guidelines and raise awareness among executives and employees regarding social and environmental responsibility, including ethical business conduct. • Strictly comply with relevant environmental laws, regulations, and requirements, and continuously monitor changes in such requirements. • Promote communication and engagement with communities or relevant stakeholders to gather feedback and appropriately improve operations. 	<ul style="list-style-type: none"> • Others <ul style="list-style-type: none"> • Communicating company information, news, and activities through appropriate channels to ensure that communities and stakeholders can continuously receive relevant information. • Participating in activities or meeting with communities as appropriate to foster understanding and good relationships between the organization and its stakeholders.

3.3 Management of environmental sustainability

3.3.1 Environmental policy and guidelines

The Company recognizes the importance of organizational management and sustainable business operations, demonstrating care for the community and focusing on environmental responsibility. This commitment aims to enable the Company to achieve stable and continuous growth in parallel with social development. The Company will strictly adhere to the rules and regulations set forth by relevant agencies. Furthermore, the Company has established environmental sustainability management principles as a guideline to ensure that business operations are conducted with due consideration for the community and environmental accountability. All personnel within the organization, from executives to employees, are informed to understand the processes, commencing with the judicious use of resources, including electricity and water consumption, as well as the appropriate management of waste, refuse, and pollution. The Company also initiates and supports management efforts to mitigate greenhouse gas issues, extending to the implementation of appropriate oversight and performance monitoring processes, including evaluation and corrective adjustments to achieve the established objectives.

Environmental policy and guidelines

Environmental policy and guidelines : Yes

Environmental guidelines : Electricity management,
Water resources and water quality management,
Waste management,
Greenhouse gas and climate change management,
Noise pollution management,
Others : Procurement

Electricity Energy Management / Water Resource and Water Quality Management

The Company emphasizes to personnel at all levels, from executives to employees, the importance of reducing unnecessary resource consumption, such as electricity and water. This begins with promoting a culture of energy conservation, providing knowledge and recommendations on reducing electricity and water usage to prevent waste, avoiding the use of electrical appliances in unnecessary areas such as lighting systems, air conditioning systems, and office equipment, as well as repairing damaged electrical appliances to ensure the Company's office can use electrical appliances efficiently and selecting energy-saving electrical appliances. Furthermore, the Company promotes water conservation measures by ensuring thorough understanding among its personnel.

Waste and Waste Management

The Company prioritizes efficient waste management, focusing on minimizing environmental impacts throughout its operational processes. To this end, the Company has established key guidelines and measures as follows:

- Promote waste reduction in operational processes according to the 3Rs concept (Reduce, Reuse, Recycle). to enhance resource efficiency and reduce waste generation.
- Support the use of digital documents and online platforms for meetings, communication, and internal organizational work to reduce unnecessary paper and resource consumption.
- Manage hazardous waste in accordance with relevant laws and standards, by entrusting it to specialized agencies for safe and environmentally friendly disposal.
- Support the selection of environmentally friendly packaging, including the use of recycled or reusable materials, to reduce long-term environmental impacts.

Greenhouse Gas and Climate Change Management

- The Company does not assess the impact of greenhouse gas issues. However, the campaign to reduce greenhouse gas emissions is currently a widespread international topic due to the effects of global warming. The Company is committed to actively supporting management efforts to mitigate greenhouse gas problems by promoting activities that can help address these issues, such as implementing mandatory measures for company personnel and visitors to turn off vehicle engines while parked on company premises, as well as managing internal office resources by switching off electrical appliances, lighting systems, air conditioning systems, and office equipment when not in use, and adhering to the principles of Reduce, Reuse, Recycle, among others.

Noise Pollution Management

- The Company prioritizes the control and prevention of noise pollution that may arise from its operations, particularly from the use of company vehicles. To this end, the Company has established guidelines for regular maintenance and inspection of vehicle conditions. Each department routinely checks the levels of black smoke and noise from vehicles to ensure that the Company's vehicles are in ready-to-use condition, comply with relevant standards, and do not adversely affect surrounding communities and the environment.

Environmentally Friendly Procurement

- The Company prioritizes procurement that considers environmental impacts by integrating environmental principles into the selection process for goods, services, suppliers, and business partners to support responsible and sustainable operations.

The Company supports the procurement of environmentally friendly products and services by selecting energy-efficient products certified with Energy Star, 80Plus standards. or products with environmental standards such as EPEAT Certificate, TCO Certificate.

Furthermore, the Company focuses on reducing the consumption of consumables and promoting efficient resource utilization throughout the procurement process to help mitigate environmental impacts and support the Company's sustainable operations under good corporate governance principles.

Reference link for environmental policy and guidelines : <https://www.supreme.co.th/th/sustainability/environmental>

Page number of the reference link : -

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

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

Changes in environmental policies, guidelines, and/or goals : Others : No revisions or amendments, and/or no modified environmental targets.

The Company regularly reviews its environmental policy every 2 years or when there are changes. At the Board of Directors Meeting No. 5/2568 on August 7, 2568, The Board of Directors has considered and deemed it appropriate to maintain the existing policy without any revisions or changes.

3.3.2 Environmental operating results

The company prioritizes conducting business in conjunction with responsible and sustainable environmental care, focusing on reducing environmental impact, conserving natural resources, and promoting the participation of all

stakeholders. In the past year, the company has undertaken various environmental activities, such as natural resource restoration, waste management, ecosystem conservation, and fostering environmental awareness among employees and the community, which reflects the company's commitment to driving the organization towards long-term sustainable development.

Environmental Activities

1. Supreme Panrak Project EP . 05 Reforestation outside the city at Khung Bang Krachao

On August 30, 2025, Supreme Distribution Public Company Limited, led by its executives and employees, jointly organized the 2nd CSR activity of 2025, the Supreme Panrak Project EP . 05 Reforestation outside the city at Khung Bang Krachao, Samut Prakan Province, by jointly engaging in activities such as seedling cultivation, waste collection along the Chao Phraya River, making interlocking bricks from foam waste, and forming EM Balls. Bio-balls help treat wastewater and restore balance to water sources, along with a visit to the Wat Chak Daeng waste sorting learning center. This activity not only helps increase green spaces for the community but also reinforces the company's commitment to conducting business in conjunction with sustainable environmental conservation, to pass on abundant natural resources to future generations.



2. Building Fish Habitats, Conserving Crab Species

On the 10th May 2024 Supreme Distribution Public Company Limited, led by its executives and employees, participated in a CSR activity to build fish habitats and conserve crab species at the Fishery Learning Center, Ban Noen Kho Community, Noen Kho Subdistrict, Klaeng District, Rayong Province. The chairman of the Ban Noen Kho Conservation Fishery Group welcomed the delegation, introduced the network, and presented information on the origin of the Ban Noen Kho Conservation Fishery Group. They also participated in the activity of "crab egg scraping" to release young crabs back into the sea, by carefully removing eggs from ovigerous female crabs, allowing them to develop into larvae, and then releasing them into the sea to increase the crab population. Another activity was "making artificial fish habitats" (fish homes) or artificial seagrass, which are devices created by fishermen to mimic nature, by cutting ropes to match the sea depth of 10 – 15 meters. Holes are drilled to thread small ropes through, frayed, and then tied to weighted buoys. These are then released into the sea to serve as habitats and shelters for aquatic animals, as well as nurseries for small aquatic life, and homes for other organisms, creating an underwater ecosystem.



3. SPREME Community Project EP.02 Volunteer Waste Collection

Supreme Distribution Public Company Limited, led by its executives and employees, organized a waste collection activity around the company premises and nearby areas. A total of 3 rounds of activities were held during March 2024 to create a good environment and to lead the community in maintaining cleanliness around homes. This project was initiated to foster a sense of volunteerism among employees to help society and create a good environment for both work and residential areas.



4. Supreme Panrak Project EP.02 Reforestation

On September 30, 2023, the company organized the Supreme Panrak Project EP.02 Reforestation activity at Namtok Chet Sao Noi National Park, Saraburi Province. The objectives were to increase forest resources in nature and preserve the environment for Thai society, to foster unity within the organization, and to enable employees to participate in volunteer activities, care for the environment, and respond to the company's policy on environmental sustainability management.



Information on energy management

Energy management plan

The company's energy management plan : No

Setting goals for managing electricity and/or oil and fuel

Does the company set goals for electricity and/or fuel : No
management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

The Company continuously promotes and campaigns for employees to use energy efficiently by establishing guidelines to turn off computer screens, electrical appliances, and all types of office equipment when not in use, along with raising awareness about appropriate energy consumption within the organization. These measures contribute to reducing electricity consumption, mitigating environmental impact, and supporting the Company's operations in alignment with its sustainability management policy.

Energy management: Fuel consumption

	2023	2024	2025
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	0.00	19,700.03	21,862.96
Gasoline (Litres)	0.00	6,283.14	4,942.85
Fuel oil (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard cubic feet)	0.00	0.00	0.00
LPG (Kilograms)	0.00	0.00	0.00
Steam (Metric tonnes)	0.00	0.00	0.00
Coal (Metric tonnes)	0.00	0.00	0.00

Energy management: Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	164,840.00	169,637.00	175,690.00
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	164,840.00	169,637.00	175,690.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	0.00	0.00	0.00

Information on water management

The Company primarily uses water for consumption and general use within its office buildings. There is no water usage in production processes or activities that directly impact water sources. Nevertheless, the Company places importance on efficient and sustainable water resource management. Therefore, it promotes economical and appropriate water usage within the office, such as campaigning to raise employee awareness of the value of water usage, maintaining sanitary equipment in good working condition, and regularly inspecting water systems to prevent leaks. This helps reduce water consumption and supports sustainable water resource utilization.

Water management plan

The Company's water management plan : No

Setting goals for water management

Does the company set goals for water management : No

Performance and outcomes of water management

Performance and outcomes of water management : Yes

The Company has implemented appropriate water management measures by installing food waste screens, wiping off grease stains before cleaning, and installing grease traps at washing sinks to capture grease or oil mixed with wastewater, preventing it from flowing into the public drainage system. This helps reduce the risk of drainage system blockages and minimizes the potential for water pollution.

In addition, the Company provides drinking water for employees by installing and operating high-quality water filters that are certified according to relevant standards and regularly maintained and inspected to ensure the quality and safety of drinking water. These actions help reduce packaging consumption, waste volume, and environmental impact. This aligns with the Company's principles of good corporate governance and sustainable business practices.

Water management: Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	1,227.00	1,038.00	1,106.00
Water withdrawal by third-party water (cubic meters)	1,227.00	1,038.00	1,106.00
Water withdrawal by surface water (cubic meters)	0.00	0.00	0.00
Water withdrawal by groundwater (cubic meters)	0.00	0.00	0.00
Water withdrawal by seawater (cubic meters)	0.00	0.00	0.00
Water withdrawal by produced water (cubic meters)	0.00	0.00	0.00

Water management: Water discharge by destinations

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

Water management: Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	1,227.00	1,038.00	1,106.00

Water management: Recycled water consumption

	2023	2024	2025
Total recycled water for consumption (Cubic meters)	0.00	0.00	0.00

Information on waste management**Waste management plan**

The Company prioritizes the management of waste generated from its internal operations. This focuses on reducing waste at the source, proper waste segregation, and waste management in compliance with relevant laws and standards to minimize environmental impact and effects on surrounding communities.

The waste generated from the Company's operations primarily consists of general waste and recyclable waste from office activities. The Company promotes reducing unnecessary resource consumption, utilizing digital documents for operations and internal communication, as well as appropriate waste segregation for reuse or recycling.

For hazardous waste that may arise in some cases, the Company establishes guidelines for its proper storage and management in accordance with the law. This involves entrusting it to external agencies or authorized contractors with expertise in appropriate and safe waste disposal. All such operations are subject to the Company's supervision and inspection in accordance with its practices to ensure compliance with good corporate governance principles.

The company's waste management plan : Yes

The company has a systematic policy for managing waste and by-products generated from its operations, focusing on improving waste management processes for efficiency through proper waste segregation according to the 3R principles (Reduce, Reuse, Recycle) along with raising awareness and promoting the participation of employees and stakeholders to help reduce waste volume and minimize environmental impact.

Waste Management Guidelines based on the 3R Principles

1. Reduce

The company promotes the reduction of consumable materials in its operations, such as using electronic documents instead of paper, selecting reusable or biodegradable packaging, and reducing the use of single-use plastics within the workplace.

2. Reuse

The company supports the appropriate reuse of office equipment and packaging materials, such as using one-sided used paper as two-sided paper (Reuse). To help reduce the company's resource consumption

3. Recycle

The company segregates recyclable waste, such as paper, plastics, metals, and electronic waste, by providing appropriate recycling collection points in the workplace. It also develops efficient waste management systems and collaborates with relevant agencies for the environmentally sound disposal of electronic waste.

Red: Hazardous Waste

Red bin: For hazardous waste that must be disposed of correctly and with caution, such as spray cans, light bulbs, batteries, various flashlight batteries, insecticide cans, cosmetics, engine oil, and sanitary cleaner containers. These are considered hazardous waste that must be separated for disposal due to their flammability, explosiveness, corrosive properties, and toxicity.

Green: General Waste

Green bin: For general waste, which will be processed for fuel production or disposed of as appropriate. This waste cannot be recycled and cannot be separated into different categories, such as broken glass, candy wrappers, snack bags, or instant noodle packets.

Yellow: Recyclable Waste

Yellow bin: For recyclable waste, such as plastics, glass, paper, aluminum cans, steel cans, fabric scraps, and various metals. This type of waste can not only be reused without complex processing but also generate income or be sold, helping to conserve energy and resources.

Reference link for company's waste management plan : [https://www.supreme.co.th/th/sustainability/](https://www.supreme.co.th/th/sustainability/environmenta)
environmenta

Page number of the reference link : -

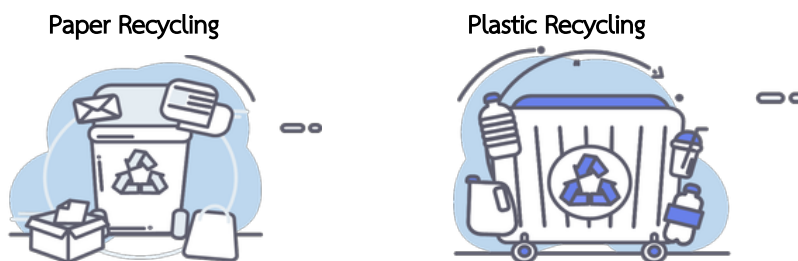
Setting goals for waste management

Does the company set goals for waste management : No

Performance and outcomes of waste management

Performance and outcomes of waste management : Yes

The Company has initiated campaigns to foster cooperation among personnel for managing waste, refuse, and pollution in all processes. This begins with promoting reduction (Reduce) by controlling the amount of paper used for data storage, shifting to storing and managing central databases using information technology systems, such as storing data on One Drive, and transmitting internal organizational data via email. The Company aims to reduce unnecessary printing or photocopying, and in necessary cases, encourages printing or copying on both sides of the paper. This is to promote the Company's business operations to reduce paper usage and be environmentally friendly. Furthermore, personnel are encouraged to understand the importance of reuse (Reuse), such as reusing single-sided printed paper, and to always prioritize the selection of recyclable resources (Recycle).



In addition, the Company also implements proper waste separation according to international standards. This includes separating waste into organic waste, which is putrescible and decomposes quickly; recyclable waste, which can be processed for new uses; hazardous waste, which is dangerous or contains hazardous chemical components; and general waste, which is other waste apart from organic, recyclable, and hazardous waste, for the benefit of the public in waste disposal.



Diagram of Performance and outcomes of waste management



Waste management: Waste Generation

	2023	2024	2025
Total waste generated (Kilograms)	1,745.30	1,415.50	1,113.70
Total non-hazardous waste (kilograms)	1,745.30	1,375.50	1,113.70
Non-hazardous waste - Landfilling (Kilograms)	0.00	0.00	0.00
Non-hazardous waste - Incineration with energy recovery (Kilograms)	0.00	300.00	0.00
Non-hazardous waste - Incineration without energy recovery (Kilograms)	0.00	0.00	0.00
Non-hazardous waste – Others (kilograms)	1,745.30	1,075.50	1,113.70
Total hazardous waste (kilograms)	0.00	40.00	0.00
Hazardous waste - Landfilling (Kilograms)	0.00	40.00	0.00
Hazardous waste - Incineration with energy recovery (Kilograms)	0.00	0.00	0.00
Hazardous waste - Incineration without energy recovery (Kilograms)	0.00	0.00	0.00
Hazardous waste – Others (kilograms)	0.00	0.00	0.00

Waste management: Waste reuse and recycling

Equipment Lifecycle Management and Electronic Waste Management

Beyond general waste management, the Company, as a System Integration service provider, recognizes the importance of Information Technology Equipment Lifecycle Management (Technology Lifecycle Management) as an integral part of its business operations. This is particularly relevant for electronic equipment associated with client projects, such as computer equipment, network devices, and digital learning tools.

The Company prioritizes the planning and tracking of equipment from procurement, usage, maintenance, and return at the end of its service life, as well as the appropriate segregation and management of end-of-life equipment. This is achieved through equipment management systems and information technology to help control equipment status and mitigate data risks before entering the end-of-life management process.

During the lease period, the Company utilizes Mobile Device Management (MDM) systems to support equipment status tracking, usage performance analysis, and preventive maintenance event management. This helps extend the lifespan of equipment, reduce premature loss, and enhance resource efficiency throughout its lifecycle.

Upon lease termination, the Company will establish a return and equipment condition assessment process based on Technology Asset Management principles to categorize appropriate management approaches, including Reuse, Refurbishment for continued use, and environmentally sound Recycling or disposal. Furthermore, the Company prioritizes Secure Data Erasure and information security control before equipment transfer to ensure transparent and auditable end-of-life equipment management.

The Company promotes the approaches of Reuse, Refurbishment for continued use, and Recycle through legally authorized entities or contractors. This ensures that electronic waste disposal is safe, minimizes environmental impact, and aligns with the Circular Economy concept. The Company plans to collaborate with legally authorized electronic waste recycling or disposal service providers, focusing on creating value from equipment utilization throughout its lifecycle rather than a disposable resource model.

To prepare for the conclusion of lease projects, the Company will carefully estimate the volume of electronic waste through a three-level Scenario Analysis: Base Case, Conservative Case, and Optimistic Case. This analysis aims to assess the proportion of equipment that can be reused and the potential volume of electronic waste. Such analysis provides the Company with insights for defining resource management strategies, cost planning, and designing operational guidelines upon lease expiration. This reflects sustainable technology management and long-term value creation for stakeholders. This approach underscores the Company's role in Responsible Technology Management, which helps reduce environmental impact while creating value from efficient technology utilization.

	2023	2024	2025
Total reused/recycled waste (Kilograms)	1,745.30	1,075.50	1,113.70
Reused/Recycled non-hazardous waste (Kilograms)	1,745.30	1,075.50	1,113.70
Reused non-hazardous waste (Kilograms)	0.00	0.00	0.00
Recycled non-hazardous waste (Kilograms)	1,745.30	1,075.50	1,113.70
Reused/Recycled hazardous waste (Kilograms)	0.00	0.00	0.00
Reused hazardous waste (Kilograms)	0.00	0.00	0.00
Recycled hazardous waste (Kilograms)	0.00	0.00	0.00

Information on greenhouse gas management

Greenhouse gas management plan

The company's greenhouse gas management plan : No

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : No

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas : Yes
management

Management Approach to Reduce Greenhouse Gas Emissions

The Company has not conducted any assessment of its greenhouse gas impact. However, the campaign to reduce greenhouse gas emissions is currently a widespread international topic due to the effects of global warming. The Company is committed to actively supporting management efforts to mitigate greenhouse gas issues by promoting activities that can help address these problems. Examples include implementing mandatory measures for company personnel and visitors to turn off vehicle engines while parked on company premises, as well as managing office resources by switching off electrical appliances, lighting systems, air conditioning systems, and office equipment when not in use, and adhering to the principles of Reduce, Reuse, Recycle.

Greenhouse gas management : Corporate greenhouse gas emission

	2023	2024	2025
Total greenhouse gas emissions (Metric tonnes of carbon dioxide equivalent)	0.00	176.14	176.06
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	0.00	75.74	78.61
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	0.00	100.40	97.45
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00

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

Verification of the company's greenhouse gas emissions : No

Information on incidents related to legal violations or negative environmental impacts

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

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

3.4 Social sustainability management

3.4.1 Social policy and guidelines

Social and human rights policy and guidelines : Yes

Social and human rights guidelines : Employee rights, Community and environmental rights, Non-discrimination

The Company conducts its business with integrity, considering stakeholders, the economy, society, and the environment. It adheres to good governance principles to ensure honest, transparent, and fair operations, based on ethics and good corporate governance. The Company recognizes negative impacts on the economy, society, natural resources, and the environment to build confidence among shareholders, employees, customers, stakeholders, and all relevant parties. The operational framework and guidelines are as follows:

Sustainability Operational Framework

The Company conducts its business under good corporate governance and adheres to ethical principles, alongside prioritizing environmental and social care. It possesses a genuine sense of social responsibility and considers all relevant stakeholders, both internal and external, including shareholders, employees, customers, communities, and society as a whole, aiming for sustainable business development. The Company has established a sustainability management policy as a framework for various operations, which the Board of Directors, management, and all employees are to uphold with confidence, faith, and understanding of good corporate governance principles. This is to instill a sense of social and environmental responsibility at all levels, while providing support to communities and society, focusing on promoting development that aligns with community needs to enhance the long-term quality of life and well-being of communities, in accordance with the principles and guidelines for social and environmental responsibility set by the Stock Exchange of Thailand, which cover the following topics:

1. Fair Business Practices

The Company adheres to fair business practices, fostering trust among stakeholders, which will positively impact the Company in the long term. The principles for conducting business are as follows:

1. Avoid actions that may lead to conflicts of interest. If a conflict of interest is identified, a fair mediation process should be established, and all significant information should be fully disclosed.
2. Promotes free trade competition and avoids nepotism or collusion.
3. Does not support actions that constitute intellectual property or copyright infringement.
4. Establish a management system capable of preventing bribery and corruption, or detecting it without delay, including efficient problem-solving processes and ensuring fairness should such incidents occur.
5. Campaign for directors, executives, and employees to recognize the importance of combating corruption, including extortion and all forms of bribery.

2. Respect for Human Rights and Fair Treatment of Labor

The Company places importance on respecting human rights and fair treatment of labor, recognizing that personnel are valuable resources and crucial factors for the organization's success and sustainable growth. Therefore, the Company aims to conduct business within the framework of laws, labor standards, and internationally accepted human rights principles, coupled with creating a work environment that respects human dignity, provides equal opportunities for personnel, avoids discrimination, and allows them to fully demonstrate their potential. The Company has thus established guidelines for respecting human rights and fair treatment of labor to serve as a framework for the supervision, management, and operations of personnel at all levels, as follows:

1. Support and respect the protection of human rights by diligently monitoring and ensuring that their business is not involved in human rights violations.
2. Promote monitoring of compliance with human rights requirements within their businesses and encourage adherence to international human rights standards. The business's human rights responsibilities also extend to subsidiaries, joint ventures, and business partners.
3. The Company will treat all its personnel equally, without discrimination based on origin, race, gender, age, skin color, religion, physical ability, status, lineage, educational institution, or any other status not directly related to job performance.
4. The Company provides opportunities for all its personnel to fully demonstrate their abilities by offering appropriate compensation and creating work incentives, including salaries, bonuses, and appropriate operational expenses in accordance with Company regulations. It also provides opportunities for Company personnel to pursue further education and training, both short-term and long-term.
5. All Company personnel must perform their duties and responsibilities to the best of their ability, with honesty, integrity, fairness, and adherence to moral principles. They shall not delegate their duties to any individual, directly or indirectly, unless it is necessary or for the sake of efficiency in tasks that do not require their specific expertise.
6. Company personnel must operate according to the chain of command, receive orders, and be directly responsible to their supervisors. They shall not bypass the chain of command unless absolutely necessary. Criticism of supervisors and colleagues that could cause damage to individuals or the company should be avoided. Furthermore, company personnel will provide opportunities and be open-minded to listen to the opinions of subordinates and colleagues with mindfulness, without prejudice, and with reason.
7. Company personnel may fully utilize the Company's resources, labor, premises, and facilities for their duties. They are prohibited from using the Company's resources, labor, premises, and facilities for purposes other than performing their duties or for benefits to which they are legitimately entitled.
8. Company personnel must maintain polite manners, dress appropriately for the occasion, and conduct themselves suitably for their duties and local customs, without damaging the Company's image.
9. Company personnel may use their name and position to solicit funds for charitable causes organized by the Company, but are prohibited from using the Company's name and their position within the Company to solicit funds personally, regardless of the purpose.
10. Company personnel should cooperate in activities organized by the Company to foster unity and mutual assistance, as well as in social activities organized by the Company.
11. Company personnel are prohibited from engaging in actions that cause distress, annoyance, demoralization of others, create hostility, or disrupt work performance through sexual harassment, whether towards company personnel or external parties conducting business. This includes sexual assault, flirtation, molestation, indecency, and possessing obscene images, both verbally and physically.

3. Responsibility towards Stakeholders in Joint Community and Social Development

The Company considers participation in community and social development as a duty and a core policy in its business operations. It focuses on promoting and developing society, communities, and the environment alongside sustainable business operations, including religious preservation, creation and conservation of natural resources, support for youth education, and promotion of public benefit activities for communities and underprivileged groups, to strengthen communities to be self-reliant in the long term, adhering to the following practices:

1. The Company aims to understand and communicate to society its operational status and facts, its responsibility to the community and society as a whole, and its environmental responsibility without concealing discoverable facts. It cooperates in providing timely information to investors, shareholders, and the general public.

2. The Company is committed to actively and continuously participating in social responsibility regarding quality and the environment, utilizing natural resources to their fullest potential. This involves recognizing the importance of the environment for relevant stakeholders, as well as promoting social activities for environmental preservation and improving the quality of life for people in the community, in accordance with the principles of sustainable development.
3. The Company will consider options for utilizing natural resources with the least possible negative impact on society, the environment, and the quality of life of the public. It supports reducing energy and resource consumption.
4. The Company continuously instills a sense of social and environmental responsibility in its personnel at all levels. It prioritizes conducting transactions with partners who share the Company's commitment to social and environmental responsibility and leads in promoting efficient energy use and conservation for the benefit of future generations.
5. The Company will regularly return a portion of its profits for activities that contribute to society and the environment. The activities undertaken must be appropriate, genuinely beneficial to the community, society, and the environment. If donations are chosen, the recipient's information must be verified to ensure that the funds are used efficiently and effectively, creating genuine benefit, and all donations must be properly documented.

4. Innovation and Dissemination of Innovation from Social Responsibility Initiatives

The Company adopts the concept of social responsibility and innovates business practices that create benefits and competitive advantages for both business and society, adhering to the following key practices:

1. Examine current business processes to determine if they pose risks or have negative impacts on society and the environment, and how. Research solutions to mitigate these impacts, and thoroughly study, consider, and analyze work processes in all aspects to create opportunities for developing business innovations.
2. Disclose innovations found to be beneficial to society and the environment to encourage other businesses and entrepreneurs to follow suit.
3. Analyze problem-solving approaches and continuously develop innovations. This is an ongoing process to create opportunities for inventing new products and for sustainable business growth alongside profit generation.

5. Technology Management to Support Educational Stakeholders and Promote Responsible Technology Use

As a System Integration service provider, the Company plays a role in leveraging technology to connect customers' digital infrastructure, enhancing efficiency, reducing resource consumption, and supporting sustainable operations. The Company recognizes the role of information technology in supporting the development of education and learning in the digital society. Therefore, it prioritizes technology management to support educational stakeholders such as educational institutions, teachers, and students, focusing on maximizing the benefits of technology alongside safety, appropriateness, and social responsibility. It also supports the concept of universal and equitable access to technology (Digital Inclusion) to promote educational opportunities and reduce barriers to learning through digital technology.

The Company considers human rights principles related to equitable access to education and user protection, especially for children and youth, to enable them to use technology in a safe and conducive learning environment. The Company has implemented a Mobile Device Management (MDM) system to centrally control and manage the use of digital devices, supporting efficient learning management. It has also established safety measures such as managing user permissions, controlling access to data and applications, and preventing access to inappropriate content, to promote responsible technology use, reduce risks from digital device usage, and support students' right to safe and appropriate learning experiences.

These guidelines align with the Sustainable Development Goals (SDGs), specifically Goal 4: Quality Education, which aims to promote equitable and quality access to education, and Goal 9: Industry, Innovation, and Infrastructure, which supports the application of technology and innovation for sustainable development.

Reference link for social and human rights policy and : [https://www.supreme.co.th/storage/document/cg/guidelines
spreme-social-and-environmental-responsibility-policy-
th.pdf](https://www.supreme.co.th/storage/document/cg/guidelines%20spreme-social-and-environmental-responsibility-policy-th.pdf)

Page number of the reference link : -

Compliance with human rights principles and standards

Human rights management principles and standards : Thai Labour Standard: Corporate Social Responsibility of Thai Businesses (TLS 8001-2010) by the Ministry of Labour

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

Review of social and human rights policies, guidelines, and/ : No
or goals over the past year

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : No

3.4.2 Social operating results

The Company is committed to conducting business while simultaneously creating value for society by appropriately supporting projects and activities that enhance the quality of life for communities and stakeholders. The Company prioritizes equality, the development of employee skills and potential, as well as fostering strong relationships with communities. This is achieved through transparent operations, in line with sustainable development principles, and aims to create a positive long-term impact on society.

Information on employees and labor

Employees and labor management plan

The company's employee and labor management plan : Yes

Employee and labor management plan implemented by : Fair employee compensation, Employee training and
the Company in the past year development

Fair employee compensation

1. The Company has established a compensation policy based on principles of fairness, transparency, and competitiveness, primarily considering employees' skills, knowledge, abilities, experience, and performance. Furthermore, the Company adjusts its compensation structure to align with economic conditions and the labor market, aiming to maintain competitiveness and attract high-potential personnel.
2. The Company has a clear and transparent performance evaluation system, where evaluation results are used as criteria for adjusting compensation and annual bonus payments. Additionally, the Company conducts annual salary reviews based on the Key Performance Indicators (KPI) system to appropriately reflect employee performance.

3. Regarding welfare, the Company prioritizes the quality of life and well-being of its employees by providing comprehensive benefits such as annual health check-ups, medical expenses, and a provident fund. Group health insurance and other appropriate benefits to enhance long-term stability and motivation for work.

Employee training and development

The Company has established a personnel development policy to promote the development of essential knowledge, abilities, skills, and potential for executives and employees in both present and future operations. Recognizing the value of human resources in driving the Company's sustainable growth, the Company prioritizes personnel development and promotes the enhancement of their knowledge and capabilities as follows:

1. Develop a suitable Skill Matrix according to job positions.
2. Evaluate employees according to the skill matrix standard and develop Individual Development Plans (IDP) by assessing performance competencies and identifying gaps to plan employee development for the following year. Personnel development includes:
 - (1) In-the-Job Training: Supervisors or managers provide instruction and guidance during work, such as basic knowledge of installation techniques, preliminary product maintenance procedures, and product quality inspection and control processes.
 - (2) In-house Training: Departments/divisions organize internal training to foster understanding and enhance knowledge and abilities, such as product knowledge, departmental operating procedures, and workplace safety.
 - (3) Public Training: Training is arranged with external institutions, and employees follow the training procedures.
 - (4) Support for other forms of employee self-learning as a channel for self-development and promoting unlimited learning. Employees can learn anywhere, anytime, including E-learning. The Company provides a knowledge repository that employees can access for training at their convenience.
3. The Human Resources and Administration Department is responsible for personnel development, covering the following key areas:
 - (1) Assess the Company's personnel development needs and requirements and prepare an annual training plan along with an annual budget. This training plan will align with essential needs and prepare employees to take on increased responsibilities in line with career advancement and their ability to fill vacant positions according to the workforce plan.
 - (2) Monitor training plans. After employees complete development training, the results will be evaluated and monitored to measure the success of the training in various aspects. The development budget will be controlled to stay within the planned and allocated budget. The results of completed training will be evaluated and monitored.
 - (3) Systematically and continuously collect data related to personnel training to achieve the Company's policy of promoting and retaining high-potential personnel, with a focus on developing personnel's learning to grow alongside the Company's progress.

Setting employee and labor management goals

Does the company set employee and labor management : Yes
goals

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Employee training and development	Control and monitor the number of employee training courses.	2024: Manage and oversee the number of employee training courses to achieve 11 courses per person per year.	2025: Oversee the number of employee training courses to achieve 13 courses per person per year.
• Non-discrimination	Complaints regarding corruption	2024: Complaints: 0	2025: Complaints: 0

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor : Yes
management

Performance in employee and labor management, Year 2025

The Company emphasizes fair, transparent, and sustainable human resource management, aiming to create a work environment conducive to employee potential development, fostering organizational commitment, and ensuring appropriate quality of work life. The Company considers compensation and welfare, career development and advancement, promotion of good internal relationships, occupational health and safety, as well as respect for human rights of employees at all levels.

1. Employee Compensation and Welfare Benefits

The Company implements a compensation policy based on fairness, transparency, and competitiveness within the industry, considering employees' knowledge, abilities, responsibilities, and performance, to create work motivation and foster organizational commitment. Key performance in the year 2025 It can be summarized as follows:

• Annual Compensation Adjustment

The Company considers annual compensation adjustments based on established criteria, referencing employee performance, economic conditions, and labor market trends, to ensure that compensation is appropriate and reflects the value of work and the potential of personnel.

• Performance-based Bonus Payment

The Company considers the payment of annual bonuses by taking into account the overall performance of the Company, coupled with the performance of employees, as a reward for their dedication to work and to boost morale.

• Employee Welfare Benefits

The Company provides appropriate and comprehensive welfare benefits to promote the quality of life and security of its employees, categorized as:

(1) Health and Security, such as providing health insurance and a provident fund, to enhance long-term security.

(2) Welfare benefits for various occasions in accordance with the Company's rules and regulations, to appropriately support employees' livelihoods and work performance.

2. Employee Training and Development

The Company prioritizes the development of employee potential by focusing on providing appropriate training that aligns with career advancement, to build capable personnel, respond to business objectives, and support the long-term growth of the organization.

Employee and labor management: Employment

The Company has a transparent, fair, and systematic process for recruiting and selecting employees, primarily considering the qualifications, knowledge, abilities, and attitudes of applicants to align with job positions and organizational values. The Company emphasizes the principles of equality and fairness, without discrimination or segregation based on origin, race, gender, age, skin color, religion, physical ability, financial status, lineage, educational institution, or any other status not directly related to job performance. Furthermore, the Company promotes equal opportunities for employee development and career advancement, using ability and performance as criteria for consideration, without discrimination based on the aforementioned personal differences. As of the end of 2025, the Company has a total of 95 employees.

Hiring employees

	2023	2024	2025
Total employees (persons)	98	98	95
Male employees (persons)	56	55	53
Female employees (persons)	42	43	42

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	0	0	0
Total number of employees with disabilities (persons)	0	0	0
Total male employees with disabilities (persons)	0	0	0
Total female employees with disabilities (persons)	0	0	0
Total number of workers who are not employees with disabilities (persons)	0	0	0
Contributions to empowerment for persons with disabilities fund	No	No	No

Employee and labor management: Remuneration

Management of Wages, Remuneration, and Benefits

The Company has established both short-term and long-term employee compensation policies. These policies consider the knowledge, skills, experience, and performance evaluation results of each individual employee, as well as the Company's operating results, utilizing performance measurement based on Key Performance Indicators (KPIs). Therefore, employees at all levels will receive appropriate and fair compensation.

In addition, the Company has established a salary and welfare structure that is appropriate and competitive, by benchmarking against companies in the same business group, to ensure employees receive fair compensation commensurate with their roles, responsibilities, and performance. Employee compensation and benefits include salaries, annual bonuses, provident fund contributions, annual health check-ups, and medical welfare, among others. Furthermore, the Company also provides other benefits and welfare to support employee performance and enhance their quality of life, such as allowances for business trips to other provinces, accommodation benefits for employees, and sports welfare to promote health and well-being, including badminton and football activities.

Employee remuneration

	2023	2024	2025
Total employee remuneration (baht)	58,607,326.41	60,652,904.34	65,001,283.13

Employee and labor management: Employee training and development

The Company consistently allocates an annual budget for developing the potential of employees at all levels through training and seminars. This ensures that the Company's employees can effectively advise on products and provide services to customers, keeping pace with the ever-changing business landscape. Employees are considered the core and vital force in driving business operations towards sustainable growth.

The Company therefore places importance on developing personnel in all aspects to ensure employees are prepared, possess skills, and have the potential for innovation, enabling them to effectively cope with changes. The Company focuses on providing continuous training for all employees at all levels to achieve maximum knowledge and expertise in their work, thereby meeting the Company's goals and strategies and supporting future business growth.

In 2025, the Company developed personnel competencies through both internal and external training courses. A total of 95 employees attended the training, comprising 53 male employees (55.79% of all employees) and 42 female employees (44.21% of all employees). The total cost for personnel development amounted to 211,044.71 Baht.

Courses Offered in 2025

Category Training	Course	Number of Hours	Number of Trainees	Number of Female Trainees	Number of Male Trainees
Internal Training	Anti-Corruption Policy	01:00	101	44	57
	Business Ethics and Code of Conduct	01:00	100	44	56
	Company and Customer Confidentiality Policy	01:00	99	43	56

	Sustainability Management Policy	01:00	95	39	56
	Environmental Awareness ISO 14001:2015 and Basic Knowledge of ISO 9001:2015 Standard System	01:00	99	44	55
	English for Communication	04:30	29	15	14
	Basic Excel Usage	06:00	27	21	6
	Intermediate Excel Usage	04:00	19	14	5
	Principles of Creative Problem Solving	02:00	9	3	6
	Knowledge of the Personal Data Protection Act (PDPA)	06:00	53	32	21
Internal Training (Cont.)	Information Security Management System Standard Requirements	03:00	26	16	10
	Internal Audit according to Information Security Management System Standards	06:00	15	9	6
	Internal Audit ISO27001:2022	02:00	13	8	5
	Internal Audit Plan for ISO20000-1:2018 Service Management System	02:30	12	7	5

External Training	Microsoft 365 Copilot Master Class	03:00	38	23	15
	AI & Data Synergy: Driving Sustainable Organizations	02:30	35	16	19
	AI Governance Webinar 2025 EP.2 Agentic AI: When AI Makes Decisions for Humans, Who is in Control?	01:00	19	10	9
	AI for Business Transformation	02:00	18	7	11
	Choosing the Right AI Tool for Your Organization	02:00	18	13	5
	Productive Coaching & Feedback	01:30	16	5	11
	Secure Data, Stable Business: Strategies for Modern Organizations	01:00	13	6	7
	PDPA GURU: Internal Audit - How Prepared are Internal Auditors to Help Reduce PDPA Risks?	02:00	13	9	4
	Positive Communication Skills	01:00	9	6	3
	Costly Lessons to Counter Cyber Threats: Supply Chain Attack	01:30	7	2	5
	AI Insight Series	02:00	7	2	5

	AI Strategy & Preparation	02:45	6	1	5
	Information Systems in Logistics	02:00	6	0	6
	Microsoft Licensing Updated	02:00	6	5	1
	AI Platform & Immersive AI	02:45	6	1	5
	Advanced Endpoint Protection and EDR with Microsoft Defender	03:00	6	1	5
	AI Governance The Key to Ethical and Strategic Organization	01:30	6	1	5
	Discover Microsoft Azure: Introduction to Cloud Solution Development	03:00	6	1	5
	Enterprise GenAI & Use Cases	02:45	6	1	5
	Gen AI Elevates Organizations, Accelerating Workflows	01:00	6	1	5
External Training (Cont.)	HP Support Cybersecurity Service Qualification	01:00	6	2	4
	Zyxel Webinar Nebula 2025	01:30	6	1	5
	Microsoft 365 Copilot Master Class	03:00	38	23	15

	2023	2024	2025
Average employee training hours (hours / person / year)	25.43	32.53	30.40
Training and development expenses for employees (baht)	94,044.47	297,254.51	211,044.71

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

The Company ensures that employees at all levels receive workplace safety and a suitable working environment to prevent potential health risks arising from work, thereby improving the quality of life for employees and increasing motivation for collaboration towards sustainable organizational development. Furthermore, the Company emphasizes providing knowledge, understanding, and appropriate safety practices in the workplace, ranging from basic first aid knowledge and appropriate emergency response plans, such as in the event of a fire, as well as arranging annual health check-ups to regularly monitor employee health.

In 2025, the Company regularly organized operational safety training for executives and employees, such as annual fire drills and evacuation exercises, to enhance preparedness for emergency situations and reduce potential risks in the workplace.

Safety, occupational health, and environment at work

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

Employee and labor management: Employee engagement and internal employee groups

The company plans to further develop employee engagement, starting with improving the workplace environment and atmosphere to promote good health and hygiene, safety, and a more modern and aesthetically pleasing setting. The company has provided various facilities such as relaxation zones and working space zones. etc. It also supports joint activities between employees and management to strengthen good relationships within the organization, such as New Year parties, team-building activities, and outing events. annually, etc. In 2025, The company had 4 voluntary employee resignations. people, or 4.21 percent. of the total number of employees.

Employee engagement

	2023	2024	2025
Proportion of voluntary resignations (%)	5	5	4
Total number of employee turnover leaving the company voluntarily (persons) ⁽¹⁾	5	5	4
Total number of male employee turnover leaving the company voluntarily (persons)	3	4	3
Total number of female employee turnover leaving the company voluntarily (persons)	2	1	1
Proportion of voluntary resignations (%)	5.10	5.10	4.21

Remark : ⁽¹⁾ Voluntary employee resignations will only be counted for employees who have completed their probationary period.

	2023	2024	2025
Evaluation result of employee engagement (2)	No	Yes	No

Remark : ⁽²⁾ The Company mandates that all employees possess a core competency in "organizational loyalty and commitment," which will be assessed every two years.

Employee internal groups

The company emphasizes employee participation in the process of overseeing and developing internal welfare. Therefore, a Welfare Committee has been established within the establishment to perform the duties of

1. to consult with employers to provide welfare for employees.
2. to provide consultation and recommendations to employers regarding welfare arrangements for employees.
3. to monitor and supervise the welfare arrangements provided by employers to employees.
4. to provide opinions and guidelines for arranging beneficial welfare for employees, acting as representatives of employees at all levels.

In addition, the Welfare Committee serves as an intermediary between management and employees. to collect welfare-related suggestions/complaints, analyze needs based on welfare utilization data, and propose development plans that are cost-effective, transparent, and measurable, adhering to principles of comprehensive and verifiable communication, in order to continuously enhance the quality of working life.

Employee internal groups : Yes

Types of employee internal groups : Welfare committee

Information about customers

Importance

The Company places importance on and strictly adheres to relevant laws, regulations, and guidelines, as stipulated in its Good Corporate Governance and Business Ethics Policy. This policy covers the delivery of quality, standardized, and timely products and services that meet or exceed customer expectations, under fair and transparent conditions.

The Company accurately, sufficiently, and timely discloses information about the company to enable customers and stakeholders to make appropriate decisions. Furthermore, it places great importance on maintaining customer confidentiality by adhering to policies and codes of conduct regarding confidentiality, data storage, data usage, and the prevention of improper use of inside information. This includes strict protection of customer data and trade secrets, without using any information for personal gain or for the benefit of related parties in an unethical manner.

In addition, the Company prioritizes responding to customer needs quickly and efficiently by providing systems and channels for complaints or suggestions regarding services, as well as regularly surveying customer satisfaction, to analyze the collected data and use it for continuous improvement of the Company's operations.

Customer management plan

Company's customer management plan : Yes

Customer management plan implemented by the : Development of customer satisfaction and customer
company over the past year relationship, Consumer data privacy and protection

Developing customer satisfaction and strengthening customer relationships.

The Company places importance on continuously building and maintaining good relationships with customers and partners, primarily based on understanding customer needs. The Company's management team and personnel possess experience and expertise in information technology operations and have a thorough understanding of the business characteristics and needs of each customer group. This enables the Company to analyze requirements, design solutions, and provide services that align with the objectives and plans set by customers.

The Company focuses on providing quality services, from the design, procurement, and installation of information technology systems to maintenance and after-sales services, taking into account standards, security, and system continuity, to ensure that customers receive maximum benefits from their investment and can operate their businesses efficiently.

Furthermore, the Company emphasizes close communication and coordination with customers, providing opportunities for customers to express opinions, suggestions, and complaints, which are used as information for continuous improvement and development of service quality. This has resulted in the Company gaining continuous and long-term trust from customers and partners in providing information technology services.

These operations help foster satisfaction, trust, and sustainable relationships with customers and partners, which are crucial factors in supporting the Company's business growth and long-term competitiveness.

Data Privacy Protection.

The Company recognizes the importance of protecting the personal data of all stakeholder groups, especially the personal data of customers that the Company collects, uses, discloses, and transfers for service provision. The Company systematically manages personal data by defining appropriate purposes for data use to provide services that meet customer needs, under the principles of necessity, appropriateness, and data security.

The Company is committed to being responsible for and protecting the personal data of all stakeholders, including shareholders, employees, customers, partners, and creditors, among others, by announcing its Privacy Policy. on the Company's website at www.supreme.co.th and appointed a Data Protection Officer (DPO). responsible for overseeing and ensuring personal data protection in accordance with relevant laws.

The Company's personal data protection framework is in compliance with the Personal Data Protection Act B.E. 2562 (2019) (Personal Data Protection Act: PDPA). which covers essential details such as types of personal data, purposes of collection, use, and disclosure of data, entities or individuals to whom data may be disclosed, data retention period, data security measures, cookie policy, rights of the personal data owner, as well as contact channels for exercising rights related to personal data.

In 2025. The Company has not received any complaints regarding the violation of customers' personal data.

Setting customer management goals

Does the company set customer management goals : Yes

Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Development of customer satisfaction and customer relationship	Customer Satisfaction	2024: The average score is 3.59 out of a maximum of 4.	2025: The average score is 3.51 out of a maximum of 4.

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

Customer Management: Customer Satisfaction

The Company places great importance on conducting business with its customers, regularly conducting annual customer satisfaction surveys to continuously strengthen the bond and good relationship between the Company and its customers. This also serves as a guideline for listening to feedback, suggestions, and resolving customer complaints accurately, appropriately, and promptly.

The Company will present the results of the customer satisfaction survey to the Executive Committee meeting for use in planning, management, and improving the quality of services and product delivery. Furthermore, customer data and feedback will be communicated to relevant departments to enhance operational efficiency and better meet customer needs.

Customer Satisfaction Survey Year 2025

To understand customer expectations, problems, needs, and various impacts, the Company conducts annual customer satisfaction surveys. The results of these surveys For the year 2025, it was found that customers were satisfied with the Company's services, with a total score of 5,307 out of a full score of 6,048, representing 87.75%. When compared to the average score of 3.51 out of a full score of 4.00, the evaluation result is at the level of “ **Excellent** ”

The results of customer satisfaction surveys over the past 3 years are summarized as follows:

- Year 2023, the customer satisfaction level was 94.81%.
- Year 2024, the customer satisfaction level was 89.71%.

- Year 2025, the customer satisfaction level was 87.75%.

Customer management: Customer satisfaction

Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

Information on community and society

The Company prioritizes continuous involvement in community and social development, focusing on promoting educational opportunities and enhancing the quality of life for youth in various areas. Annually, the Company consistently organizes Corporate Social Responsibility (CSR) activities, such as the donation of computers and educational media equipment to schools and educational institutions to support learning and access to technology for underprivileged students and youth, as well as the improvement and development of school environments, such as renovating school buildings, playgrounds, and activity areas, to enhance safety and facilitate learning and skill development for children and youth.

Additionally, the Company also provides support for the donation of consumer goods and essential equipment to communities and relevant organizations as appropriate. These activities are conducted continuously on an annual basis, reflecting the Company's commitment to conducting business alongside creating value for communities and society for long-term sustainable growth.

Community and social management plan

Company's community and social management plan : Yes

Community and social management plan implemented by : Education, Sports and recreation, Disadvantaged and the company over the past year vulnerable groups

● Education

The Company aims to promote educational opportunities and access to information technology for youth by continuously supporting educational activities, such as donating computers, information technology equipment, and teaching materials to schools and educational institutions in various areas, as well as improving school buildings and the internal school environment to facilitate appropriate learning and skill development for students and youth.

● Sports and Recreation

The Company has allocated a budget to support the expenses of Supreme Volleyball Club Co., Ltd. ("Supreme Club") for conducting club-level sports competitions. This support began in 2009 and continues to the present (Supreme Club was registered as a legal entity in 2011). The supported expenses cover food, accommodation, travel costs, and modern equipment for training, as well as the hiring of coaches, trainers, sports scientists, doctors, and expert teams with knowledge, abilities, and experience. This support helps provide opportunities for youth and athletes to develop their potential, bringing recognition to themselves, the club, society, and the nation. The club's success also reflects positively on the image of its supporters.

● Underprivileged and Vulnerable Groups

The Company appropriately conducts activities to assist and support underprivileged and vulnerable groups in society by providing consumer goods, essential equipment, and other support to communities, schools, foundations, or

relevant organizations to alleviate hardship and improve the quality of life for target groups, as opportunities and circumstances permit.

Setting community and social management goals

Does the company set community and social : Yes
management goals

Details of setting community and social management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none"> • Education • Sports and recreation 	Conduct CSR activities at least once a year.	2024: 1. Promotion and Development in Education 2. Supreme Panrak Project EP.03: '30 Years IT for Children'	2025: 1. Supreme Panrak Project EP.04: Sharing Happiness with Children at Wat Kuttakian School. 2. Project Activity: 'SP Dedicated Volunteers' EP.04 for the Lue-Kor Project of Nokkamin Foundation.

Performance and outcomes of community and social management

Performance and outcomes of community and social : Yes
management

Over the past year, Supreme Distribution Public Company Limited has carried out community and social activities according to its established management plan, focusing on continuous engagement with communities and stakeholders in its operational areas. The activities undertaken cover education, sports and recreation, as well as assisting underprivileged and vulnerable groups in society.

Educational Performance and Social Activities

The company prioritizes promoting and developing education as a crucial foundation for sustainable human resource and social development. The company has supported schools and educational institutions in various areas through the donation of computers, information technology equipment, and teaching materials, as well as improving the internal environment of schools, to enhance access to technology, elevate the quality of learning, and create a suitable and safe environment for students and youth.

1. Promotion and Development in Education

On November 20, 2024, Supreme Thippaya Chonburi-E.Tech Volleyball Club, in collaboration with Thippaya Insurance Public Company Limited and Company

Supreme Distribution Public Company Limited organized the "Thippaya Volleyball Clinic 3rd Edition" at the Sports Science, Recreation, and Cultural Plaza of Bang Pu Subdistrict Municipality, Samut Prakan Province, with a total of 130 students from schools in Samut Prakan Province participating in the activity. The aforementioned activities aim to promote learning alongside the development of sports skills, foster discipline, teamwork, and productive use of leisure time, thereby supporting the holistic development of youth in terms of education, health, and life skills.



2. Supreme Pan Rak Project EP.03 "30 Years of IT for Children"

Supreme Distribution Public Company Limited celebrates its 30th anniversary on the 15th. December 2023 is a special opportunity for the company to promote equal access to digital infrastructure for students. Therefore, the company organized a project to donate computers to underprivileged schools that lack sufficient computers for the number of students per class and face difficulties in conducting classroom learning activities. In this activity, the company donated computers to a total of 40 schools, 300 computers units. If schools receive support for computer donations for education this time, it will enable students to utilize them comprehensively for learning and teaching, leading to progressively higher academic achievements.



Social Activities

3. Supreme Pan Rak Project EP . 04 Sharing Happiness with Children at Wat Kut Takian School

On March 15, 2025, Supreme Distribution Public Company Limited, led by its management team and employees, participated in a CSR activity. 1st/2025 Supreme Pan Rak Project EP . 04 Sharing Happiness with Children at Wat Kut Takian School, Khao Phra Subdistrict, Mueang District, Nakhon Nayok Province. Wat Kut Takian School, Nakhon Nayok Province, is a small rural school lacking in many aspects. It has approximately 100 students, most of whom come from impoverished backgrounds. There is no school director, and only 6 government teachers and educational personnel.

Activities included renovating computer rooms and multi-purpose buildings, installing electrical systems and lighting for multi-purpose domes, painting and refurbishing dining tables, improving sports fields and playgrounds, and donating teaching materials, storybooks, and sports equipment. The objective was to restore dilapidated public utility systems to a usable condition, thereby creating a good environment for the school, ensuring computer rooms are ready for use, and facilitating learning activities. It also aimed to foster internal unity within the organization, allowing employees to participate as volunteers in community and social development, and responding to the company's policy on social dimension sustainability management.



Performance in Supporting Underprivileged and Vulnerable Groups

Corporate Social and Environmental Responsibility (CSR) Working Group represented in delivering donations to the "Leftover-Requested" Project of Baan Nokkamin Foundation, which was continuously organized again during the year-end period of 2025. by collecting donations such as clothes for all genders and ages, shoes, bags, electrical appliances, school supplies, and dried food from the management team and employees of the company, as well as philanthropists who wished to donate items to Baan Nokkamin Foundation. These items would be sold at charity shops to generate income to support food, education, and care for orphaned children, underprivileged children, and those under the foundation's care. In addition to making merit and sharing usable items to maximize their value, it also helps organize homes, pass on unused but still useful items, thereby reducing waste and the use of new resources, promoting a culture of sharing and efficient resource utilization, to create a more caring and supportive society.

• "SP People Full Volunteer" Project EP.04 for the "Leftover-Requested" Project of Baan Nokkamin Foundation

On December 26, 2025, the Corporate Social and Environmental Responsibility (CSR) Working Group represented in delivering donations from the "SP People" project "Full Volunteer" EP.04 for the "Leftover-Requested" Project of Baan Nokkamin Foundation, which was continuously organized again during the year-end period. This involved collecting donations such as clothes for all genders and ages, shoes, bags, electrical appliances, school supplies, and dried food from the management team and employees of the company, as well as philanthropists who wished to donate items to Baan Nokkamin Foundation. These items would be sold at charity shops to generate income to support food, education, and care for orphaned children, underprivileged children, and those under the foundation's care. In addition to making merit and sharing usable items to maximize their value, it also helps organize homes, pass on unused but still useful items, thereby reducing waste and the use of new resources, promoting a culture of sharing and efficient resource utilization, to create a more caring and supportive society.



From the implementation of the aforementioned activities, The company has fostered good relationships with communities and stakeholders, reflecting its commitment to conducting business alongside sustainable community and social development. The results of these operations will be used as a guideline for further developing and improving community and social management more efficiently in the future.

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

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

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

4. Management Discussion and Analysis (MD&A)

4.1 Operation, financial condition and material changes

Operational overview

The Company's operating performance grew significantly compared to both the fourth quarter of 2024 and the full year 2024. This improvement was primarily driven by the timely delivery of several key projects in accordance with the Company's operational plan. On a three-month comparative basis, both total revenue and total expenses increased more than five times from the same period in the prior year. Full-year revenue also expanded by approximately 80% year-over-year. However, the Company recognized a substantial increase in revenue during the fourth quarter of 2025 from medium-scale, high-value projects. These projects typically carry lower gross margins than standard projects. As a result, although they contributed significantly to revenue, the profit generated per unit was lower, leading to a decline in the Company's overall gross margin compared to the previous year. In addition, these medium-scale projects required higher initial administrative and operating expenses, which contributed to a softening of the net profit margin. Nevertheless, these projects are expected to establish a strong foundation for the Company to generate higher-margin revenue in future periods.

Furthermore, the Company's backlog has increased substantially, supported by large-scale projects that have been progressively delivered from the fourth quarter to the present. This aligns with the Company's strategy to reinforce long-term sustainable growth through a stable stream of recurring income.

Diagram of operational overview

Key Items in Income Statement	Q4-2025	Q4-2024	YoY Inc/(Dec)		Y2025	Y2024	YoY Inc/(Dec)	
	MB	MB	MB	%	MB	MB	MB	%
Revenue from sales and services	953.77	144.84	808.93	558.50	1,557.92	852.61	705.31	82.72
Cost of sales and services	814.14	101.71	712.43	700.45	1,257.42	592.47	664.95	112.23
Gross profit	139.63	43.13	96.50	223.74	300.50	260.14	40.36	15.51
Gross profit margin (%)	14.64	29.78		-15.14	19.29	30.51		-11.22
Total income	956.09	150.08	806.01	537.05	1,567.47	869.77	697.70	80.22
Total expenses	843.49	126.42	717.07	567.21	1,365.39	701.34	664.05	94.68
Profit for the period	89.94	18.77	71.17	379.17	160.99	137.13	23.86	17.40
Net profit margin (%)	9.41	12.51		-3.10	10.27	15.77		-5.50

Summary of Key Items in the Statement of Profit or Loss

Analysis on the operation and financial condition

Operating results and profitability

1) Income

Operating revenue for the fourth quarter of 2025 and for the fiscal year 2025 increased by 808.93 million baht, representing a growth rate of 558.50 percent compared to the same period in 2024. For the full year, operating revenue increased by 705.31 million baht, or 82.72 percent year-on-year. This improvement was attributable to growth across each revenue category, as follows:

1.1) Revenue from sales and installation for the current year increased by 620.47 million baht compared to the previous year, primarily driven by equipment leasing projects for government agencies in the education sector and for a state-owned enterprise, which the Company delivered during the final quarter of 2025. These contracts are classified as finance leases with terms of three to five years. Despite heightened competition in 2025, the Company was able to

effectively manage and consistently deliver information technology systems and peripheral equipment to both public and private sector clients. With a broader and more diversified product portfolio, revenue from smaller-scale projects remained relatively stable without significant change.

1.2) Service revenue increased by 84.84 million baht, primarily from long-term leasing contracts with a state-owned enterprise, which was delivered and commenced in mid-2024. In addition, the Company generated service revenue from the development of public internet service centers, with the project having commenced in May 2025.

In addition, the Company recorded other income totaling 9.55 million baht in 2025, representing a decrease of 7.61 million baht, or 44.35 percent, compared to 2024. The decline was mainly due to higher income in the prior year from the disposal of equipment at the end of lease contracts, which had matured during that period.

Revenue Breakdown by Customer Group and Service Recipient

In 2025, the Company generated total revenue of 1,242.72 million baht from government agencies and state enterprises, representing 79.77% of total revenue (2024: 62.70%). Revenue from the private sector and general customers amounted to Baht 315.20 million, accounting for 20.23% (2024: 37.30%). The proportion of revenue derived from government agencies was significantly higher than that from the private sector during the year, primarily because the Company participated in multiple bidding processes across various government entities and secured several projects. These projects typically required substantial investment in information technology systems and related equipment.

2) Cost of Sales and Services, and Gross Profit

Cost of sales and services for the fourth quarter of 2025 and the full year increased substantially. Total project costs rose by 712.43 million baht from the same quarter of the previous year, representing an approximately seven-fold increase. For the full year, total costs increased by 664.95 million baht, or 112.23% compared to 2024, moving in line with the growth in revenue.

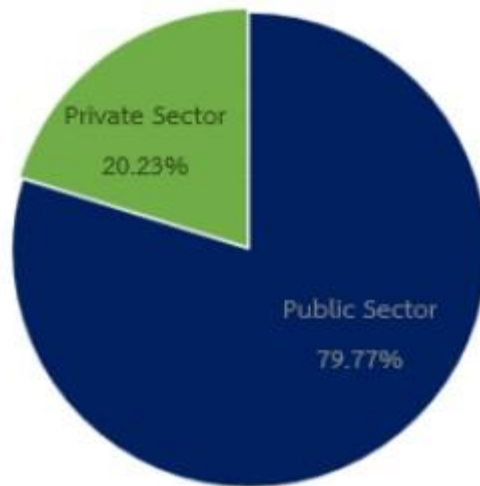
However, the gross profit margin for the current quarter decreased by 15.14% from Q4/2024 and declined by 11.22% from the full year 2024. This was mainly due to lower returns from medium sized projects, which incurred higher costs related to hardware, installation services, and asset management activities, while selling prices were reduced in anticipation of heightened market competition. Additionally, global market conditions in the second half of 2025 led to an upward trend in information technology hardware costs.

Furthermore, in 2025, the Company had certain wholesale transactions with private-sector customers that carried relatively lower gross margins, as the Company strategically focused its resources on executing several large-scale projects towards the end of the year.

3) Net Profit

The Company recorded a net profit of 89.94 million baht for the fourth quarter of 2025, an increase of 71.17 million baht, or 379.17%, compared to the fourth quarter of 2024. For the full year, net profit increased by 23.86 million baht, or 17.40%, from 2024, consistent with the growth in project revenue during the fourth quarter. However, despite the Company's effective cost management and the ability to maintain selling and administrative expenses at a stable and efficient level, the decline in gross profit resulted in a lower net profit margin. The net profit margin for 2025 averaged 10.27%, representing a decrease of 5.50 percentage points from the previous year.

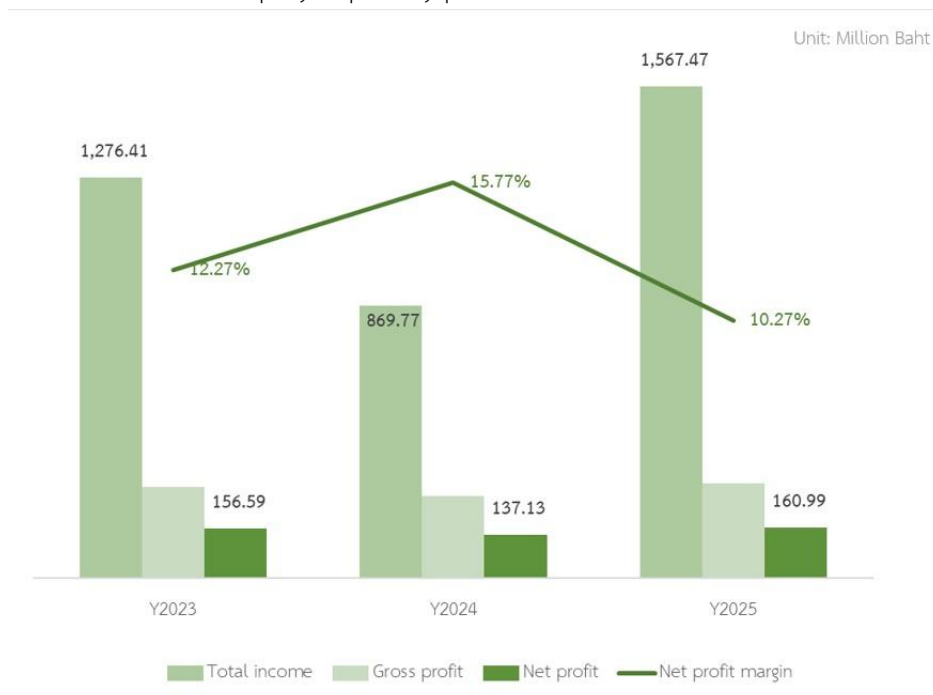
Diagram of operating results and profitability



Revenue Distribution by Customer and Service Recipient Groups



The Company's quarterly performance from 2024 to 2025



The Company's financial performance for the past three years

Asset management capability

Analysis of the Company's Financial Position as of 31 December 2025

1) Assets

The Company's total assets increased by Baht 1,938.14 million, or 161.13%, from 2024. The key changes in major asset categories are summarized as follows:

Cash and cash equivalents decreased by 158.47 million baht. Although the Company recorded higher revenue and net profit compared to the prior year, a portion of the revenue was derived from finance lease contracts under which rental payments will be received gradually in future periods. In addition, the Company invested Baht 186.93 million in leased equipment and paid dividends amounting to 81.40 million baht.

Contract assets increased by 79.36 million baht, primarily attributable to the high-speed internet service project for USO Net learning centers, as well as design, procurement, and installation projects that were progressively delivered and provided during the period but were not yet due for billing.

Finance lease receivables increased by 699.64 million baht, resulting from a finance lease contract under the educational equipment rental project with government education agency, and from an equipment rental contract with a state enterprise for which the Company completed delivery during the fourth quarter of 2025.

Inventories rose by 402.79 million baht, mainly consisting of equipment purchased in preparation for delivery under projects with education agencies and public computer-room systems scheduled for delivery in the first quarter of 2026.

Receivable from the Revenue Department represented input tax credits arising from substantial purchases of goods and equipment for various rental projects with government agencies.

Equipment, right-of-use assets, and intangible assets increased by 791.59 million baht, largely due to leased operating equipment under the educational equipment rental project, which was progressively delivered in November 2025, resulting in an increase of 908.87 million baht in equipment. Meanwhile, the Company recognized depreciation and amortization expenses of 120.27 million baht during the year.

Deferred tax assets decreased to zero, and the balance was reclassified and presented as deferred tax liabilities at year ended 2025, primarily due to the substantial increase in finance lease receivables during the year.

2) Liabilities

The Company's total liabilities increased by 1,861.93 million baht, mainly due to a rise in trade and other current payables, including accrued expenses totaling 1,864.99 million baht. This increase resulted from purchases of equipment for finance lease projects delivered during the fourth quarter of 2025, for which payment is not yet due. However, corporate income tax payable decreased because a portion of the Company's profit was derived from finance lease contracts, for which taxable profit is recognized on an accrual basis in accordance with tax regulations.

3) Shareholders' Equity

Shareholders' equity increased from 2024 as a result of total comprehensive income of 157.58 million baht recorded in 2025. Conversely, the Company also paid dividends for the 2024 fiscal year amounting to 81.40 million baht.

Diagram of asset management capability

Key Items in Statement of Financial Position	31 December 2025		31 December 2024		Inc (Dec)	
	MB	%	MB	%	MB	%
Cash and cash equivalents	246.08	7.83	404.55	33.63	(158.47)	-39.17
Trade and other current receivables	276.16	8.79	261.36	21.73	14.80	5.66
Contract assets	82.72	2.63	3.36	0.28	79.36	2,361.90
Finance lease receivables ⁽¹⁾	724.42	23.06	24.78	2.06	699.64	2,823.41
Inventories	413.25	13.16	10.46	0.87	402.79	3,850.76
Revenue department receivables	126.79	4.04	-	-	126.79	100.00
Equipment, right-of-use assets, and intangible assets	1,117.84	35.59	326.25	27.12	791.59	242.63
Deferred tax assets	-	-	12.47	1.04	(12.47)	-100.00
Other assets	153.69	4.90	159.57	13.27	(5.88)	-3.69
Total assets	3,140.95	100.00	1,202.81	100.00	1,938.14	161.13
Trade and other current payables	2,056.09	96.55	191.10	71.38	1,864.99	975.92
Corporate income tax payable	1.90	0.09	16.34	6.10	(14.44)	-88.37
Deferred tax liabilities	10.18	0.48	-	-	10.18	100.00
Other liabilities	61.50	2.88	60.27	22.52	1.23	2.04
Total liabilities	2,129.67	100.00	267.71	100.00	1,861.96	695.51
Total equity	1,011.28	100.00	935.10	100.00	76.18	8.15

⁽¹⁾ Comprehensive of current and non-current portions

Summary of Key Items in the Statement of Financial Position

Key Financial Ratios

As of the end of 2025, the Company recorded a current ratio of 0.66 times and a debt-to-equity ratio of 2.11 times. These ratios were primarily influenced by a significant increase in trade payables related to equipment purchases for finance lease contracts that were not yet due for payment, particularly those associated with large-scale projects. Nevertheless, the Company has already secured term loan facilities from several commercial banks to finance the payment of such equipment purchases, in accordance with the investment plan for large-scale projects approved by the Extraordinary General Meeting of Shareholders No. 1/2025.

Financial Ratios	Unit	Q4-2025	Q4-2024	Y2025	Y2024
Liquidity ratios					
Current ratio	Time	0.66	3.06	0.66	3.06
Average collecting period	Day	63	99	63	99
Average inventory period	Day	61	7	61	7
Average payment period	Day	326	126	326	126
Cash conversion cycle	Day	-202	-20	-202	-20
Profitability ratios					
Gross profit margin	%	14.64	29.78	19.29	30.51
EBITDA margin	%	15.62	34.06	20.56	28.73
Net profit margin	%	9.41	12.51	10.27	15.77
Return on equity (trailing)	%	16.54	20.88	16.54	20.88
Return on assets (trailing)	%	7.41	14.65	7.41	14.65
Leverage ratios					
Debt to equity ratio	Time	2.11	0.29	2.11	0.29
Interest bearing debt to equity ratio	Time	0.02	0.03	0.02	0.03

Summary of Key Financial Ratios

Outlook for the year 2026, and Progress on Mega Projects

In 2026, the Company will continue to focus on executing projects as a contractual partner to government agencies, as well as projects that generate recurring income. The Company aims to retain its existing customer base while expanding to new government entities, supported by a broader portfolio of products and services that address the needs of both

public and private-sector clients. These offerings will encompass comprehensive information technology systems, emerging technological innovations, and initiatives aligned with Thailand's economic and social development priorities.

Regarding the progress of mega projects, following the approval granted at the Extraordinary General Meeting of Shareholders No. 1/2025 for the Company to invest in fixed assets for the purpose of participating in major project bids, the Company had, by the end of 2025, participated in and been awarded a total of 18 projects. These projects carry an aggregate contract value totaling 3,663.39 million baht based on government announcements. Of these, 9 projects, with total contract value of 1,365.90 million baht, were delivered within 2025. Revenue and related costs from these projects will be recognized progressively over the five-year lease term.

Issuance of debt securities with an obligation to maintain financial ratios

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

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

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

In 2026, the Company's financial position and operating performance are expected to be influenced by both external and internal factors related to its business operations. Significant external factors include: government investment trends, the continuity of budget disbursement, the level of competition within the information technology industry, and the rapid pace of technological change. Important internal factors include: the Company's ability to expand high-value projects, the increase in recurring income from its information technology leasing and related services businesses, as well as effective project management, cost control, and working capital management.

The Company anticipates that the government technology leasing market will continue to grow, driven by the increasing emphasis of government agencies on enhancing information technology and digital infrastructure. At the same time, the leasing model provides greater flexibility in usage and budget management compared to one-time capital purchases, thereby supporting the Company's ability to generate sustainable recurring income in the long term.

Furthermore, the Company holds a significant backlog that will be gradually recognized as revenue in future periods. As of 31 December 2025, the Company's backlog amounted to 3,991.04 million baht, of which approximately 971.78 million baht is expected to be recognized in 2026. The remaining portion will be recognized progressively from 2027 through 2031. The majority of this backlog consists of large-scale leasing contracts, or Mega Projects, which form a solid foundation supporting the Company's future revenue streams.

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

The Company anticipates that projects likely to affect its operating performance and financial position in the near future will primarily consist of large-scale projects (Mega Projects) and information technology system leasing projects for government agencies and major organizations. These projects typically involve high-value contracts with multi-year durations and have the potential to generate additional revenue streams from related services, such as installation, maintenance, technical support, and system management. Such projects are significant to the Company in terms of future revenue generation, backlog expansion, trust through proven performance, and the strengthening of recurring income.

However, during the initial stages of these projects, the Company may incur increased investment requirements in assets, equipment, systems, and working capital to support operations and fulfill contractual obligations. This may temporarily affect the Company's asset structure, cash flows, and liquidity management.

The impact of these projects on the Company's operating performance will depend on several factors, including success in securing bids, progress in contract execution, delivery schedules, acceptance testing, and the ability to manage costs in line with established targets. Accordingly, the Company places strong emphasis on resource planning, close monitoring of project progress, and comprehensive risk management to ensure that these projects effectively support sustainable and efficient growth.

4.3 Information from financial statements and significant financial ratios

Information from financial statements

Summary of financial position statements

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Separate	Separate	Separate
	AUDITED	AUDITED	AUDITED
Assets			
Cash And Cash Equivalents (ThousandTHB)	110,854.19	404,548.27	246,084.16
Short-Term Investments - Net (ThousandTHB)	29,400.00	3,000.00	18,000.00
Investment In Debt Instruments Measured At Amortised Cost - Net (ThousandTHB)	29,400.00	3,000.00	18,000.00
Trade And Other Receivables - Current - Net (ThousandTHB)	199,792.92	261,359.81	276,161.81
Other Parties (ThousandTHB)	199,792.92	261,359.81	276,161.81
Current Portion Of Lease Receivables - Net (ThousandTHB)	38,389.75	9,361.81	192,530.41
Inventories - Net (ThousandTHB)	11,391.69	10,463.64	413,250.18
Contract Assets - Current (ThousandTHB)	16,175.11	6,799.29	86,228.26

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Separate	Separate	Separate
	AUDITED	AUDITED	AUDITED
Other Tax Or Other Receivables Under Law And Regulations - Current (ThousandTHB)	0.00	0.00	126,785.63
Other Tax Receivables (ThousandTHB)	0.00	0.00	126,785.63
Other Current Assets (ThousandTHB)	3,689.56	5,163.35	4,887.20
Other Current Assets - Others (ThousandTHB)	3,689.56	5,163.35	4,887.20
Total Current Assets (ThousandTHB)	409,693.22	700,696.17	1,363,927.65
Restricted Deposits - Non- Current (ThousandTHB)	14,900.00	68,600.00	68,600.00
Non-Current Portion Of Lease Receivables - Net (ThousandTHB)	8,304.28	15,419.36	531,892.82
Long-Term Investments - Net (ThousandTHB)	54,000.00	51,000.00	33,000.00
Investment In Debt Instruments Measured At Amortised Cost - Net (ThousandTHB)	54,000.00	51,000.00	33,000.00

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Separate	Separate	Separate
	AUDITED	AUDITED	AUDITED
Contract Assets - Non-Current (ThousandTHB)	9,270.00	10,316.25	7,756.23
Investment Properties - Net (ThousandTHB)	17,752.00	17,752.00	17,752.00
Property, Plant And Equipment - Net (ThousandTHB)	97,798.20	282,963.82	1,084,408.91
Right-Of-Use Assets - Net (ThousandTHB)	44,957.40	40,569.11	31,453.62
Intangible Assets - Net (ThousandTHB)	955.77	2,715.52	1,983.96
Software Licences (ThousandTHB)	955.77	2,715.52	1,983.96
Deferred Tax Assets (ThousandTHB)	11,775.22	12,474.36	0.00
Other Non-Current Assets (ThousandTHB)	353.32	300.23	176.13
Other Non-Current Assets - Others (ThousandTHB)	353.32	300.23	176.13
Total Non-Current Assets (ThousandTHB)	260,066.19	502,110.65	1,777,023.67
Total Assets (ThousandTHB)	669,759.41	1,202,806.82	3,140,951.32

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Separate	Separate	Separate
	AUDITED	AUDITED	AUDITED
Liabilities			
Trade And Other Payables - Current (ThousandTHB)	217,988.60	191,101.70	2,056,089.81
Contract Liabilities And Unearned Rental Income - Current (ThousandTHB)	2,148.40	12,321.25	14,653.57
Deferred Revenue - Others (ThousandTHB)	2,148.40	12,321.25	14,653.57
Current Portion Of Lease Liabilities (ThousandTHB)	6,141.41	6,565.81	4,035.17
Income Tax Payable (ThousandTHB)	15,502.67	16,344.38	1,896.54
Other Current Liabilities (ThousandTHB)	4,162.84	2,498.14	1,981.50
Total Current Liabilities (ThousandTHB)	245,943.92	228,831.28	2,078,656.59
Non-Current Portion Of Lease Liabilities (ThousandTHB)	22,359.33	17,402.86	13,477.93
Contract Liabilities And Unearned Rental Income - Non-Current (ThousandTHB)	3,487.64	599.20	2,207.27

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Separate	Separate	Separate
	AUDITED	AUDITED	AUDITED
Deferred Revenue - Others (ThousandTHB)	3,487.64	599.20	2,207.27
Provisions For Employee Benefit Obligations - Non-Current (ThousandTHB)	19,434.54	20,874.50	25,149.34
Deferred Tax Liabilities (ThousandTHB)	0.00	0.00	10,182.00
Total Non-Current Liabilities (ThousandTHB)	45,281.51	38,876.56	51,016.54
Total Liabilities (ThousandTHB)	291,225.43	267,707.84	2,129,673.13
Shareholders' equity			
Authorised Share Capital (ThousandTHB)	370,000.00	370,000.00	370,000.00
Authorised Ordinary Shares (ThousandTHB)	370,000.00	370,000.00	370,000.00
Issued And Paid-Up Share Capital (ThousandTHB)	280,000.00	370,000.00	370,000.00
Paid-Up Ordinary Shares (ThousandTHB)	280,000.00	370,000.00	370,000.00

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Separate	Separate	Separate
	AUDITED	AUDITED	AUDITED
Premium (Discount) On Share Capital (ThousandTHB)	0.00	362,479.13	362,479.13
Premium (Discount) On Ordinary Shares (ThousandTHB)	0.00	362,479.13	362,479.13
Retained Earnings (Deficits) (ThousandTHB)	98,533.98	202,619.85	278,799.07
Retained Earnings - Appropriated (ThousandTHB)	32,000.00	37,000.00	37,000.00
Legal And Statutory Reserves (ThousandTHB)	32,000.00	37,000.00	37,000.00
Retained Earnings (Deficits) - Unappropriated (ThousandTHB)	66,533.98	165,619.85	241,799.06
Equity Attributable To Owners Of The Parent (ThousandTHB)	378,533.98	935,098.98	1,011,278.19
Total Equity (ThousandTHB)	378,533.98	935,098.98	1,011,278.19
Total Liabilities And Equity (ThousandTHB)	669,759.41	1,202,806.82	3,140,951.32

Summary of income statement

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Separate	Separate	Separate
	AUDITED	AUDITED	AUDITED
Statement of Comprehensive Income			
Revenue From Operations (ThousandTHB)	1,256,321.03	852,610.39	1,557,916.48
Revenue From Sales (ThousandTHB)	1,111,735.76	588,611.70	1,209,079.76
Revenue From Rendering Services (ThousandTHB)	144,585.27	263,998.69	348,836.72
Other Income (ThousandTHB)	20,088.12	17,163.13	9,552.16
Total Revenue (ThousandTHB)	1,276,409.15	869,773.52	1,567,468.64
Costs (ThousandTHB)	965,496.32	592,474.87	1,257,419.34
Cost Of Sales (ThousandTHB)	897,479.43	421,822.30	999,971.62
Cost Of Rendering Services (ThousandTHB)	68,016.89	170,652.57	257,447.72
Selling And Administrative Expenses (ThousandTHB)	113,053.40	108,866.09	107,969.56

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Separate	Separate	Separate
	AUDITED	AUDITED	AUDITED
Selling Expenses (ThousandTHB)	40,607.36	38,886.37	36,369.57
Administrative Expenses (ThousandTHB)	72,446.04	69,979.72	71,599.99
Total Cost And Expenses (ThousandTHB)	1,078,549.72	701,340.96	1,365,388.90
Profit (Loss) Before Finance Costs And Income Tax Expense (ThousandTHB)	197,859.43	168,432.56	202,079.74
Finance Costs (ThousandTHB)	1,460.52	818.97	733.00
Income Tax Expense (ThousandTHB)	39,805.58	30,487.72	40,354.77
Profit (Loss) For The Period From Continuing Operations (ThousandTHB)	156,593.33	137,125.87	160,991.97
Net Profit (Loss) For The Period (ThousandTHB)	156,593.33	137,125.87	160,991.97
Net Profit (Loss) For The Period / Profit (Loss) For The Period From Continuing Operations (ThousandTHB)	156,593.33	137,125.87	160,991.97

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Separate	Separate	Separate
	AUDITED	AUDITED	AUDITED
Remeasurement Of Employee Benefit Obligations (ThousandTHB)	0.00	0.00	(4,266.42)
Income Taxes Relating To Items That Will Not Be Subsequently Reclassified To Profit Or Loss (ThousandTHB)	0.00	0.00	853.28
Other Comprehensive Income (Expense) - Net Of Tax (ThousandTHB)	0.00	0.00	(3,413.14)
Total Comprehensive Income (Expense) For The Period (ThousandTHB)	156,593.33	137,125.87	157,578.83
Net Profit (Loss) Attributable To : Owners Of The Parent (ThousandTHB)	156,593.33	137,125.87	160,991.97
Total Comprehensive Income (Expense) Attributable To : Owners Of The Parent (ThousandTHB)	156,593.33	137,125.87	157,578.83
Basic Earnings (Loss) Per Share (Baht/Share) (ThousandTHB)	0.28000	0.20000	0.22000
EBITDA (ThousandTHB)	217,129.26	249,888.10	322,346.51

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Separate	Separate	Separate
	AUDITED	AUDITED	AUDITED
Operating Profit (ThousandTHB)	177,771.30	151,269.43	192,527.58
Normalize Profit (ThousandTHB)	156,593.33	137,125.87	160,991.97

Summary of cash flow statement

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Separate	Separate	Separate
	AUDITED	AUDITED	AUDITED
Cash flow statement			
Net Profit (Loss) Attributable To Owners Of The Parent For The Period (ThousandTHB)	156,593.33	137,125.87	160,991.97
Depreciation And Amortisation (ThousandTHB)	19,269.83	81,455.55	120,266.77
(Reversal Of) Loss From Diminution In Value Of Inventories (ThousandTHB)	(1,813.34)	(1,158.75)	417.70
(Gains) Losses On Foreign Currency Exchange (ThousandTHB)	(429.67)	486.71	99.18

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Separate	Separate	Separate
	AUDITED	AUDITED	AUDITED
(Gains) Losses On Disposal Of Other Investments (ThousandTHB)	(442.50)	0.00	0.00
(Gains) Losses On Disposal And Write-Off Of Fixed Assets (ThousandTHB)	(23.15)	(446.82)	97.28
(Gains) Losses On Disposal Of Fixed Assets (ThousandTHB)	(23.15)	(446.83)	(35.00)
Loss On Write-Off Of Fixed Assets (ThousandTHB)	0.00	0.01	132.28
Dividend And Interest Income (ThousandTHB)	(6,647.73)	(7,722.97)	(9,337.71)
Interest Income (ThousandTHB)	(6,647.73)	(7,722.97)	(9,337.71)
Finance Costs (ThousandTHB)	1,460.52	818.97	733.00
Income Tax Expense (ThousandTHB)	39,805.58	30,487.72	40,354.77
Employee Benefit Expenses (ThousandTHB)	1,656.87	1,747.38	1,769.16
Other Reconciliation Items (ThousandTHB)	(2,408.87)	(4,488.07)	(976.28)

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Separate	Separate	Separate
	AUDITED	AUDITED	AUDITED
Cash Flows From (Used In) Operations Before Changes In Operating Assets And Liabilities (ThousandTHB)	207,020.87	238,305.59	314,415.84
(Increase) Decrease In Trade And Other Receivables (ThousandTHB)	(107,663.50)	(62,186.72)	(14,847.76)
(Increase) Decrease In Lease Receivables (ThousandTHB)	98,189.96	22,377.98	(698,823.91)
(Increase) Decrease In Inventories (ThousandTHB)	28,153.95	2,054.60	(403,230.14)
(Increase) Decrease In Other Tax Or Other Receivables Under Law And Regulations (ThousandTHB)	0.00	0.00	(126,785.63)
(Increase) Decrease In Other Operating Assets (ThousandTHB)	(76,137.48)	(338,825.65)	(263,397.24)
Increase (Decrease) In Trade And Other Payables (ThousandTHB)	50,515.17	17,078.42	1,141,584.35
Increase (Decrease) In Provisions For Employee Benefit Obligations (ThousandTHB)	0.00	(307.43)	(1,760.74)

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Separate	Separate	Separate
	AUDITED	AUDITED	AUDITED
Increase (Decrease) In Other Tax Or Other Payables Under Law And Regulations (ThousandTHB)	1,165.41	(1,471.46)	(516.64)
Increase (Decrease) In Other Operating Liabilities (ThousandTHB)	5,276.95	7,091.18	3,940.39
Cash Generated From (Used In) Operations (ThousandTHB)	206,521.33	(115,883.49)	(49,421.48)
Income Tax (Paid) Received (ThousandTHB)	(37,499.78)	(30,345.15)	(31,292.97)
Net Cash From (Used In) Operating Activities (ThousandTHB)	169,021.55	(146,228.64)	(80,714.45)
Proceeds From Investment (ThousandTHB)	124,020.83	29,400.00	3,000.00
Proceeds From Redemption Of Debt Securities (ThousandTHB)	0.00	29,400.00	3,000.00
Proceeds From Disposal Of Fixed Assets (ThousandTHB)	28.04	457.01	53.36
Payment For Purchase Of Fixed Assets (ThousandTHB)	(1,663.10)	(7,877.05)	(674.58)

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Separate	Separate	Separate
	AUDITED	AUDITED	AUDITED
Interest Received (ThousandTHB)	4,530.20	7,425.87	8,600.22
Net Cash From (Used In) Investing Activities (ThousandTHB)	126,915.96	29,405.83	10,979.00
Repayments On Lease Liabilities (ThousandTHB)	(7,003.35)	(8,922.24)	(7,326.57)
Proceeds From Issuance Of Equity Instruments (ThousandTHB)	0.00	452,479.13	0.00
Dividend Paid (ThousandTHB)	(385,308.00)	(33,040.00)	(81,399.61)
Interest Paid (ThousandTHB)	(534.19)	0.00	(2.48)
Net Cash From (Used In) Financing Activities (ThousandTHB)	(392,845.54)	410,516.89	(88,728.66)
Net Increase (Decrease) In Cash And Cash Equivalent (ThousandTHB)	(96,908.03)	293,694.08	(158,464.11)
Cash And Cash Equivalents, Beginning Balance (ThousandTHB)	207,762.22	110,854.19	404,548.27
Cash And Cash Equivalents, Ending Balance (ThousandTHB)	110,854.19	404,548.27	246,084.16

Key financial ratios

	2023	2024	2025
Liquidity ratio			
Current ratio (times)	1.67	3.06	0.66
Quick ratio (times)	1.54	2.98	0.35
Cash flow liquidity ratio (times)	0.87	-0.62	-0.07
Average account receivable turnover (times)	8.60	3.70	5.80
Average collection period (days)	42.00	99.00	63.00
Average inventory turnover (times)	39.09	54.22	5.94
Average inventory turnover period (days)	9.00	7.00	61.00
Average account payable turnover (times)	5.76	2.90	1.12
Average payment period (days)	63.00	126.00	326.00
Average cash cycle (days)	-12.00	-20.00	-202.00
Profitability ratio			
Gross profit margin (%)	23.15	30.51	19.29
Operating margin (%)	15.75	19.75	12.97
Other income to total income (%)	1.57	1.97	0.61

	2023	2024	2025
Cash from operation to operating profit (%)	85.43	-86.82	-39.94
Net profit margin (%)	12.27	15.77	10.27
Return on equity (ROE) (%)	31.77	20.88	16.54
Financial policy ratio			
Total debts to total equity (times)	0.77	0.29	2.11
Interest coverage ratio (times)	148.67	305.13	439.76
Interest bearing debt to EBITDA ratio (times)	0.13	0.10	0.06
Debt service coverage ratio (times)	34.89	39.33	60.81
Dividend payout ratio (%)	N/A	55.00	54.55
Efficiency ratio			
Return on asset (ROA) (%)	21.37	14.65	7.41
Return On Fixed Assets (%)	175.20	93.75	23.89
Asset turnover (times)	1.74	0.93	0.72

5. General information and other material facts

5.1 General information

General information

Securities registrar

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

Address/location : 93 Ratchadaphisek Road

Subdistrict : Din Daeng

District : Din Daeng

Province : Bangkok

Postcode : 10400

Telephone : 02-009-9000

Facsimile number : 02-009-9991

Auditing firm

Name of auditing firm* : KPMG PHOOMCHAI AUDIT COMPANY LIMITED

Address/location : -

Subdistrict : YAN NAWA

District : SATHON

Province : Bangkok

Postcode : 10120

Telephone : 0 2677 2000

Facsimile number : 0 2677 2222

List of auditors : Mr BUNYARIT THANORMCHAROEN

License number : 7900

List of auditors : Miss SIRINUCH SURAPAITOONKORN

License number : 8413

List of auditors : Mr YOOTTAPONG SOONTALINKA

License number : 10604

5.2 Other material facts

5.2.1 Other information that may significantly influence investors' decision making

Other information that may influence investors' decision : No
making

5.2.2 Restrictions of foreign shareholders

Are there restrictions on foreign shareholders? : No

5.3 Legal disputes

Legal disputes

Is there any legal dispute? : Yes

Details of legal dispute

Year of incident	Details	Progress status
2020	Case name Administrative Contract, Case No. Black Case No. 374/2565 Plaintiff Department of Probation	
	Dispute No. 1 <u>Duration (approximate)</u> Expected completion date : Dec 2029 <u>Dispute description</u> As of December 31, 2025, the Company has one pending lawsuit, with details as follows: Civil Case No. P.834/2020 (Black Case) and P.40/2022 (Red Case) of the Min Buri Civil Court (Black Case No. 374/2022 of the Central Administrative Court). On May 14, 2020, a government agency ("Plaintiff") filed a lawsuit against the Company at the Min Buri Civil Court for breach of contract and claiming damages, with a case value of THB 52.66 million. This stemmed from a contract with the Company for the lease and installation of electronic monitoring devices with associated systems for tracking offenders. The contract stipulated a lease period of 21 months, with lease payments divided into 8 installments totaling THB 74.47 million. Subsequently, the Company delivered 4,000 electronic monitoring devices with the system to the Plaintiff. Following the	In progress

Year of incident	Details	Progress status
	<p>inspection, installation, and use of the leased equipment and system, a company that lost the bid filed four complaints with the Plaintiff. The Plaintiff then tested the electronic bracelets and found that they could be slipped off the wrist, and their characteristics and specifications did not comply with the Terms of Reference (TOR) attached to the lease agreement. The Plaintiff therefore instructed the Company to replace the electronic bracelets. As the Company was unable to replace all 4,000 electronic bracelets within a continuous period exceeding 15 days, the Plaintiff exercised its right to terminate the contract and claim penalties and damages. Subsequently, the Company appealed and contested the Plaintiff's notice of contract termination and claim for penalties and damages. The Plaintiff had already forfeited the Company's contractual guarantee and terminated the contract, claiming total penalties and damages of THB 52.66 million, plus interest at a rate of 7.5% per annum from the filing date, based on a principal amount of THB 50.31 million.</p> <p>Subsequently, on August 11, 2020, the Company filed its defense and a counterclaim with the court. The Company denied the allegations, asserting that the electronic bracelets delivered to the Plaintiff complied with the lease agreement and the Terms of Reference (TOR). The Plaintiff's termination of the lease agreement was an act of bad faith and unlawful, as the Company had delivered the electronic monitoring devices with the system to the Plaintiff, and the Committee for Inspection and Acceptance of Leased and Installed Electronic Monitoring Devices with Associated Systems for Tracking Offenders ("Acceptance Committee") had thoroughly inspected and accepted the leased and installed electronic monitoring devices with the system under Lease Agreement No. 61/2018 ("Lease Agreement"), along with testing the electronic device control system (Software Management) according to the scope of work in detail. The Plaintiff</p>	

Year of incident	Details	Progress status
	<p>had also approved the Company's successful delivery of the work as early as December 14, 2018. Furthermore, no issues arose from the actual use of the electronic bracelets with probationers for over 9 months during the operation under the Lease Agreement. Moreover, the Plaintiff conducted the electronic bracelet testing improperly and not in accordance with the Terms of Reference (TOR), relevant laws, and the operational manual for using electronic bracelets, which requires considering the wearing method, physical characteristics of the wrist and ankle, and selecting the appropriate strap size for each probationer. Despite the Plaintiff terminating the contract, the Plaintiff continued to use the electronic devices with probationers, causing damage to the Company. Therefore, the Company filed a counterclaim demanding that the Plaintiff pay various damages to the Company, including all 8 outstanding lease installments, totaling THB 81.64 million, plus interest at a rate of 7.5% per annum.</p> <p>Subsequently, on October 19, 2020, the Plaintiff filed a defense to the counterclaim, denying any obligation to pay damages, including all lease payments, to the Company.</p> <p>On March 2, 2022, the Min Buri Civil Court transferred the case to the Central Administrative Court for further proceedings, where it was registered as Black Case No. 374/2022. On December 6, 2022, the Company submitted an additional defense and an objection to the Plaintiff's defense to the counterclaim to the Central Administrative Court, with the following details:</p> <p>1. The electronic monitoring devices delivered by the Company to the Plaintiff under the Lease Agreement fully complied with the scope of work as per the Terms of Reference (TOR) and the Lease Agreement.</p> <p>1.1 The Acceptance Committee inspected and unanimously</p>	

Year of incident	Details	Progress status
	<p>resolved to accept the electronic monitoring devices.</p> <p>1.2 No issues arose from the actual use of the electronic monitoring devices with probationers.</p> <p>2. It was found that a company affected by or losing out in the bidding process filed a complaint regarding the qualifications of the electronic monitoring devices, which led the Plaintiff to conduct tests on the said devices. However, the electronic monitoring devices complained about to the Plaintiff, and the devices shown in the video clip presented as evidence, were not the electronic monitoring devices delivered by the Company to the Plaintiff, nor was the person in the video clip a probationer. Therefore, the facts concerning those electronic monitoring devices cannot be compared to the Company's electronic monitoring devices in any way. Furthermore, the complainant's complaint did not comply with the Public Procurement and Supplies Management Act and the Ministry of Finance Regulations on Public Procurement and Supplies Management.</p> <p>3. The Plaintiff conducted the testing of the electronic monitoring devices improperly and not in accordance with the scope of work, the Terms of Reference (TOR), relevant laws, and the operational manual for using electronic monitoring devices for offenders.</p> <p>4. The Plaintiff unlawfully terminated the Lease Agreement and acted in bad faith. Since the Plaintiff's testing of the electronic monitoring devices for offenders did not comply with the Terms of Reference (TOR), relevant laws, and the operational manual for using the devices, the results of the electronic monitoring device testing cannot be used to justify the termination of the Lease Agreement with the Company in any way. Furthermore, no issues arose from the actual use of the electronic monitoring devices with probationers.</p>	

Year of incident	Details	Progress status
	<p>5. The Plaintiff's termination of the Lease Agreement did not comply with the letter from the Attorney General, which instructed the Plaintiff to determine whether the ability to remove the electronic monitoring device from the wrist was due to the device's characteristics not meeting the Terms of Reference (TOR), or if it was due to a malfunction of the device's strap, such as a damaged strap or buckle, or issues with fitting the strap to the wearer's physique. The Plaintiff terminated the Lease Agreement without having resolved the disputed issues.</p> <p><u>Outcome of the dispute / Progress of the dispute</u></p> <p>As of December 31, 2025, this case is undergoing investigation and fact-finding by the Central Administrative Court, which has not yet specified a date for the conclusion of the fact-finding process.</p> <p><u>Additional details</u></p> <p>-</p>	

5.4 Secondary market

Secondary market

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

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

Financial institution with regular contact

Are there any debt securities offered? : No

Part 2 Corporate Governance

6. Corporate governance policy

6.1 Overview of the policy and guidelines

Overview of the policy and guidelines

Corporate governance policy and guidelines : Yes

Corporate Governance Policy

The Company recognizes the importance of good corporate governance, which is a crucial factor in building organizational stability and sustainable growth, alongside achieving strong long-term performance. The Company is committed to conducting business strictly within the framework of relevant laws, rules, regulations, and requirements, while also striving to enhance a management system that is transparent, auditable, and trustworthy to all stakeholder groups.

The Company has established a written Corporate Governance Policy to serve as a framework and guideline for governing and managing the organization in accordance with best practices for listed companies. This policy applies to directors, executives, and employees at all levels of the Company and has been reviewed and approved by the Board of Directors.

The Company reviews its Corporate Governance Policy at least once a year to ensure its suitability and alignment with good corporate governance principles, as well as changes in relevant laws, rules, regulations, and practices. The Company communicates this policy to directors, executives, and employees at all levels through the Drive Share system, of Microsoft Teams and the Company's website to ensure convenient and widespread access to information.

The Company's Corporate Governance Policy and Guidelines consist of 8 principles, which are in line with the framework of the Corporate Governance Code (CG Code) of the Securities and Exchange Commission, with the following detailed principles:

Principle 1: Recognize the role and responsibility of the Board of Directors as organizational leaders who create sustainable value for the business.

1.1 The Company clearly defines the roles and responsibilities of the Board of Directors in the Board Charter. Key duties include setting the Company's vision, mission, and values, as well as considering and approving strategic plans, operational directions, goals, and policies, and allocating various resources. The Board understands its roles, benefits, and the principles of good corporate governance in creating sustainable value for the business, and will monitor, evaluate, and oversee the reporting of the Company's performance to ensure it aligns with objectives and goals.

1.2 The Board of Directors will oversee the Company's operations to ensure business is conducted under relevant laws and regulations, and in accordance with established goals and plans. This involves assessing the Company's operational conditions based on internal and external factors that may affect the organization, analyzing business trends, and considering ethics, social, and environmental impacts, so that the Company can adjust its policies or strategies to align with changing environments.

1.3 The Company clearly defines the duties and responsibilities of sub-committees, including those of the Chairman, to ensure that directors and executives perform their duties with responsibility, diligence, and integrity. It also oversees the Company's operations to comply with relevant laws, regulations, Board resolutions, shareholder resolutions, and various Company policies.

Principle 2: Define the primary objectives and goals of the business for sustainability.

2.1 The Board of Directors will jointly define the organization's primary objectives and goals for sustainable business growth. These objectives and goals will align with creating value and benefiting the organization, customers, partners, employees, shareholders, stakeholders, and society as a whole. The Board focuses on promoting the integration of the organization's primary objectives and goals into the decision-making and operational processes of personnel at all levels, thereby fostering a corporate culture based on good corporate governance principles.

2.2 The Board of Directors will jointly define medium-term and annual strategies and plans that align with the primary objectives and goals, considering various factors such as economic and environmental conditions, the needs of clients and stakeholders, readiness, expertise, and market competitiveness, as well as assessing various risk factors to enable the Company to adapt to changing circumstances (Corporate resilience).

2.3 The Board of Directors will jointly and regularly monitor and evaluate past performance to ensure that operations are aligned and can efficiently and effectively achieve the organization's primary objectives and goals. Technology will be appropriately utilized to support management, based on safety and responsibility towards society and the environment. Furthermore, the Board recognizes the risks of setting goals that could lead to illegal or unethical conduct, and oversees the communication of objectives and goals through the organization's strategies and plans to promote ethics and virtues in business operations. Principle 3.

Principle 3: Enhance an effective Board of Directors.

3.1 The Company's Board of Directors comprises individuals with knowledge, abilities, expertise, and experience capable of performing duties to lead the organization in achieving its stated objectives and main goals. The Company's directors possess qualifications and are free from prohibited characteristics as stipulated by law. The Board of Directors has the duty and responsibility to define and review the Board's structure, including its size, composition, and appropriate proportion of independent directors.

3.2 The Board of Directors comprises at least one-third of all directors as independent directors, and no fewer than 3 individuals. They must possess qualifications and be free from prohibited characteristics as stipulated by the Securities and Exchange Act or by the criteria set by the SEC, and must not exhibit characteristics indicating a lack of suitability to be entrusted with managing a public company as defined by the SEC (as per SEC Board Notification No. GorJor. 3/2560 on the definition of characteristics indicating a lack of trustworthiness for directors and executives of companies). Currently, the Board of Directors consists of independent directors and executive directors, with independent directors making up at least one-third to ensure appropriate checks and balances. Management is transparent, supporting and promoting good corporate governance within the Company. Furthermore, the Company has appointed sub-committees to assist the Board in management within the scope specified in each committee's charter, to enhance the efficiency and effectiveness of the Board's operations.

3.3 The Board of Directors will appoint a suitable person as Chairman. The Board has appointed a Nomination and Remuneration Committee to support the selection of qualified directors through a transparent and clear process, and to ensure that the composition and operations of the Board facilitate independent decision-making.

3.4 When proposing director remuneration for shareholder approval, the Board of Directors will consider a remuneration structure and rate appropriate to the directors' experience, roles, duties, and responsibilities to the organization, to incentivize the Board to lead the organization in achieving both short-term and long-term goals. Director remuneration will be in accordance with the principles and policies set by the Board within the framework approved by shareholders.

3.5 The Board of Directors will oversee that all directors are responsible in performing their duties and allocate sufficient time, and will ensure the disclosure of the roles and responsibilities of the Board and sub-committees, the number of meetings held, as well as the attendance of each director at meetings in the past year, and the performance reports of all sub-committees.

3.6 The Company recognizes the importance of its personnel, who are key factors in driving business operations to achieve strategies and goals. The Company has established policies and guidelines to continuously promote the

development of personnel at all levels. The Board of Directors will oversee that each director possesses knowledge and understanding of their roles, the nature of the business, and relevant business laws, as well as support all directors in continuously enhancing their skills and knowledge for performing their duties.

3.7 The Board of Directors will conduct an annual self-assessment of its performance, adapting the performance evaluation form from the Stock Exchange of Thailand to suit the Company. This allows the Board to review its performance, identify obstacles in its work, and utilize the evaluation results for future duties.

3.8 The Board of Directors will oversee to ensure that the Board's operations proceed smoothly and will arrange for a Company Secretary with the necessary and appropriate knowledge and experience to support the Board's operations, coordinate compliance with Board resolutions, and manage Board and shareholder meetings.

Principle 4: Recruit and develop senior executives and manage personnel.

4.1 The Board of Directors assigns the Nomination and Remuneration Committee to consider the criteria and methods for selecting suitable candidates for the position of Chairman, and has also defined the qualifications for directors and senior executives. This is to ensure that the Company recruits directors and senior executives with appropriate qualifications, an understanding of the shareholder structure and relationships that may affect management, and sufficient experience, knowledge, and expertise in the Company's business operations to drive the organization towards its goals. Furthermore, the Board of Directors emphasizes continuous and sustainable business operations, and has therefore established a Succession Plan for key positions within the Company to ensure continuity in management for executive-level personnel, as specified in the Succession Planning Policy.

4.2 The Board of Directors has established a remuneration structure for directors and executives, as well as performance evaluations appropriate to the scope of their assigned duties. The Nomination and Remuneration Committee assists in overseeing compliance with the Human Resources Management Policy. Directors will receive remuneration in the form of meeting allowances, quarterly (or monthly) remuneration, and may also receive bonuses. Executive directors will receive salaries, remuneration, and bonuses, which are determined based on the Company's performance and the Board's performance evaluation results, as well as the Human Resources Department's performance evaluation guidelines, as stipulated in the Company's Board Charter.

4.3 In terms of personnel development, the Board of Directors will monitor the management and development of personnel to ensure they possess appropriate knowledge, skills, experience, and motivation, enabling them to effectively manage the organization in accordance with good corporate governance policies and continuously improve performance.

Principle 5 : Promote innovation and responsible business operations.

5.1 The Board of Directors will oversee and monitor management to prepare an operational plan that aligns with the organization's objectives, main goals, and strategies, and to ensure that the Company conducts business while creating benefits for all relevant stakeholders and demonstrating social and environmental responsibility. The Board recognizes the importance of stakeholders' roles and treats all stakeholder groups transparently, appropriately, equally, and fairly, as follows:

Shareholders The Company's policy is to conduct business with integrity and ethics, and to make its utmost effort to develop the business for growth and to generate good returns for shareholders continuously and sustainably, adhering to the principle of treating all shareholders equally.

Employees Provide remuneration to employees based on fair and measurable performance criteria under established guidelines, and continuously promote and develop personnel's knowledge and abilities. Furthermore, the Company highly regards employee rights and provides opportunities for employees to file complaints through various channels in cases of unfair treatment.

Customers Build long-term relationships and cooperation with customers based on principles of integrity.

Trust and reliability. The Company is responsible for maximizing customer satisfaction by being accountable and prioritizing customer problems and needs, adhering to ethical principles and providing good, efficient service.

Creditors Build relationships and treat creditors based on principles of integrity, trust, and reliability, and be responsible for and prioritize the terms and conditions agreed upon with creditors to the best of its ability.

Business Partners Treat business partners with integrity and equality to ensure fair business practices, mutual benefit, sustainable development, and long-term partnerships with the Company. Business partners are selected based on various criteria such as price, quality, trustworthiness, adherence to ethical principles, as well as technical expertise, legal compliance, and environmental protection.

Community and Environment Ensure the Company and its employees conduct business responsibly and beneficially for society and the community, and have a duty to treat neighboring communities in a friendly manner, providing assistance and supporting community development for a better quality of life, without creating or causing negative environmental impacts.

Fair competition Ensure the Company conducts business openly, transparently, and does not create unfair competitive advantages.

Relevant government agencies Ensure the Company complies with relevant laws and regulations and treats government and various state agencies impartially as stipulated in the Code of Conduct and the Anti-Corruption Policy.

5.2 The Board of Directors will oversee that management allocates and manages resources efficiently and effectively, and develops resources throughout the Value Chain in accordance with the established human resource development policy. This is to ensure that the Company achieves its primary objectives and goals sustainably.

5.3 The Board of Directors will oversee that the Company manages its enterprise-level information technology systems in alignment with the Company's needs and promotes the development of IT systems for management and operational improvement. This includes establishing a policy framework for IT risk management to ensure data security, maintain data reliability and availability, comply with various laws, regulations, and rules related to IT usage, and manage business continuity (Business Continuity Management).

Principle 6 : Ensure appropriate risk management and internal control systems are in place.

6.1 The Board of Directors will oversee to ensure that the Company has an effective risk management and internal control system to achieve its objectives and complies with relevant laws and standards. The Board has appointed an Audit Committee, all members of whom must be independent directors and free from prohibited characteristics under relevant laws, and must possess qualifications and duties in accordance with the criteria of the SEC and the Stock Exchange of Thailand, to perform their duties efficiently and independently. Their responsibilities include reviewing financial reports, internal control systems, legal compliance, selecting auditors, providing opinions on the necessity and appropriateness of connected transactions with persons who may have conflicts of interest or stakes, as well as overseeing data security and management systems that may affect the Company's credibility and business operations. Furthermore, the Board has appointed a Risk Management Committee to support the Board in overseeing the risk management system as defined in the Risk Management Policy.

6.2 To ensure that the Board of Directors can effectively oversee the risk management and internal control systems, the Board has established various related policies to assist in governance, as follows:

1. Business Ethics and Code of Conduct
2. Risk Management Policy
3. Conflict of Interest Policy
4. Policy on Connected Transactions of the Company
5. Anti-Corruption Policy
6. Whistleblowing and Complaint Policy
7. Social and Environmental Responsibility Policy
8. Policy on preventing and managing the use of the company's internal information for personal gain

9. Authority for Approval and Operations (Delegation of Authority)

6.3 The Board of Directors has communicated the Anti-Corruption Policy to executives and employees at all levels of the organization and to external parties to ensure its implementation. This includes overseeing mechanisms for receiving complaints and handling cases of complaints or whistleblowing, and establishing clear guidelines in the Whistleblowing and Complaint Policy. This policy includes provisions for reporting, investigation, ethical violations, receiving complaints of corruption and misconduct. In cases where stakeholders have observations regarding the Company's operations, they can inquire for details, file complaints, or report legal violations, inaccuracies in financial reports, deficient internal control systems, or business ethical breaches through independent directors or the Company's audit committee. All complaint and whistleblowing information submitted to the Company will be kept confidential. Independent directors, audit committee members, or the Chief Executive Officer will instruct assigned personnel to investigate the information and find solutions (if any), and report to the Chief Executive Officer and/or the Board of Directors. The Company provides channels for receiving complaints and/or feedback, and has added a direct email channel to senior executives.

Principle 7 : Maintain financial credibility and information disclosure.

7.1 The Board of Directors will oversee the preparation of accurate, sufficient, and timely financial reports and material information disclosures in accordance with relevant rules, standards, and practices. This includes monitoring the adequacy of financial liquidity and debt repayment capability. The Board assigns the Company's Accounting and Finance Department and Management to jointly assess the financial status of the business. If the business faces financial problems or is likely to face them, the Company has a plan and mechanisms to resolve these financial issues to ensure continuous business operations.

7.2 The Company has appointed an Investor Relations officer to communicate and disseminate useful information to shareholders, investors, analysts, and other relevant parties appropriately, equally, and in a timely manner. This officer also assists in overseeing the disclosure of Company information according to the criteria set by the Securities and Exchange Commission, the Stock Exchange of Thailand, and other relevant agencies in annual registration statements, annual reports, and on the Company's website, among others. This includes important information affecting the Company's stock price, which impacts the decision-making process of investors and stakeholders, ensuring accuracy, avoiding misleading statements, and providing sufficient information for investor decisions.

Principle 8: Support shareholder participation and communication.

8.1 The Board of Directors places importance on the Company's shareholders by overseeing operations to ensure that shareholders are treated equally and can fully exercise their fundamental rights as shareholders, as follows:

1. Establishing criteria for minority shareholders to add agenda items in advance of the shareholder meeting. The Board will consider including proposed items from shareholders on the agenda. If the Board rejects a shareholder's proposed agenda item, the Board must inform the meeting of the reasons.
2. Establishing criteria for minority shareholders regarding the appointment or removal of directors, the consideration of director remuneration, the appointment of auditors, dividend payments, capital increases, and new share issuance, as well as the right to question the Board of Directors concerning Board reports and any other matters presented to the meeting for consideration and approval.
3. The Board of Directors recognizes and prioritizes shareholder rights, and will not take any actions that violate or infringe upon these rights. It will ensure that shareholders participate in important Company decisions and will oversee that shareholder meetings are conducted smoothly, transparently, efficiently, and enable shareholders to exercise their rights, including ensuring accurate and complete disclosure of shareholder meeting resolutions and minutes.

8.2 The Board of Directors will ensure the disclosure of financial and other information and data related to the Company's business and performance that is factual, complete, sufficient, consistent, and timely, and accurately

reflects the Company's operational and financial status, as well as its business future. This will be done in strict compliance with laws, regulations, and rules related to information disclosure by the SEC and the Stock Exchange of Thailand. In addition to disclosing information as required by the SEC and the Stock Exchange of Thailand, the Company will communicate with shareholders and investors through other channels, including disseminating Company news and information to shareholders, investors, and the general public via mass media and other media, both domestically and internationally, to ensure widespread and timely awareness of Company information.

6.1.1 Policy and guidelines related to the board of directors

The Board of Directors is appointed by the shareholders to oversee the company's operations in accordance with laws, policies, objectives, and company regulations, as well as resolutions of shareholders' meetings, with responsibility, prudence, integrity, and by prioritizing the best interests of the company and its shareholders. They perform their duties as a prudent business operator would under similar circumstances and exercise fair commercial bargaining power, free from the influence of their status as company directors. This is in accordance with the principles of good corporate governance.

Arising from these responsibilities, the Company has a policy to select directors, both at the board level and individual level, to comprise individuals with diversity (Board Diversity). This includes diversity in terms of gender, age, education, professional experience, skills, knowledge, specialized expertise, and the Board's competency components (Skill Matrix), for example, economics, business administration, corporate governance, auditing, marketing, accounting and finance, business management, and information technology. Furthermore, they must possess ethics and integrity, have a positive attitude towards the organization, demonstrate vision and leadership, and be able to dedicate sufficient time to the Company.

The diversity in the composition of the Board of Directors is considered a crucial factor that promotes intellectual balance, fosters discussions and creative initiatives beneficial to the Company, and enhances the efficiency of the Board's performance. This enables the Board to formulate strategies, policies, make decisions, and monitor the management's operations to strictly comply with laws, policies, objectives, company regulations, and resolutions of shareholders' meetings. To support specific duties, the Board of Directors has appointed four sub-committees with appropriate knowledge, expertise, and experience: the Audit Committee, the Executive Committee, the Nomination and Remuneration Committee, and the Risk Management Committee. This is to assure shareholders that the Company operates and scrutinizes its work diligently. The scope of authority and responsibilities for each sub-committee has been clearly defined, and they are required to report their meeting outcomes to the Board of Directors regularly.

In addition, the Board of Directors has appointed a Company Secretary and assigned duties to support the Board's operations, such as organizing Board meetings and shareholders' meetings, preparing meeting invitations and minutes, and monitoring the implementation of Board resolutions, as well as other duties as prescribed by relevant laws and regulations.

The aforementioned policies and practices related to the Board of Directors are stipulated in the Corporate Governance Policy, Business Ethics, and the Board of Directors' Charter. These are consistent with the principles and guidelines of good corporate governance (CG Code) of the Securities and Exchange Commission (SEC), the principles of good corporate governance for listed companies of the Stock Exchange of Thailand, and the criteria under the Corporate Governance Report (CGR) project of the Thai Institute of Directors (IOD).

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

directors

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

Nomination of directors

The company has established policies, charters, and practices related to the Board of Directors, and regularly reviews them to ensure their suitability and alignment with the guidelines of relevant regulatory bodies.

Practices related to Director Nomination

The nomination of company directors is conducted transparently and in alignment with the company's business strategy. Emphasis is placed on diversity within the Board's structure, including the number of directors, the proportion of directors from major shareholders, independent directors, non-executive directors, as well as essential skills that the Board may lack. The company will consider selecting individuals based on their skills, experience, knowledge, and abilities beneficial to the company's business operations, as well as their independence, age, and gender. This is done without discrimination based on differences in race, language, age, religion, gender, marital status, or physical disability. Furthermore, the company is committed to granting all shareholders equal rights to nominate qualified individuals for appointment as company directors.

Nomination Criteria

- The nomination of directors is based on transparency and aligns with the company's business strategy.
- Emphasizing diversity in the Board's structure, including the number of directors, the proportion of directors from major shareholders, independent directors, and non-executive directors.
- The selection of suitable individuals for appointment as company directors is conducted without discrimination based on differences in race, religion, gender, marital status, or physical disability, and without restrictions based on race, language, age, and gender.
- Consideration of essential skills that the Board currently lacks.
- Granting all shareholders equal rights to nominate qualified individuals for appointment as company directors.

The company has provided an opportunity for shareholders to nominate qualified individuals for consideration as company directors in advance of the Annual General Meeting of Shareholders for a period of 1 A month and a half, from the 15th November 2024 to December 31, 2024 The company has published the criteria, methods, and procedures for nominations for shareholders' awareness through announcements to the Stock Exchange of Thailand and on the company's website.

Sources for Nomination

The Nomination and Remuneration Committee will consider nominating individuals with appropriate experience, knowledge, and expertise from various sources, including:

- Nominations from company directors
- Nominations from shareholders who collectively hold not less than 5% of the company's total voting shares.
- Recommendations from external consulting firms.
- Utilizing the Director Pool database of the Thai Institute of Directors Association.

Nomination and selection process for company directors and sub-committee members.

- The Nomination and Remuneration Committee will consider the suitability of the Board's structure and composition, including the diversity of skills (Board Skills Matrix), to define the necessary qualifications in alignment with the company's strategy.
- Subsequently, individuals meeting the specified qualifications will be nominated and their names submitted to the Board of Directors' meeting for consideration and approval, or to the Shareholders' Meeting for approval, as the case may be.
- In the case of nominating a director whose term has expired for re-appointment, consideration will be given to various factors such as performance, continuity in management, frequency and consistency of meeting attendance, participation in meetings, and involvement in various activities of the Board of Directors. The Nomination and Remuneration Committee will then propose the names to the Board of Directors for approval, which will subsequently be submitted to the Shareholders' Meeting for further approval.

Determination of director remuneration

The Board of Directors mandates the Nomination and Remuneration Committee to consider and determine the remuneration for the Company's directors, sub-committee members, and senior executives, to ensure transparency and appropriateness with their duties and responsibilities. The directors' remuneration will be appropriate to their knowledge, abilities, experience, duties, responsibilities, and the benefits expected from their performance of duties. Furthermore, it will be comparable to listed companies on the Stock Exchange of Thailand in the same business sector and of similar size, in order to attract and retain directors with the qualifications required by the Company.

For executive directors and senior executives of the Company, remuneration will be consistent with and linked to the Company's performance and the performance of each executive, taking into account established goals, duties, and responsibilities. Furthermore, it will be at a level comparable to listed companies on the Stock Exchange of Thailand in the same business sector and of similar size, in order to attract and retain highly capable senior executives with the Company in the long term.

Further details are provided in Clause 7.4.2. Subject: Remuneration Policy for Executive Directors and Executives, Clause 7.4.3 Subject: Remuneration for Executive Directors and Executives, and Clause 8.1.2 Subject: Directors' Remuneration

Independence of the board of directors from the management

The Company stipulates a policy for the clear written segregation of roles, duties, and responsibilities of the Board of Directors from the delegation of authority for business management to the management. This is to enable the Board of Directors to perform its duties truly independently from the management. The Board of Directors is responsible for setting policies, vision, mission, objectives, and key business goals, including business direction and strategic plans, for the management to implement, and also performs the duty of overseeing the management (Monitoring). by establishing audit methods to serve as a check and balance on the management's operations, and to oversee that the management's operations are efficient and yield maximum benefit to the company and its shareholders.

Director development

The company prioritizes the development and enhancement of directors' capabilities to enable them to perform their duties effectively and in accordance with good corporate governance principles. Policies and guidelines have been established to support director development as follows:

1. Promoting and supporting the development of directors' knowledge.

The company encourages directors, executives, and corporate governance practitioners to participate in training, seminars, and knowledge development programs that are beneficial to their duties. They can attend training from reputable and recognized organizations or institutions, such as the Thai Institute of Directors (IOD). The Stock Exchange of Thailand, the Thai Listed Companies Association, and other relevant agencies.

The company promotes and supports directors' continuous and regular participation in training to enhance the knowledge necessary for their duties and to elevate the board's effectiveness in overseeing the company's corporate governance.

2. Training for directors in courses appropriate to their roles and responsibilities.

Currently, all company directors have attended training courses related to their roles and responsibilities, provided by the Thai Institute of Directors (IOD). Each director selects training courses that are appropriate and consistent with their scope of responsibility. Currently, 100% of the company's directors have completed the required training courses for directors.

3. Additional notification of training course information

The company assigns the Company Secretary to regularly inform all directors, including newly appointed directors, about necessary training courses, to ensure that all directors receive continuous development appropriate to their roles and responsibilities.

4. Development of the Company Secretary.

The company emphasizes the development of the Company Secretary's knowledge and potential by supporting participation in training and discussions on corporate governance issues organized by relevant agencies, such as the Securities and Exchange Commission (SEC), the Stock Exchange of Thailand, the Thai Listed Companies Association, and other related organizations, to support their role in advising the Board of Directors and promoting effective corporate governance within the company.

The company is committed to continuously developing the knowledge of its directors and relevant personnel to ensure operations adhere to good governance principles and to build confidence among shareholders and stakeholders. Further details are provided in Section 8.1.1, 'Director Development in the Past Year'.

Board performance evaluation

The Board of Directors arranges for annual performance evaluations of the Board of Directors, sub-committees, and the Chief Executive Officer (CEO). The guidelines are as follows:

1. The Board of Directors, sub-committees, and Chief Executive Officer (will be evaluated at least once a year.
2. The Board of Directors arranges for performance evaluations in various forms, such as full board evaluations and individual evaluations, and discloses the evaluation results in the Annual Information Form/Annual Report (E-One Report).
3. The Board of Directors utilizes the evaluation results to develop the performance of the Board of Directors and its sub-committees. Furthermore, the evaluation results of the Chief Executive Officer's performance are used in the consideration of compensation determination.

Further details are provided in Clause 8.1.1. Subject: Information on the performance evaluation of directors

Corporate governance of subsidiaries and associated companies

The Board of Directors has established an investment policy for supervising subsidiaries, associates, and joint ventures, serving as a governance mechanism to control and oversee their operations. This includes implementing adequate and appropriate measures to monitor the performance of subsidiaries, associates, and joint ventures to safeguard the Company's investment interests.

The Company has guidelines for supervising the operations of its subsidiaries, associates, and joint ventures as follows:

- Establish key policies and management systems for the group of companies, such as financial and accounting systems, internal control systems, risk management systems, anti-corruption systems, and good corporate governance principles, to ensure all companies within the group operate in the same direction.
- Appoint company representatives as directors in subsidiaries, associates, and joint ventures in proportion to the shareholding, to oversee operations in compliance with laws, policies, and the best interests of the Company.
- Stipulate that significant transactions or those that may affect the financial position and operating results of the group of companies must receive approval from the Board of Directors before implementation.
- Establish appropriate financial reporting systems, internal control systems, and disclosure practices to continuously and effectively monitor and evaluate the performance of subsidiaries, associates, and joint ventures.
- Regularly monitor, analyze, and report the performance of subsidiaries, associates, and joint ventures to the Board of Directors, along with providing recommendations to support the sustainable development and growth of the group of companies.
- Encourage subsidiaries, associates, and joint ventures to strictly comply with relevant laws, announcements, and regulations of regulatory bodies, as well as good corporate governance principles.

Further details are provided in Clause 8.1.3. Subject: Supervision of Subsidiaries and Associates.

Reference link for the corporate governance of subsidiaries : [https://www.supreme.co.th/storage/document/cg/and associated companies policy and guidelines spreme-investment-and-governance-policy-th.pdf](https://www.supreme.co.th/storage/document/cg/and%20associated%20companies%20policy%20and%20guidelines%20spreme-investment-and-governance-policy-th.pdf)

Page number of the reference link : -

Other guidelines related to the board of directors

Disclosure of Trading and Holding of Company Securities

Practices

The Company requires directors and executives to report their initial securities holdings and report changes in securities holdings, which include holdings of spouses, minor children, and related persons, in accordance with Section 59 of the Securities and Exchange Act B.E. 2559 (2016). The Company will present information on changes in securities holdings of directors and executives to the Board of Directors' meeting for acknowledgment on a quarterly basis.

The Company's operations regarding the disclosure of securities trading and holdings in the past year

In 2025, the Company reported changes in securities holdings of directors and executives to the Board of Directors' meeting every time a Board meeting was held.

6.1.2 Policy and guidelines related to shareholders and stakeholders

Are there policy and guidelines and measures related to : Yes

shareholders and stakeholders

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

Shareholders

- The Company's policy is to conduct business with honesty, integrity, and ethics, and to strive its utmost to develop the business for continuous and sustainable growth, generating good returns for shareholders, based on the principle of treating all shareholders equally.
- The Company respects and protects the fundamental rights of shareholders as stipulated by law and the Company's Articles of Association, without discrimination. It also provides appropriate mechanisms to ensure that shareholders receive accurate, complete, and sufficient information, as well as appropriate returns in accordance with the Company's dividend policy. Furthermore, the Company appropriately controls related-party transactions, establishes measures to prevent conflicts of interest, and implements measures to prevent the use of inside information, prohibiting directors and executives who have access to inside information from using such information for personal gain or for trading the Company's securities, especially during the one-month period prior to the public disclosure of financial statements.
- The Company discloses its information and financial reports accurately, completely, sufficiently, timely, and equally, in accordance with the criteria set by the Securities and Exchange Commission and the Stock Exchange of Thailand.

Policies and Practices Regarding the Company and Shareholders

The Board of Directors recognizes and prioritizes the protection of shareholders' rights and performs its duty to safeguard the interests of all shareholders equally, as stipulated in the Company's Articles of Association and relevant laws, without discrimination, whether shareholders are retail investors, foreign investors, institutional investors, or major shareholders. All shareholders have the right and equality to exercise the following fundamental rights:

- The right to receive share certificates, including the right to buy, sell, or transfer shares in accordance with laws and the Company's Articles of Association.
- The right to receive accurate, complete, sufficient, and timely information about the Company for decision-making.
- The right to attend and cast votes at the shareholders' meeting to participate in the consideration and decision-making on important matters of the Company.
- The right to appoint or remove company directors, including the consideration and determination of directors' remuneration.
- The right to appoint auditors and consider determining their remuneration.
- The right to receive a share of the Company's profits in proportion to shareholding.

The policies and practices regarding shareholders and stakeholders, in accordance with the Company's Corporate Governance Policy and Business Ethics, which align with the CG Code of the SEC, the principles of good corporate governance for listed companies of the Stock Exchange, and the criteria of the IOD's CGR project, are as follows:

1) Shareholders

Shareholders' Rights

The Board of Directors acknowledges and respects the ownership rights of shareholders in the Company, promoting shareholders to exercise their rights and refraining from any actions that violate or infringe upon these rights. It also

emphasizes shareholders' right to receive accurate, complete, sufficient, timely, and equal information about the Company, and encourages shareholders to exercise their right to attend shareholders' meetings to participate in determining the Company's operational direction and making decisions on matters significantly affecting the Company, with sufficient time for consideration and awareness of voting results, based on the following principles and practices:

- **Fundamental Rights**

The Company does not commit any acts that violate or infringe upon shareholders' rights and encourages shareholders to exercise their fundamental rights, such as buying, selling, or transferring shares, sharing in the company's profits, receiving sufficient company information, and attending shareholders' meetings to exercise their voting rights to appoint or remove directors, appoint auditors, and consider approving matters affecting the Company.

- **The right to receive important information.**

Shareholders have the right to receive information equally. The Company disseminates news and information in both Thai and English through the channels of the Stock Exchange and the Company's website, providing shareholders with multiple channels to receive important company news, such as operating results, related-party transaction information, changes in capital structure, changes in control, and significant asset transactions of the Company, as well as other information necessary for shareholders' decision-making.

- **Right to Attend Shareholders' Meetings**

The Company has a policy to promote and facilitate shareholders, including institutional investors, in attending shareholders' meetings. The Company stipulates that an Annual General Meeting of Shareholders shall be held once a year within 4 months from the end of the Company's fiscal year, with the date, time, venue, and method not posing obstacles to attendance, to enable shareholders to participate in monitoring the Company's performance. In cases where there is an urgent need to propose a special agenda item that affects or relates to the interests of shareholders or involves conditions or regulations, or applicable laws requiring shareholder approval, the Company will convene an Extraordinary General Meeting of Shareholders on a case-by-case basis.

In 2025, the Company held its Annual General Meeting of Shareholders for 2025 on April 24, 2025, at 2:00 PM, at the Hole in One Meeting Room, Phothalai Leisure Park, Bangkok, and held the Extraordinary General Meeting of Shareholders No. 1/2025 on October 22, 2025, at 2:00 PM, at the Company's meeting room, in the format of a physical meeting, with details as follows:

1. Determine the date, time, and venue for shareholders' meetings, considering the convenience of shareholders, while also providing sufficient personnel and utilizing technology for shareholder registration, vote counting, and result display, to ensure that the meeting proceedings are conducted quickly, accurately, precisely, transparently, and verifiably.
2. Send notices of meeting and supporting documents, specifying the objectives, reasons, and the Board's opinions on all agenda items, to enable shareholders to thoroughly review the information before the shareholders' meeting. These are sent to shareholders at least 7 days prior to the meeting (or any other period as prescribed by law), and the notices of meeting and supporting documents in both Thai and English are also published on the Company's website.
3. Refrain from any actions that restrict shareholders' right to attend meetings. All shareholders have the right to attend and vote on agenda items throughout the meeting. The Company grants shareholders who join the meeting after it has commenced the right to vote on agenda items currently under consideration and not yet voted upon.
4. Shareholders have the right to ask questions and offer opinions to the meeting according to the agenda. The Chairman of the shareholders' meeting will allocate appropriate time and encourage shareholders to express their views and ask questions at the meeting.

5. Require directors, chairpersons of sub-committees, and relevant senior executives to attend shareholders' meetings to clarify, answer questions, and listen to shareholders' opinions.
6. If there are multiple agenda items, the Company will arrange for separate voting on each item. For the election of company directors, voting will be conducted individually.
7. Stipulate the use of ballot papers (for physical meetings) or a voting system from a service provider certified by the Electronic Transactions Development Agency for electronic meeting control (for electronic meetings) to ensure transparency and verifiability. Additionally, arrange for independent individuals, such as legal advisors or shareholder representatives, to act as vote counters or auditors.
8. Disclose the resolutions and voting results for each agenda item of the shareholders' meeting on the same day of the meeting, or at the latest by 09:00 AM on the next business day, through news announcements on the Stock Exchange's website and the Company's website. Additionally, prepare meeting minutes that accurately and completely present information for each agenda item, to be submitted to relevant agencies within 14 days from the meeting date, and publish the meeting minutes in both Thai and English on the Company's website for shareholders and interested parties to review.

Before the Shareholders' Meeting

- At the Board of Directors Meeting No. 1/2025 on February 20, 2025, the Board of Directors resolved to set the date for the Annual General Meeting of Shareholders for 2025. At the Board of Directors Meeting No. 6/2025 on September 12, 2025, it resolved to set the date for the Extraordinary General Meeting of Shareholders No. 1/2025. The Company announced this news to the Stock Exchange of Thailand on the same day to inform shareholders of the meeting date, the record date for eligible shareholders, and the agenda approximately 2 months before the Annual General Meeting of Shareholders and approximately 1 month before the Extraordinary General Meeting of Shareholders, respectively.
- The Company published the notice of the Annual General Meeting of Shareholders, along with proxy forms A, B, and C, on the Company's website starting from March 25, 2025, which was 30 days in advance of the meeting. It also published the notice of the Extraordinary General Meeting of Shareholders No. 1/2025, along with proxy forms A, B, and C, on the Company's website starting from October 7, 2025, to provide shareholders with sufficient time to study the information for consideration, submit advance questions, and appoint independent directors or other individuals to attend and vote on their behalf if they are unable to attend in person. The Company announced the dissemination of this information through the SETLink information dissemination system of the Stock Exchange of Thailand to ensure widespread awareness among shareholders.
- The Company provided an opportunity for shareholders to propose agenda items and nominate individuals for consideration as company directors in advance, between November 15, 2024, and December 31, 2024. The criteria and methods for proposals were announced via the Company's website and communicated through the SETLink information dissemination system of the Stock Exchange of Thailand. However, no shareholders proposed agenda items or nominated individuals for consideration as company directors.
- The Company provided an opportunity for shareholders to submit questions in advance to inquire about information related to the agenda of the Annual General Meeting of Shareholders for 2025 or other important company information, between November 15, 2024, and December 31, 2024 (one and a half months before the meeting), and for the Extraordinary General Meeting of Shareholders No. 1/2025, from October 7, 2025, to October 15, 2025 (14 days before the meeting). The Company clearly stipulated the criteria for submitting advance

questions, published them on the Company's website, and announced them via the SETLink information dissemination system of the Stock Exchange of Thailand. However, no shareholders submitted advance questions to the Company.

- The Company prepared the notice of the Annual General Meeting of Shareholders for 2025 (including Form 56-1 One Report) and the Extraordinary General Meeting of Shareholders No. 1/2025, along with supporting documents in Thai for Thai shareholders and an English translation for foreign shareholders. The Company assigned Thailand Securities Depository Co., Ltd., which is the Company's registrar, to send the notices of meeting to shareholders via registered mail. The notice for the Annual General Meeting of Shareholders for 2025 was sent on April 2, 2025, 21 days prior to the meeting date, and the notice for the Extraordinary General Meeting of Shareholders No. 1/2025 was sent on October 7, 2025, 14 days prior to the meeting date. These notices of meeting specified details regarding the date, time, and venue of the meeting, registration procedures, required documents and evidence, proxy methods, proxy forms, and the agenda. Each agenda item included complete information for consideration and the Board's opinions. The Company also published these notices of meeting on its website. <https://supreme.co.th/>
- The Company published the notice of meeting in local newspapers or through electronic channels for 3 consecutive days and no less than 3 days before the meeting date.

Shareholders' Meeting Day

- The Company held its Annual General Meeting of Shareholders for 2025 on Thursday, April 24, 2025, at 2:00 PM, at the Hole in One Meeting Room, Phothalai Leisure Park, 28 Soi Yothinpattana 3, Praditmanutham Road, Khlong Chan, Bang Kapi, Bangkok 10240. The venue is conveniently accessible by public transportation, and the meeting time is appropriate.
- At the Annual General Meeting of Shareholders for 2025, there were 23 shareholders attending in person, holding a total of 341,771,007 shares, and 27 proxy holders, holding a total of 195,143,000 shares. In total, there were 50 shareholders attending either in person or by proxy, holding a total of 536,914,007 shares, representing 72.5559 percent of the Company's total issued shares. No additional agenda items were added beyond those specified in the notice of meeting.
- Furthermore, the Company held an Extraordinary General Meeting of Shareholders No. 1/2025 on October 22, 2025, at 2:00 PM, at the Grand Meeting Room on the 2nd floor of the Company, 2/1 Soi Praditmanutham 5, Praditmanutham Road, Tha Raeng, Bang Khen, Bangkok 10230. There were 16 shareholders attending in person, holding a total of 317,054,979 shares, and 47 proxy holders, holding a total of 249,313,864 shares. The total number of attendees was 63, representing a total of 566,368,843 shares, which is 76.5363 percent of the Company's total issued shares, thus constituting a quorum as per the Company's Articles of Association.
- The Company allows shareholders to register for the meeting at least 2 hours before the meeting time, as stated in the notice of meeting. The Company uses computer and barcode systems for registration and vote counting to ensure accuracy, speed, and precision. Additionally, personnel, photocopiers, and stamp duty are provided to facilitate shareholders in proxy appointments.
- The Company facilitates shareholders who are unable to attend the meeting in person by allowing them to appoint another person or an independent director to attend and vote on their behalf. Shareholders can choose to appoint any individual or appoint an independent director of the Company as follows:
 1. For the Annual General Meeting of Shareholders for 2025, the Company nominated 2 independent directors, namely:

- Mr. Theerawat Katanyukul
- Ms. Umaporn Chaiyapheka

2. For the Extraordinary General Meeting of Shareholders No. 1/2025, the Company nominated 3 independent directors, namely:

- Mr. Woodtipong Moleechad
- Mr. Theerawat Katanyukul
- Ms. Umaporn Chaiyapheka

The Company has attached the biographical information of the aforementioned independent directors in the notice of meeting for shareholders' consideration.

- The Board of Directors, Audit Committee, Nomination and Remuneration Committee, Chief Executive Officer, Chief Financial Officer, and auditors, as well as the legal department, attended the meeting to answer shareholders' questions. At the Annual General Meeting of Shareholders for 2025 and the Extraordinary General Meeting of Shareholders No. 1/2025, 8 directors out of a total of 8 directors attended, representing 100% attendance.
- The Chairman of the Board of Directors acts as the chairman of the meeting and conducts the meeting in accordance with the Company's Articles of Association. At the Annual General Meeting of Shareholders for 2025 and the Extraordinary General Meeting of Shareholders No. 1/2025, various matters were considered in the order specified in the notice of meeting, without any additions or amendments to the agenda.
- The meeting facilitator informed the meeting of the number and proportion of shareholders attending in person and by proxy, and explained the voting method, vote counting method, and vote processing using a barcode system, stipulating that shareholders cast their votes according to the order of the agenda items.
- The Company uses ballot papers for considering all agenda items and will proceed with counting votes upon the conclusion of consideration for each item. For the agenda item concerning the appointment of directors, voting is conducted individually. Shareholders have the right to cast votes according to the number of shares they hold, with one share counting as one vote equally for all. Furthermore, the Company invited shareholder representatives who are not directly involved with the Company to act as witnesses during the vote counting to ensure adherence to good corporate governance principles and transparency.

Regarding the voting method for each agenda item, the Chairman of the meeting will request shareholders or proxy holders who disagree or abstain to sign the ballot paper, and staff will collect these ballots to record the dissenting and abstaining votes. Shareholders who agree should sign the ballot paper, and staff will collect all ballot papers after the meeting concludes.

- The Chairman of the meeting provided opportunities for shareholders to express opinions, offer suggestions, or ask questions on various agenda items, allocating appropriate and equal time for shareholders in each agenda item before voting. The Company Secretary recorded the questions, answers, suggestions, and opinions in the meeting minutes.
- The results of the vote count for each agenda item will be announced to the meeting after the voting for that item is concluded. In cases where vote counting for an agenda item takes longer than usual, the Chairman of the meeting may request the meeting to proceed with the next agenda item to ensure continuity. Once the vote

count is completed, the meeting facilitator will immediately inform the meeting of the results. The resolutions for each agenda item are categorized into votes for, against, abstentions, and spoiled ballots, with no shareholders objecting to or disagreeing with the said resolutions.

- The Company grants shareholders who join the meeting after the Chairman has opened it the right to vote on agenda items currently under consideration and not yet voted upon. These shareholders are counted towards the quorum from the agenda item they joined onwards, which may result in an unequal number of eligible voters for each agenda item.

Annual General Meeting of Shareholders for 2025



Extraordinary General Meeting of Shareholders No. 1/2025



Voting and Vote Counting

- The Company adheres to its Articles of Association, which stipulate one share, one vote. Votes from shareholders who vote against or abstain will be deducted from the total votes of all shareholders participating in each agenda item. For the dividend payment agenda, the Company disclosed the actual amount paid compared to the dividend policy. For the election of directors, the Company allows shareholders to elect directors individually.

After the Meeting

- Announce the meeting resolutions and voting results for each agenda item on the same day of the shareholders' meeting, or at the latest by 09:00 AM on the next business day, through the website of the Stock Exchange of Thailand and the Company's website.
- Prepare meeting minutes that accurately and completely present all relevant information, including questions, suggestions, meeting resolutions, and the number of votes for, against, or abstentions for each agenda item, within 14 days from the meeting date. Additionally, publish the meeting minutes in both Thai and English on the Company's website and announce them through the news system of the Stock Exchange of Thailand, to allow shareholders and interested parties to review them.

2) Equal Treatment of Shareholders

The Board of Directors recognizes its duty to ensure fair and equal treatment of all shareholders, including executive shareholders, non-executive shareholders, foreign shareholders, and minority shareholders. The Company has established a shareholders' meeting process that supports equal treatment for all shareholders, with details appearing in the "Right to Attend Shareholders' Meetings" section above.

In addition, the Company has established measures to prevent directors and executives from using inside information for improper personal gain or for the benefit of others (Abusive Self-Dealing). The Company also requires directors and executives to disclose information regarding their interests and those of their related persons. The practices are as follows:

- The Company requires directors and executives to report their securities holdings upon assuming office and to report any changes in their securities holdings to the Company Secretary at least one day prior to the transaction so that the information can be reported to the Board of Directors for acknowledgement. In addition, such reports must be submitted to the Office of the Securities and Exchange Commission (SEC) within three business days from the date of purchase, sale, transfer, or acceptance of transfer of securities through the electronic system prescribed by the SEC. The Company Secretary shall report such information to the Board of Directors and disclose it in the annual filing.
- Directors and executives are required to report their own interests and those of their related persons upon assuming office and whenever there is any change. Such information shall be submitted to the Company Secretary, who will forward a copy of the report of interests to the Chairman of the Board and the Chairman of the Audit Committee for acknowledgement. In addition, the information on interests must be updated at least once a year.
- The Company avoids entering into transactions that may give rise to conflicts of interest involving persons related to the Company. In cases where such transactions are necessary, the Company will comply with the relevant rules and regulations of the SEC and the Stock Exchange of Thailand (SET). Directors and/or executives who have an interest in such transactions must not participate in the consideration of the matter. Furthermore, the Company will disclose such transactions to the SET and shareholders in accordance with the relevant regulations or notifications of the SEC and the SET, and in compliance with applicable accounting standards.

Directors, executives, and persons related to inside information, including their spouses and minor children, are prohibited from improperly using inside information (Insider Trading), as follows:

(1) Directors and executives are prohibited from trading the Company's securities during the period of one month prior to the announcement of the financial statements and until the public has had sufficient time to assess the disclosed information (at least 24 hours from the date and time of disclosure). Persons with access to inside information must not disclose such information to others until it has been officially disclosed to the SET. Every three months, the Company Secretary will notify directors and executives of the Company's blackout period for trading the Company's securities.

(2) No undisclosed information that may affect the Company's securities price shall be disclosed to external parties or persons who have no related duties.

(3) Material information shall be disclosed to shareholders regularly and in a timely manner in accordance with the regulations of the relevant authorities through the SET system, the Company's website, and other channels that allow shareholders to access such information conveniently and equally.

In 2025, the Company did not violate or fail to comply with any regulations related to treasury stock transactions, the obstruction of shareholder communication, or the non-disclosure of shareholder agreements that may significantly affect the Company or other shareholders.

Employee

The Company is committed to diligently managing human resources by complying with various labor laws and regulations, as well as adhering to human rights principles, to care for employees based on equality, fairness, and inclusivity, as outlined in the following key practices:

- Treat employees and stakeholders in accordance with human rights principles, including labor laws and various laws related to employees, strictly. This includes employment under terms and conditions consistent with local laws or customary practices, setting non-discriminatory wages without prejudice, and providing appropriate job skills training.
- Compensate employees based on fair and measurable performance criteria under established guidelines, and continuously promote and develop personnel's knowledge and capabilities. Furthermore, the Company prioritizes employee rights and provides channels for employees to file complaints in cases of unfair treatment.
- The Company provides fair and appropriate compensation to employees, along with sufficient benefits in addition to salary, such as provident funds, annual health check-ups, health insurance, and various financial assistance. This also includes maintaining and improving benefits in line with the Company's performance, both in the short and long term. The Company clearly defines work goals with employees, setting Key Performance Indicators (KPIs) to be used in considering annual special compensation, and providing benefits and activities that are advantageous to employees, comparable to companies in the same business sector.
- The Company consistently prioritizes maintaining a safe working environment for the lives and property of employees to ensure good hygiene in the workplace.
- The appointment and transfer of employees, the granting of awards or consideration of merits, as well as disciplinary actions, shall be conducted with equality, integrity, and fairness, based on the knowledge and capabilities of employees and in accordance with the Company's regulations.
- The Company places importance on the continuous development of employees' knowledge and capabilities, providing opportunities for employees to regularly participate in both internal and external training programs to apply the acquired knowledge and skills to further enhance operational efficiency.
- The Company welcomes opinions and suggestions from employees at all levels equally and impartially, by providing channels for employees to clarify or complain about misconduct, report inappropriate practices according to business ethics, as well as events or situations that may affect employees' work or decisions. The Company strictly adheres to its whistleblowing and complaint policies and guidelines, and measures for protecting whistleblowers or complainants.

Customer

- Build long-term relationships and collaborations with customers, based on integrity, trust, and reliability. The company is responsible for ensuring maximum customer satisfaction through accountability, prioritizing customer problems and needs, and adhering to ethical principles and providing good, efficient service.

Business competitors

- Ensure the company conducts business openly and transparently and does not create unfair competitive advantages.
- The company strictly adheres to the framework of trade competition rules by not seeking confidential information of trade competitors through dishonest or inappropriate means, not engaging in any actions that damage the reputation of trade competitors through malicious accusations, and not supporting business operations that favor any specific trade competitor.

Furthermore, in the past year 2568, no lawsuits or disputes between the company and its trade competitors were found.

Suppliers

- The Company has a process for selecting business partners by allowing partners to compete based on equal information and selecting partners fairly under the Company's evaluation and selection criteria. Furthermore, the Company has developed appropriate and fair contract templates for all parties and established a monitoring system to ensure full compliance with contract terms and to prevent corruption and misconduct at every stage of the procurement process. The Company purchases goods from partners according to commercial terms, strictly adheres to contracts with partners, safeguards partner information, and does not use it for undue personal gain.
- Treat business partners with honesty, integrity, and equality to foster fair business practices, mutual benefit, sustainable development, and long-term partnerships with the Company. Business partners are selected based on various criteria such as price, quality, trustworthiness, adherence to ethical principles, as well as technical expertise, legal compliance, and environmental protection.
- The Company has established a system for controlling and overseeing the confidentiality of customer data, treating it with the same level of confidentiality as the Company's own data. Such information is not used for personal gain or for the undue benefit of related parties, in accordance with legal requirements, including compliance with the Personal Data Protection Act. Additionally, the Company provides channels for complaints or inquiries through its website.

Throughout the year 2025, the Company did not receive any complaints regarding the violation of customer personal data.

Creditors

- Establish and maintain relationships with creditors based on principles of integrity, trust, and reliability, and diligently fulfill all terms and conditions agreed upon with them.
- Adhere to commercial agreements or conditions with partners and/or creditors honestly and fairly. In cases where conditions cannot be met, inform partners and/or creditors to jointly seek solutions.

Government agencies

- Ensure that the company complies with all relevant laws and regulations and treats government and various state agencies impartially, as stipulated in the Code of Conduct and the Anti-Corruption Policy.
- Any contact, coordination, or transactions with government officials or agencies must be conducted with accuracy, transparency, straightforwardness, and verifiability. Furthermore, all relevant laws, regulations, and company policies must be strictly adhered to.
- In performing duties related to establishing or maintaining relationships with government agencies, directors, executives, and employees must adhere to ethical principles, integrity, and accountability. They must avoid any actions that may lead to conflicts of interest or affect the company's image and credibility.

Community and society

- Ensure that the company and its employees conduct business responsibly and beneficially for society and the community, and have a duty to treat neighboring communities with friendliness, provide assistance, and support community development for a better quality of life, without creating or causing negative impacts on the environment.

- The company supports procurement, production of goods, equipment, and various services, taking into account environmental friendliness, energy conservation, and safety.
- The company instills a sense of social and environmental responsibility in employees at all levels, and also emphasizes conducting transactions with business partners whose operations consider social and environmental responsibility.
- Prioritize conducting activities for the community and society, aiming to promote sustainable social, community, and environmental development, including supporting youth education activities and various forms of public benefit activities.

6.2 Business code of conduct

Business code of conduct

Business code of conduct : Yes

The company conducts its business under sound ethical principles, committed to its responsibility towards stakeholders, emphasizing transparent, honest, and strictly compliant business operations with relevant laws, regulations, and requirements. The Board of Directors has overseen the establishment of the company's business ethics to serve as a framework, guideline, and standard of conduct that all levels of company personnel, including the Board of Directors, executives, and employees, should adhere to and practice in their business operations and work to ensure consistency.

All company personnel are obligated to strictly adhere to the business ethics, upholding their duties as good citizens, possessing a good conscience, conducting business responsibly, and considering the benefits and impacts of operations on stakeholders. The Board of Directors and management serve as leaders and good role models in performing their duties with integrity, fairness, transparency, and accountability, to promote ethical values, honesty, and responsibility as part of the organizational culture.

Furthermore, the Board of Directors mandates regular reviews of the practices within the business ethics, assigning relevant management departments to propose appropriate guidelines before submitting them to the Board for consideration and approval. This ensures that the company's business ethics are comprehensive, suitable, and consistent with good corporate governance principles at both national and international levels.

The company's business ethics were last reviewed in 2025 and remain sufficient and appropriate for use as a guideline for current business operations.

The company has business ethics and a Code of Conduct for business operations. The main components are ethics and business conduct in various aspects, and the management of ethics and business conduct. The key points can be summarized as follows:

Business Ethics

1. Adherence to the Rule of Law:

The company adheres to the rule of law in its business operations, stipulating that directors, executives, and employees must acknowledge and be aware of the company's regulations, relevant laws, as well as future laws and regulations that will affect their administration and work.

2. Transparency:

The company's decisions and operational methods must be transparent, free from corruption, and capable of disclosing information to all stakeholders for their awareness and verification, in accordance with relevant laws, regulations, rules, and company procedures concerning the prevention of trade secrets from leaking to any other individual or legal entity.

3. Commitment to Fairness and Integrity:

The company is committed to fairness and integrity with stakeholders to foster continuous good relationships in business operations, and does not discriminate unfairly against anyone based on personal judgment or relationships, providing equal opportunities without distinction of race, nationality, religion, or gender.

4. Customer Focus:

The company focuses on building customer satisfaction and confidence, and providing efficient services to meet customer needs to the highest extent, as well as maintaining good long-term relationships. Furthermore, the company develops personnel to serve customers by providing training and knowledge to employees before commencing duties, and continuously enhancing their skills to deliver the best possible service to customers.

5. Shareholder Rights and Equality:

The company has a policy to conduct business with integrity and ethics, and will make every effort to develop the enterprise for growth and to generate good returns for shareholders continuously and sustainably, adhering to the principle of treating shareholders equally.

6. Responsibility towards Society and the Environment:

The company has established guidelines to demonstrate its responsibility towards society and the environment, which include: 1) Good corporate governance, 2) Fair business practices, 3) Respect for human rights and fair treatment of labor, 4) Responsibility towards stakeholders, 5) Responsibility towards stakeholders in co-developing communities and society, 6) Environmental conservation, 7) Innovation and dissemination of innovations from social responsibility initiatives, and 8) Preparation of social and environmental reports.

Communication and Promotion of Compliance

The company emphasizes communication and promotion to ensure that directors, executives, and employees at all levels possess knowledge, understanding, and adherence to good corporate governance principles and business ethics. This involves continuous communication and instilling important practices such as the use of inside information, conflicts of interest, and anti-corruption.

The company has incorporated good corporate governance and business ethics content into its new employee orientation process. In the reporting year, 100% of new employees received complete communication and training.

Additionally, the company has disseminated its corporate governance policies and practices through the Drive Share system of Microsoft Teams. To ensure that directors, executives, and employees at all levels have comprehensive access to information, and to publish it on the company's website for transparency and disclosure to stakeholders.

In 2025 No instances of misconduct by the company's directors, executives, or employees related to violations of business ethics or corruption have been found.

Policy and guidelines related to business code of conduct : <https://www.supreme.co.th/storage/document/cg/spreme-code-of-conduct-th.pdf>

Page number of the reference link : หน้า 5-9

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of conflicts of interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Preventing the misuse of inside information, Money laundering prevention, Gift giving or receiving, entertainment, or business hospitality, Compliance with laws, regulations, and rules, Information and assets usage and protection, Anti-unfair competitiveness, Information and IT system security, Environmental management, Human rights, Safety and occupational health at work

Prevention of conflicts of interest

The Company recognizes the importance of conducting business with integrity, transparency, and accountability, which are principles of good corporate governance and enhance organizational efficiency. Therefore, the Company has established a policy requiring directors, executives, and employees to avoid any actions that may conflict with the Company's interests, which may arise from interactions with the Company's business associates, such as customers, partners, etc. , Using Company opportunities or inside information for personal gain , Transactions with the Company and engaging in businesses that compete with the Company, which may result in the Company's loss of benefits. In cases where such transactions are necessary and unavoidable, the Company will ensure that they are conducted with transparency and fairness, as if dealing with general external parties, taking into account the Company's best interests and fairness to all stakeholders.

Guidelines

To prevent conflicts of interest, the Company has established the following guidelines:

- The Company shall not provide loans or guarantees to directors or to businesses in which directors hold more than 50% of the shares, unless it is part of the Company's welfare benefits.
- Directors, executives, and employees are prohibited from using their positions as directors, executives, or employees to seek personal gain, whether directly or indirectly.
- Directors, executives, and employees are prohibited from engaging in any business or holding positions as directors, executives, or advisors in businesses of the same type or that compete with the Company or its subsidiaries.
- Avoid engaging in connected transactions with oneself or related persons that may create a conflict of interest with the Company, unless it is necessary for the Company's best interest and strict compliance with the criteria, regulations, and rules of relevant regulatory bodies has been observed.
- Directors and executives are required to disclose and report their own interests and those of related persons every time there is a change, by preparing an interest disclosure form as specified by the company and submitting it to the Company Secretary. The Company Secretary will then submit such reports to the Chairman of the Board of Directors and the Chairman of the Audit Committee within 7 business days from the date of receipt of the report.
- In the event that any director or executive has an interest in a matter to be considered for a transaction by the Company, that director or executive shall not participate in the consideration, discussion, or approval of such matter, to allow other directors or executives without an interest to consider it independently.
- For the approval of connected transactions or the acquisition or disposal of assets requiring shareholder approval, shareholders with an interest shall not have the right to vote on such agenda item.

Review of Conflict of Interest Transactions

1. The Company Secretary is required to confirm and verify the interest disclosure reports of directors and executives every quarter to ensure compliance with relevant laws and to report to the Board of Directors' meeting every quarter.
2. The procurement department is required to verify the registration of vendors/service providers to ensure that directors, partners, or owners of such vendors/service providers are not directors, executives, employees, or blood relatives of the Company's directors, executives, or employees. The legal department is also required to stipulate in contracts or related documents that vendors/service providers certify that they have no conflict of interest with the Company.
3. The management department is required to review items for approval. If an item is a connected transaction involving directors or executives, it must comply with relevant laws. The Company Secretary shall review it to ensure compliance with relevant laws before submitting it to the Board of Directors for consideration and approval of the connected transaction.
4. The accounting department is required to verify supporting documents as per the above before making any payments to ensure compliance with the established procedures.

Monitoring and Supervision of Policy Compliance

The Company has continuously communicated and fostered understanding of the policy among directors, executives, and employees through various channels, such as electronic mail (E-mail). The internal file sharing system (Microsoft Teams) and the Company's website are used to ensure that directors, executives, and employees have comprehensive access to information. Furthermore, the Company requires the Company Secretary to regularly review the interest disclosure reports of directors and executives annually, to present this information to the Board of Directors for acknowledgment, and to disclose such information in the Company's annual report.

Furthermore, for transactions that may involve conflicts of interest, the Company mandates that the Audit Committee plays a crucial role in the review process. All such transactions must first be considered by the Audit Committee to ensure compliance with the criteria of the Securities and Exchange Commission and the Stock Exchange of Thailand, that they are appropriate, fair, in accordance with general trade conditions, and in the best interest of the Company, before being presented to the authorized approver.

Violation of such policies or guidelines is considered a breach of the Company's good corporate governance policy and business ethics, which may result in disciplinary action in accordance with the Company's human resource management regulations. The Company places importance on strict communication, supervision, and inspection to prevent such policy and guideline violations.

In 2025, the Company found no actions in violation of relevant regulations, nor were there any whistleblowing reports or complaints regarding conflicts of interest that contravened regulatory guidelines. The Company has continuously monitored, reviewed, and supervised compliance with related policies and guidelines to ensure that the Company's operations are transparent, fair, and in line with good corporate governance principles.

Anti-corruption

The company has established a written anti-corruption policy and has continuously adhered to it since 2022. It is reviewed annually, with the latest review conducted on February 21, 2025, to demonstrate the company's stance and

commitment to combating all forms of corruption, whether direct or indirect, in accordance with a policy that completely prohibits giving and receiving bribes, as well as all forms of corruption, to achieve good corporate governance principles and sustainable development guidelines.

Anti-Corruption Policy

Company personnel are prohibited from soliciting, engaging in, or accepting any form of corruption, directly or indirectly, whether for their own benefit, family, friends, or acquaintances. It is their strict duty to comply, covering all company stakeholders, to ensure that the company conducts business according to good corporate governance principles and has effective measures to prevent risks arising from fraud and corruption.

Protection for those who refuse corruption and review.

The company has no policy to demote, punish, or take any negative action against personnel who refuse to engage in corruption, even if such refusal results in the company losing benefits or business opportunities. To achieve this objective, the company will regularly review the implementation of this policy and guidelines, as well as the processes for reviewing procedures, approaches, control measures, and operational requirements, to ensure compliance with prevailing circumstances, business changes, regulations, and relevant laws.

Roles and Responsibilities

To ensure concrete clarity in the oversight of anti-corruption efforts, to guarantee strict adherence within the organization, and to assign responsibility for monitoring anti-corruption operations, the company has defined the following roles and responsibilities:

1. The Board of Directors considers approving and reviewing the anti-corruption policy and guidelines, promoting and supporting the communication of this policy and guidelines to ensure that all relevant personnel and stakeholders are aware of its importance and can implement it effectively.
2. The Audit Committee reviews accounting reports, internal control systems, internal audit systems related to anti-corruption, whistleblowing processes/measures related to corruption, and verifies the accuracy of reference documents and self-assessment forms regarding the company's anti-corruption measures under the Collective Action Coalition Against Corruption (CAC) project.
3. The Risk Management Committee oversees the annual assessment of fraud and corruption risks and reviews existing risk management measures to ensure their appropriateness in keeping risks at an acceptable level.
4. Company personnel must strictly adhere to the anti-corruption policy and guidelines. In case of doubt or observed violations, they must report to their supervisor or submit a tip or complaint (Whistle Blowing).

Guidelines

The company conducts its business with caution and transparency for the utmost benefit of shareholders and all stakeholders. Therefore, this policy is established as a guideline for the company's personnel as follows:

1. Company personnel must not engage in corruption, directly or indirectly, such as offering, promising, soliciting, demanding, calling for or receiving benefits, providing benefits, inducing illegal acts, or breaching trust, or any other act of corruption, for their own benefit or the benefit of others.
2. Company personnel must not neglect or ignore the following cases:
 - 2.1 Personnel must comply with the anti-corruption policy and measures, and adhere to Thai laws regarding anti-corruption. Failure to comply with this policy will result in disciplinary action and legal proceedings as appropriate.
 - 2.2 Responsible for monitoring and preventing corruption within the company. If any act of corruption or an act that may lead to corruption is observed, it must be immediately reported to the supervisor or through the whistleblowing channels designated by the company.

2.3 Must immediately report to the Board of Directors in the event of or suspicion of serious corruption, practices violating the law, or other unusual actions that could significantly affect the company's reputation and financial standing.

2.4 The details of the whistleblower must be kept confidential. Whistleblowers who act with good faith towards the company and with integrity, including those who refuse to engage in corrupt practices, will be protected by the company and will not suffer any adverse consequences from such actions.

2.5 Personnel should avoid actions that may lead to conflicts of interest with the company and strictly adhere to the conflict of interest policy and guidelines as stipulated in the business ethics and practices.

2.6 Personnel should avoid giving or receiving gifts, souvenirs, assets, or any other benefits, or providing or accepting meals or entertainment, as such actions may pose a risk leading to fraud and corruption. In unavoidable circumstances, appropriate discretion should be exercised, taking into account customs, laws, relevant regulations, and announcements, and must be carried out with caution and in accordance with this policy and guidelines, or other related policies as announced by the company.

3. Establish policies and guidelines to prevent various forms of corruption, such as political assistance, charitable donations, receiving donations, providing money, goods, or any other form of support, paying for gifts, hospitality services, facilitation payments, etc. And ensure supervision and monitoring of such matters to be transparent, not in violation of relevant laws, or improperly or inappropriately facilitating benefits.
4. Any transactions with government agencies or state officials must be conducted correctly, transparently, and in strict compliance with relevant laws, announcements, rules, or regulations. Facilitation payments that could lead to fraud or corruption are strictly prohibited.
5. Establish adequate and appropriate internal control systems to prevent corruption and operations that do not adhere to good corporate governance principles.
6. Conduct corruption risk assessments and implement appropriate anti-corruption measures.
7. Establish communication channels for employees and stakeholders to be aware of the anti-corruption policy and to be able to report tips, complaints, and suggestions to the company for factual investigation according to the process and for corrective improvements.
8. Develop a personnel management system, foster values and a culture of anti-corruption, by communicating and disseminating knowledge to personnel to ensure awareness and understanding of the anti-corruption policy, including ethical guidelines.
9. Procurement must be conducted transparently, without violating laws, work regulations, and procedures established by the company, and regular audits of procurement operations must be arranged.
10. The company communicates its anti-corruption policy and guidelines to its companies, business partners, and stakeholders, as well as the public, through various communication channels to ensure awareness and implementation of the anti-corruption policy.

Monitoring and Oversight of Policy Compliance

In 2025 The company is committed to combating all forms of corruption, strictly adhering to its anti-corruption policy, as well as relevant laws, regulations, and requirements. The company has communicated this policy to directors, executives, and employees at all levels.

In addition, the company provides mandatory anti-corruption training and knowledge assessments regularly every year through its Knowledge Management: KM) and stores documents and learning materials in Microsoft Teams. To ensure that all personnel can conveniently and continuously access relevant information, policies, and guidelines.

Furthermore, the company has designated anti-corruption as one of the key topics in new employee orientation. All new employees must receive training on this matter before commencing work to foster awareness and understanding of the company's practices from the outset of their employment.

The company provides channels for complaints or whistleblowing regarding behavior indicative of corruption or misconduct by company personnel, with mechanisms to protect complainants and whistleblowers. It prioritizes keeping the information of complainants and whistleblowers, complaints, and evidence confidential, to demonstrate its commitment to combating corruption as a listed company that must build confidence among shareholders and all stakeholder groups.

In addition to internal operations, the company has expressed its intention to join the Collective Action Coalition Against Corruption (CAC) on June 12, 2025, and is currently undergoing the certification process by the CAC. Furthermore, the company continuously communicates its anti-corruption policy and guidelines to customers and business partners.

The company regularly monitors and evaluates the implementation of its anti-corruption policy and measures. The Company Secretary is assigned to oversee, track, and report operational results to the Audit Committee and the Board of Directors on a quarterly basis.

In 2025, there were no reported cases of directors, executives, or employees violating or failing to comply with the anti-corruption policy, nor were there any donations or financial support provided to any political parties. The company remains committed to conducting business in accordance with good corporate governance principles.

Whistleblowing and Protection of Whistleblowers

The Board of Directors has established measures and processes for receiving whistleblowing reports and complaints regarding actions that may violate the law, non-compliance with the code of conduct, or behavior that may indicate corruption or misconduct by personnel within the organization, from both employees and other stakeholders, including cases related to inaccuracies in financial reports or deficiencies in internal control systems. This is to provide an opportunity for stakeholders to effectively participate in overseeing the company's interests. The company has clearly defined the channels for whistleblowing and complaints as follows:

Scope of Whistleblowing and Complaints

When there is doubt, belief, or reasonable grounds to believe in good faith that there has been dishonest or non-transparent conduct, or a violation of good practices regarding

- Policies, operating procedures, regulations, requirements, or various rules of the Company
- Good Corporate Governance, Code of Conduct, and Ethics
- Laws and official regulations

Protection for Complainants

- The Company will keep the information and details of the whistleblower or complainant and the accused confidential, or may disclose them only to those involved in the investigation or to a limited circle of relevant individuals. Any disclosure of information will be carefully considered by the Company, taking into account the safety and potential harm to the whistleblower or complainant, the source of the information, or related individuals.
- The Company will appoint an investigation committee to jointly consider whistleblowing reports and complaints with thoroughness, caution, and fairness to all parties.
- Should the complainant or those cooperating in the fact-finding investigation believe that they may be unsafe or suffer distress or damage, they may request the investigation committee to establish appropriate protective measures.

Channels for submitting complaints are as follows:

Complaints related to whistleblowing on corruption or ethical violations

- 1) Direct whistleblowing and complaints to
 - 1.1 Chairman of the Audit Committee
 - 1.2 Chairman of the Board
 - 1.3 Company Secretary
- 2) Via email
 - 2.1 Chairman of the Audit Committee : [cae@supreme.co.th]
 - 2.2 Chairman of the Board : [president@supreme.co.th]
 - 2.3 Company Secretary : [secretary@supreme.co.th]
- 3) Via the Company's website www.supreme.co.th
- 4) By post: Send directly to the Chairman of the Board or the Chairman of the Audit Committee of Supreme Distribution Public Company Limited, 2/1 Soi Praditmanutham 5, Praditmanutham Road, Tha Raeng Subdistrict, Bang Khen District, Bangkok 10230.

Complaints not related to whistleblowing on corruption or ethical violations

- 1) Suggestion and complaint box within the Company
- 2) Direct whistleblowing and complaints to
 - 2.1 Trusted supervisors at all levels
 - 2.2 Human Resources and Administration Department
 - 2.3 Company Secretary
 - 2.4 Chairman of the Audit Committee
 - 2.5 Chairman of the Board
- 3) Via email
 - 3.1 Chairman of the Audit Committee : [cae@supreme.co.th]
 - 3.2 Chairman of the Board : [president@supreme.co.th]
 - 3.3 Company Secretary : [secretary@supreme.co.th]

For all whistleblowing and complaint channels, the Company Secretary will be responsible for coordinating, receiving, forwarding, tracking investigation results, and compiling cases. The whistleblowing information will be sent directly to the specific person responsible for this matter, namely the Chairman of the Audit Committee, for appropriate action. This is to ensure that whistleblowers are confident that the information and matters reported will be handled and protected by those directly responsible.

Furthermore, the Company has established a mechanism to protect whistleblowers who participate in overseeing the Company's interests. Employees who refuse corruption will not be demoted, punished, or subjected to negative consequences, even if such actions result in the Company losing business opportunities.

Further details are provided in Clause 8.1.4. Subject: Whistleblowing

Preventing the misuse of inside information

Policy on Preventing and Overseeing the Use of Company Inside Information for Personal Gain

The Board of Directors oversees the establishment of a policy on preventing the use of inside information for personal gain, which includes written guidelines for safeguarding and preventing the use of inside information. This ensures that the Company's operations are conducted with honesty, integrity, and fairness to all stakeholders, and do not result in benefits for any specific individual or group. Therefore, the Company has established the following guidelines for preventing the use of inside information:

1. Educate directors and various departmental executives about their duty to report their holdings of securities or derivatives, as well as those of persons related to directors and executives, to the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand, in accordance with Section 59 and the penalties stipulated in Section 275 of the Securities and Exchange Act B.E. 2535 (1992). Persons related to directors and executives, as defined by the Notification of the Office of the Securities and Exchange Commission No. Sor Jor 38/2561, are as follows:
 - (1) Spouse or cohabiting partner
 - (2) Minor children
 - (3) Legal entities in which oneself, persons under (1), and persons under (2) collectively hold more than 30% of the total voting rights of such legal entity, and such collective shareholding constitutes the largest proportion in that legal entity.
2. Directors and executives, as well as persons related to directors and executives, are required to report changes in their holdings of securities and derivatives to the Office of the Securities and Exchange Commission in accordance with Section 59 of the Securities and Exchange Act B.E. 2535 (1992) within 3 business days from the date of the change, and to submit a copy of this report to the Company on the same day the report is submitted to the Office of the Securities and Exchange Commission of Thailand.
3. Directors, executives, employees, and staff of the Company who have access to material inside information that could affect the price of securities are prohibited from using such inside information to buy, sell, transfer, or receive transfers of securities or derivatives issued by the Company before such information is widely disclosed to the public. This prohibition specifically applies during the 30-day period before the Company's financial statements or price-sensitive information is released to the public. Furthermore, after the information has been disclosed, such individuals are prohibited from buying, selling, transferring, or receiving transfers of the Company's securities or derivatives until the public, having received such information, has had a reasonable time to evaluate it (at least 24 hours from the date and time of disclosure). Those involved with inside information must not disclose it to others until it has been reported to the Stock Exchange of Thailand.
4. Directors, executives, company employees, and individuals involved with inside information are prohibited from disclosing or transmitting inside information or company secrets to unrelated persons, including family members, relatives, friends, etc.
5. The Company prioritizes preventing the use of inside information for illicit gain, to diminish the Company's benefits, or to create conflicts of interest. This is stipulated in the Good Corporate Governance Policy, Code of Conduct and Work Ethics, employment contracts, and work regulations.
6. The Company prioritizes the protection of confidential customer information and refrains from using such information for the benefit of directors, executives, employees, and related parties, except for information required to be disclosed by law.
7. Information disclosure must be carried out by executives or company employees authorized to disclose it. General employees who are not authorized to disclose information, when asked to disclose information they are not responsible for, should advise the inquirer to contact the person responsible for that information to ensure accuracy and consistency of information provided.
8. Do not provide advice or guidance on trading the Company's securities, unless it is related to job duties assigned by the Company.
9. The Company prioritizes information security in its information systems by controlling and/or preventing unauthorized access to Company data by external parties, and by defining data access rights for employees at various levels according to their authority and responsibilities.

10. In cases where external parties are involved in ad-hoc work concerning undisclosed information that is under negotiation, which falls under the category of inside information that may affect the Company's securities prices, such individuals must sign a Non-Disclosure Agreement (NDA) until the information is disclosed to the Stock Exchange and the SEC.

Penalties

The Company imposes disciplinary penalties for violations involving the use of Company inside information for personal gain. Violators will face severe disciplinary action or termination without compensation, legal prosecution, and will be liable to compensate the Company for actual damages incurred, depending on the severity of the offense.

Monitoring and Supervision of Policy Compliance

- The Company continuously communicates and raises awareness among directors, executives, and employees. The Company Secretary is responsible for notifying directors, executives, and individuals who may have access to material inside information in advance of the Company's securities trading blackout period (prohibiting buying, selling, transferring, or receiving transfers of securities) before the financial statements are disclosed to the public. This notification is provided in writing via electronic mail (E-mail) or other appropriate channels to ensure comprehensive awareness among these individuals.
- Additionally, the Company regularly monitors changes in the securities holdings of directors, executives, and related persons, and reports the results to the Board of Directors quarterly to support effective oversight and policy compliance monitoring.
- The Human Resources and Administration Department has developed training materials and tests on the policy and guidelines for using inside information in an online learning (E-learning) format through the knowledge management system (stipulated as part of the operational regulations). Directors, executives, and employees are required to attend training and complete tests annually to assess their understanding. Furthermore, the Company regularly presents this policy to the Board of Directors for review and disseminates it through a file-sharing system (Microsoft Teams) and on the Company's website to ensure comprehensive access for directors, executives, and employees. All directors, executives, and employees of the Company have completed the review of the policy and complied with the guidelines for the use and confidentiality of inside information through the aforementioned learning materials, achieving 100% completion.
- In 2025, the Company found no directors, executives, or employees violating the securities trading blackout period measures or engaging in any actions related to the use of undisclosed inside information. Furthermore, the Company has never been fined or accused by regulatory bodies regarding the use of inside information.

The Company has not found any misconduct, nor has it received any tips or complaints regarding the use of inside information that violates regulatory criteria and the Company's good corporate governance principles.

Securities Holdings of Directors and Executives as of 30 December 2025

No.	Names of Directors and Executives	Position	As of 30 Dec 2024		As of 30 Dec 2025		Increase/ (Decrease)	% Shareholding
			Direct	Indirect	Direct	Indirect		
1	Mr. Woodtipong Moleechad	Chairman of the Board, Independent Director	-		-	-		
2	Mr. Theerawat Katanyukul	Independent Director	-		408,300	-	408,300	0.06
3	Ms. Umaporn Chaiyapheka	Independent Director	-		-	-	-	
4	Mr. Panuwat Khantamoleekul	Director, Chief Executive Officer	230,000,000		230,000,000	-	-	31.08
	Spouse	Ms. Suporn Manomaiphan	20,000,000		20,000,000	-	-	2.70
5	Mr. Panupong Khantamoleekul	Director, Deputy Chief Executive Officer	20,000,000		20,000,000	-	-	2.70
6	Ms. Nongrak Mukdar	Director, Chief Financial Officer	400,000		400,000	-	-	0.05
	Spouse	Mr. Pitsanu Tariya	64,000		64,000			0.01
7	Ms. Suporn Manomaiphan	Director, Vice President of Executive Committee	20,000,000		20,000,000	-	-	2.70
	Spouse	Mr. Panuwat Khantamoleekul	230,000,000		230,000,000	-	-	31.08
8	Ms. Pantharee Manomaiphan	Director, Chief Operating Officer	1,000,000		1,000,000	-	-	0.14
9	Ms. Panida Sithisarnwathanachai	Assistant Chief Executive Officer	100,000		100,000	-	-	0.01
10	Mr. Supphavit Khantamoleekul	Chief Marketing Officer	20,000,000		20,000,000	-	-	2.70
11	Ms. Rojanan Chamchoo	Accounting and Finance Manager	76,900		126,900			0.02

Money laundering prevention

The Company will not accept the transfer or conversion of assets, nor will it support the acceptance of the transfer or conversion of any assets related to criminal offenses, to prevent anyone from using the Company as a channel or tool to transfer, conceal, or disguise the origin of illegally obtained assets. This also includes ensuring that financial transactions and facts, or various assets, are carefully inspected, recorded, accurately, and in accordance with the law.

Guidelines for Practice

1. Before conducting transactions with a counterparty, ensure that the source of funds is legitimate.
2. Do not transfer money to unknown accounts or accept transfers with unusual payment characteristics.
3. In case of unusual transactions, report them to the supervisor immediately.

Gift giving or receiving, entertainment, or business hospitality

The Board of Directors oversees the establishment of an anti-corruption policy, which covers guidelines regarding the giving or receiving of gifts, hospitality, donations, and the giving or receiving of support in various forms, to ensure that directors, executives, and employees understand and adhere to them appropriately.

The Company recognizes that in conducting business, employees may need to be involved in giving gifts or providing hospitality to external individuals or entities related to business operations, to foster good relationships with business partners, customers, or entities that have or may have business relationships with the Company. Therefore, relevant employees must exercise appropriate discretion in each case, without expecting any improper benefits or considerations or those that violate business ethics. Furthermore, the giving or receiving of gifts or hospitality must consider the appropriateness of the form, purpose, the Company's image, the recipient's position, relevant laws, and generally accepted customs, to comply with the Company's good corporate governance policy, business ethics, and other related policies. The Company does not support any actions that contravene these policies or could lead to corruption.

Compliance with laws, regulations, and rules

Directors, executives, and employees must strictly adhere to laws related to the company's business and the company's internal regulations, and must avoid any actions that could negatively impact the company's business reputation.

Guidelines for Practice

1. Directors, executives, and employees must not violate, evade, defy, or disregard the company's regulations, policies, announcements, or orders, including lawful and duty-bound instructions from supervisors.
2. Directors, executives, and employees must not produce or possess illegal items, whether for personal use, distribution, or for any other person.
3. Directors, executives, and employees must use communication systems and computer systems responsibly and must not cause division, harm to others, demoralization, or promote hostility in the workplace.
4. Directors, executives, and employees must not use communication systems and computer systems for illegal activities or activities that violate the company's policies, and must not use the internet or similar services in a manner that could cause damage, embarrassment, reduce credibility, or harm the company's reputation.
5. Directors, executives, and employees must study, understand, and comply with the laws, regulations, rules, and requirements of the Stock Exchange of Thailand and the Securities and Exchange Commission (SEC), as well as other relevant agencies.
6. Directors, executives, and employees must not assist, support, or encourage the evasion of compliance with laws, regulations, rules, and requirements of the Stock Exchange of Thailand and the Securities and Exchange Commission (SEC), as well as any other relevant agencies.
7. Directors and executives are obligated to report their interests and those of related persons, following the procedures and forms prescribed by the company, and submit them to the company secretary for compilation of copies of interest reports and submission to the Chairman of the Board within 7 business days from the date of receiving the report, as stipulated by the Securities and Exchange Act.
8. Directors and executives are prohibited from trading the company's securities one month prior to the announcement of financial statements and until the public has had sufficient time to evaluate the information received (at least 24 hours from the date and time of disclosure). Furthermore, individuals with access to inside information must not disclose such information to others until it has been reported to the Stock Exchange. Every three months, the company secretary is required to inform the Board of Directors and executives of the blackout period for trading the company's securities.
9. In cases where directors and executives buy, sell, transfer, or receive a transfer of securities, they must submit a report to the Securities and Exchange Commission (SEC) within 3 business days from the date of such transaction, using the form prescribed by the SEC.
10. Directors and executives must report changes in their securities holdings to the Board of Directors. This is to assure shareholders and general investors that directors and executives manage and operate the business with integrity, clarity, transparency, and accountability.

Information and assets usage and protection

Directors, executives, and employees have a duty to maintain and utilize the company's assets to their fullest benefit solely for the company's operations, and not to use them for the benefit of others or in an improper manner.

Guidelines

1. Directors, executives, and employees must comply with the company's safety requirements or regulations regarding the use of tools, equipment, and the working environment.
2. Directors, executives, and employees must not use, sell, give, borrow, lend, or transfer the company's assets to individuals and/or other legal entities not related to the company without authorization, regardless of the asset's value or condition.
3. Directors, executives, and employees must not intentionally damage, sabotage, or destroy the company's assets.
4. Directors, executives, and employees must not use the company's assets for personal gain or external business, unless authorized by the responsible supervisor.
5. Directors, executives, and employees must assist in or endeavor to obtain patents, copyrights, or protect trademarks that are the intellectual property of the company.

Anti-unfair competitiveness

The Company adheres to the rule of law in conducting its business operations. It mandates that directors, executives, and employees must acknowledge and be aware of the Company's regulations, relevant laws, as well as laws and regulations that will be enacted in the future, which affect their management and work.

Guidelines

1. Directors, executives, and employees must study and understand the regulations that serve as the primary basis for governmental operations, both those currently in effect and those that will come into effect in the near future.
2. Directors, executives, and employees must not seek competitors' trade secrets or specific competitor information through unlawful means, such as theft, espionage, or violation of non-disclosure agreements concerning competitor information, whether obtained from customers or other individuals.
3. Directors, executives, and employees must not damage the reputation of competitors through defamation or any actions that are untrue and unfair.

Information and IT system security

The Company places importance on the governance and management of information technology systems, including computer equipment, peripherals, and network infrastructure, to ensure security, availability, and the ability to support business operations continuously and efficiently, in compliance with applicable laws, standards, and regulations.

The Company has established comprehensive policies, guidelines, and measures on information security, covering the definition of roles and responsibilities, access control to systems and data, physical and network security, third-party service provider management, data backup and recovery, as well as continuous monitoring, review, and audit of system usage. These measures aim to prevent and mitigate risks arising from improper use, cyber threats, and data leakage. The Company communicates such policies and guidelines to executives, employees, and relevant parties to ensure strict compliance, with the objective of safeguarding the Company's information assets in terms of confidentiality, integrity, and availability.

In addition, the Company has established dedicated functions and responsible personnel for cybersecurity and personal data protection, including a Data Protection Officer (DPO) and the internal audit function. These functions operate under the oversight of the Audit Committee and the Risk Management Committee to ensure comprehensive governance of IT systems and organizational network security. The performance and effectiveness of such measures are reported to the Risk Management Committee on a quarterly basis.

Environmental management

The Company cares about the health and hygiene of its personnel and the surrounding community. The Company aims to promote and build awareness of quality and environmental aspects as a daily way of life for its personnel, for the benefit of everyone, including the community and society as a whole. The Company supports the appropriate use of resources and the reduction of wasteful consumption.

Guidelines

1. The Company promotes the health and hygiene of its personnel as a matter of importance by establishing quality and environmental requirements and standards with measures no less stringent than those prescribed by law, in accordance with international standards. Company personnel must strictly study and comply with quality and environmental laws, policies, and regulations.
2. The Company will take all measures to control and prevent various forms of losses resulting from accidents, fires, work-related injuries or illnesses, loss or damage to property due to security breaches, improper work procedures, and various errors that occur, as well as maintaining a safe working environment for its personnel and regularly

conducting security drills. It is the responsibility of management and employees to report accidents and incidents by following established procedures.

3. The Company will arrange for public relations and communication to build knowledge and understanding and disseminate information to its personnel, contractor employees, and all relevant stakeholders, so that they are aware of and understand the environmental policies, regulations, procedures, practices, and various precautions, and can adhere to them correctly without causing harm to health, property, and the environment.
4. The Company is committed to actively and continuously participating in social responsibility regarding quality and the environment. This includes maximizing the utilization of natural resources while recognizing the importance of the environment for relevant stakeholders, as well as promoting social activities to preserve the environment and the quality of life for people in the community according to the principles of sustainable development.
5. If any operation is unsafe, or cannot comply with environmental requirements and standards, or if the operation is found to have severe environmental impacts, company personnel must temporarily cease operations as much as possible to inform colleagues, supervisors, and responsible departments to proceed with corrective actions or plan for further remediation. Absolutely no continuation of such operations is permitted.

Human rights

Respect for Human Rights and Fair Treatment of Labor

The company recognizes the importance of respecting human rights and treating labor fairly, which are fundamental to good corporate governance and sustainable development. The company conducts its business based on the principles of respecting human dignity, equality, and non-discrimination, covering employees, customers, business partners, and stakeholders throughout the business value chain.

The company complies with relevant laws and accepted human rights standards, and establishes clear guidelines to prevent and mitigate the risk of human rights violations in its business operations, serving as a framework for personnel to work appropriately, fairly, and with mutual respect.

Guidelines

1. Support and respect the protection of human rights by diligently monitoring and ensuring that their business does not become involved in human rights abuses.
2. Promote monitoring of compliance with human rights requirements within their business and encourage adherence to international human rights standards. The business's human rights responsibilities also extend to its subsidiaries, joint ventures, and business partners.
3. The company will treat all its personnel equally, without discrimination based on origin, race, gender, age, skin color, religion, physical ability, status, family background, educational institution, or any other status not directly related to job performance.
4. The company provides opportunities for all its personnel to fully demonstrate their abilities by offering appropriate compensation and creating work incentives, including salaries, bonuses, and reasonable operational expenses in accordance with company regulations. Furthermore, the company offers opportunities for its personnel to pursue further education and training, both short-term and long-term.
5. All company personnel must perform their duties and responsibilities to the best of their ability, with honesty, integrity, fairness, and adherence to moral principles. They must not delegate their duties to any other person, whether directly or indirectly, unless it is necessary or for the sake of efficiency in tasks that do not require their specific expertise.
6. Company personnel must operate according to the chain of command, receiving orders and being directly responsible to their supervisors. They must not bypass the chain of command unless absolutely necessary. They

should avoid criticizing supervisors and colleagues in a manner that could cause harm to those individuals or to the company. Furthermore, company personnel will provide opportunities and be open-minded to listen to the opinions of subordinates and colleagues thoughtfully, without bias, and with reason and logic.

7. Company personnel may fully utilize the company's resources, labor, premises, and facilities for their duties. They are prohibited from using the company's resources, labor, premises, and facilities for purposes other than performing their duties or for benefits to which they are legitimately entitled.
8. Company personnel must maintain polite manners, dress appropriately for the occasion, and conduct themselves suitably for their duties and local customs, without damaging the company's image.
9. Company personnel may use their names and positions to solicit donations for charitable causes organized by the company, but they are prohibited from using the company's name and their company position to solicit donations for personal purposes, regardless of the objective.
10. Company personnel should cooperate in activities organized by the company to foster unity and mutual assistance, as well as in social activities organized by the company.
11. Company personnel are prohibited from engaging in acts that cause distress, annoyance, demoralization of others, hostility, or disruption of work in the nature of sexual harassment, whether towards company personnel or external individuals conducting business. This includes sexual assault, flirtation, molestation, indecency, and the possession of obscene images, both verbally and physically.

Safety and occupational health at work

The company prioritizes occupational safety and health for employees at all levels, aiming to create a safe, suitable, and health-promoting working environment to prevent potential work-related risks, thereby enhancing employees' quality of life, boosting motivation, and supporting sustainable organizational development.

The company promotes employees' knowledge, understanding, and adherence to appropriate workplace safety guidelines, covering basic first aid training, the development and rehearsal of emergency response plans such as fire incidents, and the provision of annual health check-ups to continuously monitor employee health. Furthermore, the company regularly inspects and evaluates the working environment monthly, in accordance with ISO9001 standards, to utilize the evaluation results for improving and developing a more hygienic and safer working environment.

Guidelines

1. Comply with relevant laws, standards, and regulations concerning occupational health and safety to prevent or mitigate potential impacts.
2. Regularly inspect and evaluate workplace safety in accordance with ISO 14001 standards.
3. Provide occupational safety training and activities for executives and employees, such as annual fire fighting and evacuation drills.
4. Promote activities for employee health and quality of life, such as annual health check-ups, support for exercise, and provision of annual leave benefits, among others.

Fire Fighting and Evacuation Drill Activities

The company organized basic fire fighting training and fire evacuation drills on December 22, 2025, from 08:30 to 16:30, for all company employees. The training covered both theoretical and practical aspects, including knowledge about fire ignition, the use of various fire fighting tools and equipment necessary in the workplace, basic first aid, fire evacuation plans and methods, as well as practicing fire evacuation according to the established plan to enhance employees' knowledge, skills, and readiness to handle emergency situations, reduce risks of danger, and strictly comply with safety laws and regulations.



Promotion of compliance with the business code of conduct

Promotion for the board of directors, executives, and : Yes

employees to comply with the business code of conduct

The Board of Directors has established a corporate governance policy and business ethics. Which comprises the employee code of conduct and business ethics. Comprising good principles and practices to guide directors in performing their duties and conducting business. All executives and employees are to adhere to, in accordance with good corporate governance principles, and prioritize respecting rights and treating all stakeholder groups equally. Fair Transparent and verifiable

Participation in anti-corruption networks

The Company submitted its letter of intent to join the Thai Private Sector Collective Action Against Corruption (CAC) project on June 12, 2025, and subsequently submitted documents for certification to CAC in December 2025. The application is currently undergoing the certification review process by CAC, with the certification expected to be received by the end of the first quarter of 2026.

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

networks

Anti-corruption networks or projects the company has : Thai Private Sector Collective Action Against

joined or declared intent to join Corruption (CAC)

CAC membership certification status : Not
certified

6.3 Material changes and developments in policy and corporate governance system

over the past year

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

In the past year, did the company review the corporate : Yes

governance policy and guidelines, or board of directors'

charter

Material changes and developments in policy and : Yes

guidelines over the past year

1. **Determination of the Company's Vision, Mission, and Strategy**

The Board of Directors reviews the Company's vision and mission on an annual basis to ensure alignment with the direction, objectives, and strategies for future business operations. In 2025, at the Board of Directors' Meeting No. 8/2025 held on November 13, 2025, the Board collectively reviewed and approved the Company's vision, mission, and operational strategies.

In this regard, the management and employees share common goals in the same direction, ensuring that the Company's operations are conducted efficiently and in the best interests of the Company and its shareholders.

Furthermore, the Board of Directors has approved the Company's business plan and budget, which had been reviewed and endorsed by the Executive Committee. The Board also continuously monitors the performance against such plans, while the management is responsible for tracking and reporting the progress of operations and the Company's financial performance to the Board of Directors on a quarterly basis.

2. **Review and Improvement of Company Policies and Practices**

The company has reviewed, amended, and improved various policies and practices to align with good corporate governance principles, such as reviewing the good corporate governance policy, updating the business ethics code, anti-corruption policy, charters of the Board of Directors and sub-committees, as well as the risk management policy, among others.

3. **Assessment and Management of Corruption and Bribery Risks**

The company is in the process of joining the Collective Action Against Corruption of the Thai Private Sector. It has prepared a corruption risk assessment form and presented the assessment results to the Risk Management Committee, Audit Committee, and Board of Directors, respectively. Additionally, the company regularly reviews its internal control processes and operational procedures to help mitigate potential risks and impacts.

4. **Promoting Adherence to Good Corporate Governance Principles Among Personnel**

The company promotes adherence to good corporate governance principles among directors, executives, and employees at all levels. It requires annual preparation of declarations of interest and conflict of interest reports, and employees are required to sign an acknowledgment and adhere to the business ethics code and anti-corruption policy.

5. **Communication and Knowledge Building on Business Ethics and Anti-Corruption**

The company has continuously communicated and provided knowledge to all directors, executives, and employees, covering corporate governance, prevention of insider trading, prohibition of seeking benefits from inside information, prevention of conflicts of interest, as well as policies and guidelines for anti-corruption, which include monetary donations, sponsorships, facilitation payments, giving or receiving gifts, hospitality, and conflicts of interest.

Furthermore, the company has communicated duties, responsibilities, and procedures for addressing corruption, complaints, and whistleblowing through various channels, such as reporting to the Audit Committee and the Board of

Directors, email communication via channels specified in the policy, training sessions, and reviewing the curriculum for “Business Ethics and Practices, Anti-Corruption Policy, and Whistleblowing and Complaint Policy for 2025.” Additionally, all directors, executives, and employees are required to participate in annual knowledge reviews and complete tests via the intranet system (KM system), resulting in 100% of the company's personnel being fully aware of and understanding the operational guidelines.

6. Communication of Business Ethics to Business Partners and Stakeholders

The company has communicated its business ethics and anti-corruption measures to business partners through disclosure on its website and by communicating its no-gift policy to business partners and stakeholders, ensuring that customers and partners are aware and comply.

Furthermore, the company has established transparent procurement processes that align with its anti-corruption policy and consider environmental aspects (Green Procurement). It requires business partners to undergo a pre-qualification process and demonstrate clear operations in sustainability, good corporate governance, and compliance with anti-corruption measures.

6.3.2 Implementation of the CG Code for listed companies

Implementation of the CG Code as prescribed by the SEC : Mostly used in practice

The company recognizes the importance of Good Corporate Governance, believing that good corporate governance reflects an efficient, transparent, and auditable management system, which helps build trust and confidence among shareholders, investors, stakeholders, and all relevant parties, leading to increased value and sustainable long-term growth for the company.

The Company has continuously promoted and developed its good corporate governance system, with the aim of enabling the Board of Directors and management to elevate corporate governance and adhere to good corporate governance principles in line with international standards. The Company has adopted the good corporate governance principles set forth by the Stock Exchange of Thailand as the primary framework for establishing its corporate governance principles. These principles are regularly monitored, reviewed, and updated to align with the guidelines of the Stock Exchange of Thailand, which may be revised in the future, and to suit the evolving business context and environment.

The Company's good corporate governance principles cover practices in 8 main categories as follows:

Principle 1: Recognize the role and responsibilities of the Board of Directors as organizational leaders who create sustainable value for the business.

Principle 2: Define the main objectives and goals of the business for sustainability.

Principle 3: Strengthen an effective Board of Directors.

Principle 4: Recruit and develop senior executives and human resources management.

Principle 5: Promote innovation and responsible business operations.

Principle 6: Ensure appropriate risk management and internal control systems.

Principle 7: Maintain financial credibility and information disclosure.

Principle 8 Support shareholder engagement and communication.

6.3.3 Other corporate governance performance and outcomes

The Board of Directors places great importance and is committed to operating under the principles of Good Corporate Governance, with the aim of ensuring that the Company conducts its business with transparency, good governance, and continuous compliance with regulatory requirements. Due to this dedication, the Company has received high recognition from relevant agencies, including awards and excellent assessment results, as follows:

- The Company received a perfect score of 100 in the 2025 Annual General Meeting of Shareholders Quality Assessment Project, organized by the Thai Investors Association in collaboration with the Securities and Exchange Commission and the Thai Listed Companies Association. This reflects transparency, completeness of information, and appropriate protection of shareholders' rights.
- The Company has consistently communicated to enhance knowledge and understanding of business ethics among directors, executives, and employees at all levels, to promote ethical, transparent, and compliant work performance and business operations in line with the Company's good corporate governance policies and practices.
- The Board of Directors performs its duties with prudence, transparency, and independence, providing candid opinions while considering the best interests of shareholders, investors, and all stakeholders. Furthermore, it plays a crucial role in setting directions, strategies, and overseeing management to ensure that the Company's operations are balanced, efficient, and capable of supporting long-term growth.
- In addition, the Company also places importance on continuously monitoring, evaluating, and improving its corporate governance processes to enhance stakeholder confidence and support sustainable business development under the principles of good corporate governance.

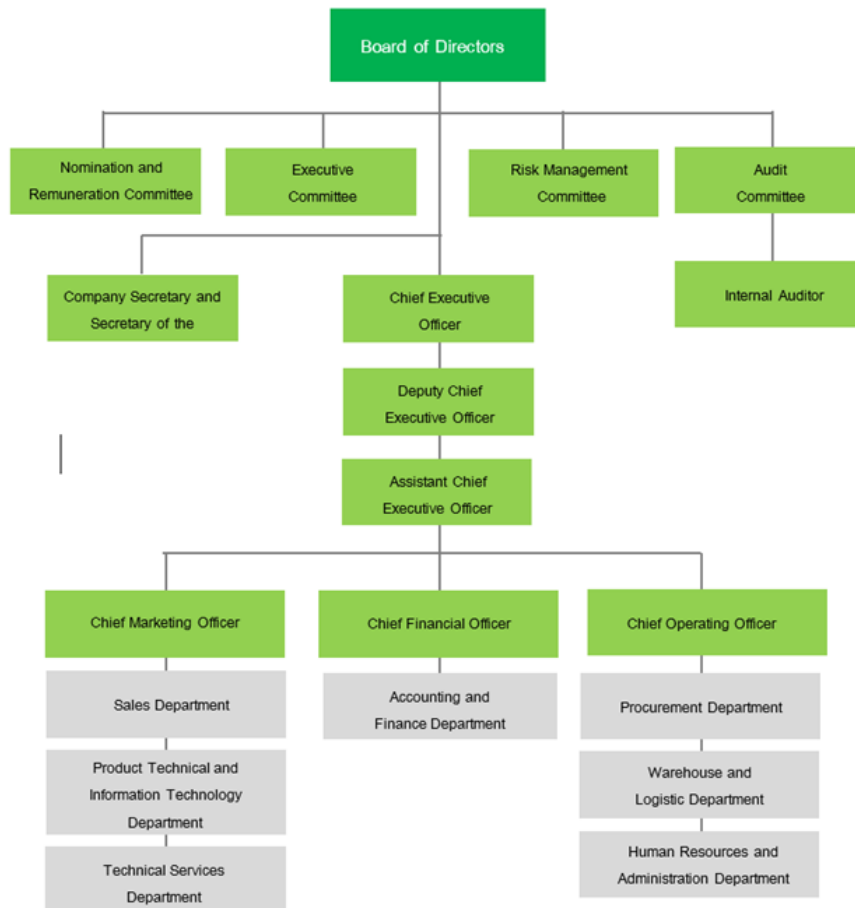
7. Corporate governance structure and significant information related to the board of directors, subcommittees, executives, employees, and others

7.1 Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 December 2025

Corporate governance structure diagram



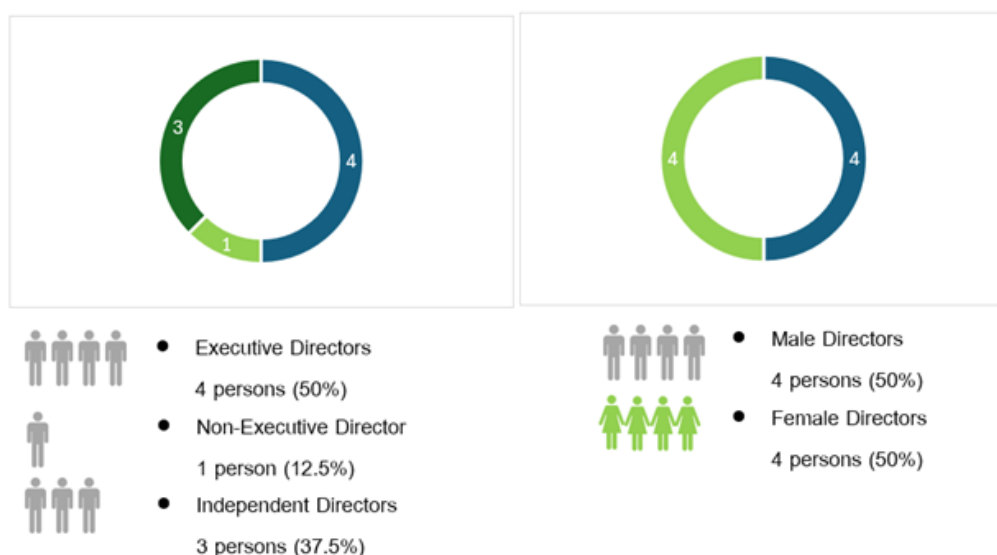
7.2 Information on the board of directors

7.2.1 Composition of the board of directors

The company stipulates that the Board of Directors shall consist of no fewer than 5 directors, with at least half of the total number of directors residing in Thailand, and at least half of the total number being Thai nationals. The Board shall comprise executive directors, non-executive directors, and independent directors, with the proportion of independent directors being no less than one-third of the total number of directors, but not fewer than 3 persons. The proportion of executive directors shall not exceed half of the total number of directors. Furthermore, there shall be at least 1 non-executive director with work experience relevant to the company's business.

The Board of Directors has established a Board Diversity Policy. This policy aims for the Board to comprise individuals with diverse educational qualifications, professional skills, knowledge, expertise, and experience beneficial to the company's business operations and consistent with its business strategies, achieved through the preparation of a Board Skill Matrix. To ensure that the Board of Directors has an appropriate composition and can effectively support corporate governance, without any restrictions or discrimination based on gender, age, race, nationality, religion, or origin, etc. The current structure of the Board of Directors reflects the diversity in qualifications, knowledge, expertise, and experience of its members, which are crucial factors in enhancing the company's potential and suitability for its business operations.

As of December 31, 2025 The Board of Directors consists of 8 members, and its composition can be summarized as follows:



The company does not have any directors or independent directors holding directorships in more than 5 listed companies.

Additionally, the Board of Directors has stipulated that the Chairman of the Board shall be an independent director, in accordance with the definitions set forth by the Capital Market Supervisory Board and the regulations of the Stock Exchange of Thailand. The Chairman of the Board shall have no relationship with management and shall not hold the same position as the Chief Executive Officer, in order to ensure appropriate checks and balances on management's operations, and to clearly separate the roles, duties, and responsibilities of the Chairman of the Board and the Chief Executive Officer.

The Board of Directors has assessed the diversity of directors' skills (Board Skill Matrix) to ensure alignment with and suitability for the Company's business operations. This assessment covers the essential skills, knowledge, and expertise required, including economics, corporate governance, auditing, marketing, accounting, finance, and business administration. The Board should comprise at least three directors with knowledge and understanding of the Company's business and at least one director with expertise in accounting and finance, as follows:

Diversity in terms of skills, experience, knowledge, and specialized expertise beneficial to the company.

Name of Directors	Position	Economics	Corporate Governance	Management	Marketing	Accounting	Business Administration	Finance
1. Mr. Woodtipong Moleechad	Chairman of the Board / Independent Director	X	X	X				
2. Mr. Theerawat Katanyukul	Independent Director			X	X	X		
3. Miss Umaporn Chaiyapheka	Independent Director			X		X	X	
4. Mr. Panuwat Khantamoleekul	Chief Executive Officer				X		X	
5. Mr. Panupong Khantamoleekul	Director						X	X
6. Miss Suporn Manomaiphan	Director						X	X
7. Miss Nongrak Mukdar	Director					X		
8. Miss Pantharee Manomaiphan	Director						X	X
Total (Persons)		1	1	3	2	3	5	3

	Number (persons)	Percent (%)
Total directors	8	100.00
Male directors	4	50.00
Female directors	4	50.00
Executive directors	4	50.00
Non-executive directors	4	50.00
Independent directors	3	37.50
Non-executive directors who have no position in independent directors	1	12.50

7.2.2 The information on each director and controlling person

List of the board of directors ⁽¹⁾

List of directors	Position	First appointment date of director	Skills and expertise
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<p>1. Mr. WOODTIPONG MOLEECHAD</p> <p>Gender: Male</p> <p>Age : 77 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Chairman of the board of directors</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	12 May 2023	Economics, Audit, Governance/ Compliance
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List of directors	Position	First appointment date of director	Skills and expertise
<p>2. Mr. THEERAWAT KATANYUKUL</p> <p>Gender: Male</p> <p>Age : 58 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : MBA (Finance)</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 408,300 Shares (0.055176 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	12 May 2023	Marketing, Accounting, Audit

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Ms. UMAPORN CHAIYAPHEKA</p> <p>Gender: Female</p> <p>Age : 57 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	12 May 2023	Business Administration, Accounting, Audit

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Mr. PANUWAT KHANTAMOLEEKUL</p> <p>Gender: Male</p> <p>Age : 58 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Marketing</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 230,000,000 Shares (31.081081 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 20,000,000 Shares (2.702703 %) 	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	12 May 2023	Marketing

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mr. PANUPONG KHANTAMOLEEKUL</p> <p>Gender: Male</p> <p>Age : 30 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Master of Science in Business, Finance</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 20,000,000 Shares (2.702703 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	12 May 2023	Business Administration, Finance

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Ms. NONGRAK MUKDAR</p> <p>Gender: Female</p> <p>Age : 49 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 400,000 Shares (0.054054 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	12 May 2023	Accounting

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Ms. SUPORN MANOMAIPHAN</p> <p>Gender: Female</p> <p>Age : 58 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Financial Management and Banking</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 20,000,000 Shares (2.702703 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 230,000,000 Shares (31.081081 %) 	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	12 May 2023	Business Administration, Finance

List of directors	Position	First appointment date of director	Skills and expertise
<p>8. Ms. PANTHAREE MANOMAIPHAN</p> <p>Gender: Female</p> <p>Age : 55 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Finance and Banking</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 1,000,000 Shares (0.135135 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	12 May 2023	Business Administration, Finance

Additional explanation :

(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003), only in the following cases:

(1) Dishonest act or gross negligence

(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved

(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.

(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

Remark : ⁽¹⁾ The company was converted into a public limited company pursuant to a resolution of the Extraordinary General Meeting of Shareholders on May 2, 2023, and registered its conversion into a public limited company with the Department of Business Development on May 12, 2023. Furthermore, the existing directors shall be deemed to have been appointed as directors of the public limited company from the date of such conversion registration.

Diagram of the board of directors

Independent Director



Mr. Woodtipong Moleechad
Chairman of the Board,
Independent Director



Mr. Theerawat Katanyukul
Independent Director



Miss Umaporn Chaiyapheka
Independent Director

Executive Director



Mr. Panuwat Khantamoleekul
Director



Mr. Panupong Khantamoleekul
Director



Miss Nongrak Mukdar
Director



Miss Pantharee Manomaiphan
Director

Non-Executive Director



Miss Suporn Manomaiphan
Director

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the company's certificate of registration
1. Mr. WOODTIPONG MOLEECHAD	Chairman of the board of directors		✓	✓		
2. Mr. THEERAWAT KATANYUKUL	Director		✓	✓		
3. Ms. UMAPORN CHAIYAPHEKA	Director		✓	✓		
4. Mr. PANUWAT K HANTAMOLEEKUL	Director	✓				✓
5. Mr. PANUPONG KHANTAMOLEEKUL	Director	✓				✓
6. Ms. NONGRAK MUKDAR	Director	✓				✓
7. Ms. SUPORN MANOMAIPHAN	Director		✓		✓	✓
8. Ms. PANTHAREE MANOMAIPHAN	Director	✓				✓
Total (persons)		4	4	3	1	5

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	1	12.50
2. Marketing	2	25.00
3. Accounting	3	37.50
4. Finance	3	37.50
5. Audit	3	37.50
6. Governance/ Compliance	1	12.50
7. Business Administration	4	50.00

Information about the other directors

The chairman of the board and the highest-ranking : No
executive are from the same person

The chairman of the board is an independent director : Yes

The chairman of the board and the highest-ranking : No
executive are from the same family

Chairman is a member of the executive board or taskforce : No

The company appoints at least one independent director : No
to determine the agenda of the board of directors'
meeting

The measures for balancing the power between the board of directors and the Management

The measures for balancing the power between the board : Yes
of directors and the Management

Methods of balancing power between the board of : Others : The positions of Chairman of the Board and
directors and Management Chief Executive Officer must not be held by the same
person.

Measures and methods for balancing power between the Board of Directors and management.

- The company stipulates that the positions of Chairman of the Board and Chief Executive Officer shall not be held by the same person, to ensure an appropriate balance of power in management.
- The Chairman of the Board is Mr. Wuttipong Moleechart, who is an independent director and not the same person as the Chief Executive Officer, nor do they have any blood or business relationship. Furthermore, the roles, duties, and responsibilities of the Chairman of the Board and the Chief Executive Officer are clearly separated to create a balance in the exercise of executive power, support the Board's performance of duties and corporate governance, and enhance transparency in the organization's operations in accordance with good corporate governance principles.

In this regard, the company has established the Board of Directors Charter and charters for various sub-committees, which define the scope of duties, responsibilities, and authorities of each committee, as well as clearly separating the roles and responsibilities of the Chairman of the Board and the Chief Executive Officer, in accordance with good corporate governance principles.

Roles and Responsibilities of the Chairman of the Board

1. Oversee the overall strategy and trends of the company to ensure legal compliance, both in terms of government agency regulations and company policies, as well as resolutions of shareholders' meetings.
2. Establish a system for monitoring and overseeing the company's operations to ensure continuous compliance with policies.
3. Supervise, monitor, and ensure that the performance of the Board's duties is efficient and achieves the organization's objectives and goals.
4. Ensure that all directors participate in promoting an ethical organizational culture and good corporate governance.
5. Support coordination and collaboration among the Board of Directors, management, and the company secretary to ensure all parties can work together smoothly and efficiently.
6. Promote compliance with the company's corporate governance, social, and environmental responsibility policies, and foster ethical conduct among personnel at all levels.
7. Support and encourage all directors to participate in training and development programs to enhance their skills and knowledge in various areas beneficial to their duties as directors, at reputable and recognized institutions such as the Thai Institute of Directors (IOD) and the Stock Exchange of Thailand, among others.
8. The Chairman of the Board is responsible for calling Board meetings. For such meetings, the Chairman or an assigned person shall send a notice of meeting to directors at least 7 days before the meeting date, except in urgent cases. Directors, numbering two or more, may request a Board meeting. In such cases, the Chairman shall set the date and call the meeting within 14 days. If the Chairman is unable to perform their duties, two or more directors shall jointly call the meeting.
9. Serve as the chairman of meetings and attend all meetings to ensure efficient conduct of Board meetings, including encouraging all directors to express their opinions. Organizational management authority is appropriately delegated to management. Ensure that all directors receive accurate, timely, and clear company information for decision-making, which will lead to the company's efficient success.
10. Consider and determine the agenda for Board of Directors' meetings in conjunction with the Chief Executive Officer, with measures to ensure that important matters and those within the scope of authority are included in the agenda.
11. Allocate sufficient time for management to present matters and for directors to thoroughly discuss important issues collectively, as well as encourage directors to exercise prudent judgment and provide independent opinions.
12. Serve as the chairman of all shareholders' meetings and assign a person to oversee the shareholders' meetings to ensure compliance with laws and regulations. Also, ensure that all directors attend the shareholders' meetings together, providing shareholders with full opportunity to exercise their rights at the meetings, including attending and voting, asking questions, or requesting further clarification.

Roles and Responsibilities of the Chief Executive Officer

The Chief Executive Officer plays a crucial role in setting the direction and managing the company's operations in accordance with the policies and resolutions of the Board of Directors, with the following key responsibilities:

1. Operate and manage the company's business in accordance with various laws, including the Securities and Exchange Act, announcements of the Securities and Exchange Commission, announcements of the Capital Market Supervisory Board, announcements of the Stock Exchange of Thailand, objectives, regulations, policies, rules,

requirements, orders, and resolutions of the Board of Directors' meetings and/or resolutions of the shareholders' meetings.

2. Oversee, manage, operate, and perform daily business activities for the benefit of the company, in accordance with the policies, vision, goals, business plan, and budget determined by the Board of Directors' meeting.
3. Manage the company's operations in accordance with its core mission (as defined by the Board of Directors to align with the company's business plan, budget, and relevant business strategies as determined by the Board of Directors).
4. Oversee financial, marketing, human resources, and other operational activities collectively to ensure compliance with the company's policies and operational plans established by the Board of Directors.
5. Possess the authority to hire, appoint, transfer, dismiss, terminate employment, and determine wage rates and compensation for company employees, and may appoint sub-delegates to act on their behalf.
6. Determine rewards, salary increases, compensation, and special bonuses, in addition to regular bonuses, for company employees from the level of department director downwards.
7. Negotiate and enter into contracts and/or any transactions related to the company's normal business operations, with the financial limits for each item being in accordance with the approval and operational authority granted by the Board of Directors.
8. Issue orders, regulations, announcements, and various internal memos within the company to ensure its operations comply with policies and serve the company's interests, as well as to maintain internal discipline.
9. Possess the authority to determine commercial terms for the benefit of the company, in accordance with the approval and operational authority granted by the Board of Directors.
10. Consider investment in new businesses or divestment from existing businesses, for submission to the Board of Directors.
11. Approve and appoint various consultants necessary for operations, in accordance with the approval and operational authority granted by the Board of Directors.
12. Grant authority to sub-delegate and/or assign specific tasks to other individuals. Such sub-delegation and/or assignment shall be within the scope of authority as stipulated in the power of attorney and/or in accordance with the regulations, requirements, or orders established by the company's Board of Directors. However, the delegation of duties and responsibilities by the Chief Executive Officer must not constitute a delegation or sub-delegation that allows the Chief Executive Officer or their delegate to approve transactions in which they or a person who may have a conflict of interest (as defined in the announcements of the Securities and Exchange Commission or the Capital Market Supervisory Board) may have an interest, or may receive benefits of any kind, or may have any other conflict of interest with the company, except for the approval of transactions that are in accordance with policies or transactions that the shareholders' meeting or the Board of Directors has considered and approved for themselves or persons who may have a conflict of interest.
13. Perform other duties assigned by the Board of Directors, and possess the authority to undertake any necessary actions for the performance of such duties.

7.2.3 Information on the roles and duties of the board of directors

The Board of Directors acts as a representative of the shareholders and plays a crucial role in setting the company's direction, policies, vision, mission, and business strategies, as well as overseeing the company's operations to align with established objectives and goals, in order to maximize benefits and increase economic value for shareholders and the company as a whole.

Furthermore, the Board of Directors is responsible for overseeing and monitoring the management's operations to ensure efficiency, transparency, and adherence to good corporate governance principles. The duties and responsibilities of the Board of Directors are as stipulated in the Board of Directors Charter, which is reviewed annually and was approved by the Board of Directors Meeting No. 5/2025 on August 7, 2025, effective from August 11, 2025, onwards.

Roles, Duties, and Responsibilities of the Board of Directors.

- **Operational aspects.**

1. **Define the company's vision, mission, goals, strategies, and policies.**

As the Board of Directors does not perform executive management duties, it delegates to the Executive Committee and management the responsibility of preparing short-term and long-term plans for submission to the Board. The Board will monitor and ensure that the established plans are implemented efficiently. Therefore, the Executive Committee must provide a short-term plan showing clear and measurable objectives, and a long-term plan showing the overall business vision and concepts and the company's future. Furthermore, management should regularly evaluate performance and present any deviations to the Board. Management should also provide other useful information for planning and policy formulation to the Board, to analyze problems, causes, and make decisions to adjust strategies or business plans appropriately, taking into account ethics, social, and environmental impacts as important considerations.

2. **Policy formulation.**

2.1 Establish policies and guidelines for management to implement both short-term and long-term strategic plans, create clarity regarding the direction of business operations, and serve as a communication tool between the Board and management. Policies should be flexible and adaptable to business situations, covering business functions. Once the Board has set policies for the company, there should be a system for explaining or disseminating information to personnel at all levels of the organization.

To foster mutual understanding and ensure operations align with established policies. Policies must be reviewed and updated periodically to keep pace with changing circumstances.

2.2 Establish policies and oversee the company's effective anti-corruption system to ensure that management is aware of and prioritizes anti-corruption efforts, fostering it as part of the organizational culture. The Board of Directors must also comply with anti-corruption measures and impose penalties for non-compliance.

2.3 Consider, approve, and review anti-corruption policies and practices, promoting and supporting the communication of these policies and practices to ensure that all relevant personnel and stakeholders are aware of their importance and can implement them effectively.

3. **Selection, removal, and approval of the Chief Executive Officer's remuneration.**

In considering the selection of the Chief Executive Officer, the Board of Directors appoints a Nomination and Remuneration Committee to select the Chief Executive Officer, clearly define the scope of duties and powers of the Chief Executive Officer, and evaluate the Chief Executive Officer's performance, which should be based on clear and tangible criteria and indicators. The Board... The Chief Executive Officer should be informed of expectations, and results should be communicated clearly and straightforwardly. The delegation of authority within the defined scope of duties must not be such that it allows the Chief Executive Officer to consider and approve transactions in which they may have a conflict of interest or any other conflict of interest with the company or its subsidiaries (if any), except for transactions approved in accordance with policies and criteria already considered and approved by the Board of Directors.

Regarding the removal of the Chief Executive Officer, the Board establishes criteria and procedures for such removal to protect the interests of the company and its shareholders, and also implements a process for preparing personnel to replace those in key positions who may resign or retire (Succession Plan). Another important duty of the Board is to establish criteria and policies for determining the remuneration of company directors, the Chief Executive Officer, and senior executives of various departments as assigned by the Board of Directors. The annual remuneration

for the Chief Executive Officer and senior executives of various departments will be submitted to the Board of Directors for consideration and approval. For directors, the Board of Directors will propose their remuneration to the shareholders' meeting for consideration and approval.

4. Appointment of Sub-Committees.

The Board of Directors may consider appointing sub-committees as appropriate, based on the size and business nature of the organization, to alleviate the Board's burden in areas requiring review or detailed study. When appointing sub-committees, the Board should clearly define their objectives, duties, responsibilities, and powers. To ensure efficient and effective operation of sub-committees, the Board should require management to provide support in terms of both information and personnel to the sub-committees, and allow them to contact or seek advice from external personnel as deemed appropriate, with the company bearing the expenses.

The delegation of authority within the defined scope of duties must not be such that it allows the aforementioned sub-committees to consider and approve transactions in which they may have a conflict of interest or any other conflict of interest with the company or its subsidiaries (if any), except for transactions approved in accordance with policies and criteria already considered and approved by the Board of Directors.

The Board requires regular reports on the performance of all sub-committees to be submitted to the Board to consistently monitor delegated operations.

5. Appointment of Company Secretary.

The Board of Directors shall consider appointing a company secretary with the necessary and appropriate knowledge and experience to be responsible for various operations on behalf of the company and to assist the Board of Directors in its duties to ensure that the company's business operations comply with relevant laws, announcements, and regulations, such as preparing and maintaining the register of directors, notices of Board meetings, and minutes of Board meetings, notices of shareholders' meetings and minutes of shareholders' meetings, and maintaining records of interests, etc. The Board shall also define the scope of authority, duties, and responsibilities, and may remove the company secretary from office as deemed appropriate.

● Oversight.

1. Management's operations.

The Board of Directors has delegated daily management duties to the executive management. However, the Board remains responsible for overseeing and monitoring the company's general operations to ensure compliance with relevant laws, rules, and regulations, as well as adherence to established goals and plans. To effectively monitor, the Board should be continuously aware of the company's operational status, including internal and external factors that may affect the organization, and should seek knowledge about business trends to adapt policies or strategies to changing environments.

2. Risk management.

The Board of Directors should ensure that management is aware of potential risks and establish appropriate and clear risk management systems and tools. The Board should approve the company's risk management action plan prepared by management, and require management to implement, analyze, and regularly evaluate the suitability of the action plan. The Board may delegate these duties to management or the Risk Management Committee.

3. Compliance with rules, regulations, and policies.

The Board of Directors should establish effective internal control and internal audit systems to ensure that the company complies with laws, regulations, and official requirements, as well as the company's policies and procedures. Such systems will serve as tools to promptly identify deficient practices. Furthermore, the Board considers important audit reports from the Audit Committee or internal audit unit, as well as auditors and various company advisors, and is responsible for setting guidelines for corrective actions. In cases where significant deficiencies are found, a system for regularly monitoring and evaluating the adequacy of operational standards and internal control systems should be established.

4. Information disclosure and communication with stakeholders.

For transparency in the company's operations, the Board of Directors should ensure regular communication between the company, shareholders, and other stakeholders, with management disclosing important information accurately and promptly. Therefore, the Board must establish a system to ensure that all disclosed information is accurate, complete, and timely.

● Other aspects.

5. In cases where the Board of Directors appoints one or more directors or other persons to act on behalf of the Board, the delegated authority must not include the power to approve transactions in which such person or a person who may have a conflict ("person who may have a conflict" shall have the meaning as defined in the announcement of the Securities and Exchange Commission) has an interest or may have any other conflict of interest with the company or its subsidiaries.

Except for the following matters, which may only be undertaken after obtaining prior approval from the shareholders' meeting. It is stipulated that for transactions in which a director or a person who may have a conflict, an interest, or any other conflict of interest with the company or its subsidiaries, the director with such an interest shall not be entitled to vote on that matter.

- (1) Matters required by law to be resolved by a shareholders' meeting.
- (2) Transactions in which a director has an interest and which are required by law or stock exchange regulations to be approved by a shareholders' meeting.
- (3) Furthermore, in the following cases, approval must be obtained from both the Board of Directors meeting and the shareholders' meeting with a vote of not less than three-fourths of the total votes of shareholders attending and entitled to vote.
 - The sale or transfer of all or a significant part of the company's business to another person.
 - Entering into, amending, or terminating contracts related to the lease of all or a significant part of the company's business.
 - Delegation to another person to manage the company's business or merger with another person with the objective of sharing profits and losses.
 - Issuance of new shares to creditors of the company under a debt-to-equity conversion scheme.
 - Reduction of the company's registered capital by reducing the number of shares or reducing the par value of shares.
 - Capital increase, capital decrease, issuance of debentures, merger or dissolution of the company.
 - Any other matters as prescribed by law.

In any matter where a director has an interest or a conflict of interest with the company or its subsidiaries, the director with such an interest or conflict of interest shall not be entitled to vote on that matter.

Furthermore, the Board of Directors has the scope of duties to oversee the company's compliance with securities and stock exchange laws, stock exchange regulations, such as related party transactions, acquisition or disposition of assets, according to the rules of the Stock Exchange of Thailand, or announcements of the Securities and Exchange Commission, the Capital Market Supervisory Board, or laws related to the company's business.

4. The Board of Directors is responsible for reviewing items to be submitted for shareholder approval at the shareholders' meeting. The main agendas for the Annual General Meeting of Shareholders are as follows:
 - Consider the Board's report presented to the meeting, showing the company's operational results.
 - Consider and approve financial statements.

- Consider the allocation of company profits.
- Propose a list of new directors to replace those retiring by rotation.
- Propose the appointment of auditors and determine their remuneration.
- Consider items that may create conflicts of interest, specifically those requiring shareholder approval.
- Other matters.

5. The Board of Directors must promptly inform the company in the following cases:

- Having a direct or indirect interest in any contract entered into by the company.
- Holding shares or debentures in the company or its affiliates, specifying the total increase or decrease.

6. Prepare annual reports and be responsible for ensuring that financial reports are accurate, complete, and in accordance with financial reporting standards, and are audited by an auditor before being presented to the shareholders' meeting for further consideration and approval.

Powers and Responsibilities of the Board of Directors.

1. Signing authority.

As the company is a legal entity, it cannot sign legal acts on its own. The company will appoint one or more directors as authorized signatories, along with the company's seal, to enter into legal acts binding the company with external parties, by registering the conditions for signing to bind the company in the certificate of incorporation.

2. Responsibilities of the Board of Directors.

In performing their duties, directors must act in accordance with the law, the company's objectives and articles of association, and resolutions of shareholders' meetings, with honesty, integrity, and due care, prioritizing the company's interests. The following principles shall be adhered to:

2.1 Principles of Due Care.

Directors have a legal duty to perform their duties with the level of care expected of a reasonable person. Once such care has been exercised, directors shall not be personally liable for damages incurred by the company.

2.2 Principles of Honesty and Integrity.

Directors must perform their duties with honesty and integrity, and safeguard the company's interests. They must prioritize the company's collective interests over their personal interests, protect the interests of all shareholders without limitation to any specific shareholder or group, and refrain from engaging in any transactions or activities that may create a conflict of interest between themselves and the company. This includes not using their position or inside information obtained as a director to seek benefits for themselves or any other person. If a director has a direct or indirect interest in any contract entered into by the company, they must promptly inform the company.

2.3 Principles of Understanding the Organization's Business.

Directors must possess knowledge and understanding of the company's business to effectively oversee its management and to be considered to have exercised due care.

2.4 Principles of Duty to Attend Board Meetings.

The management of the Board's affairs shall be conducted through Board meetings. Therefore, it is an important duty for directors to attend Board meetings, and attending directors shall bear joint responsibility, unless explicitly stated otherwise.

Furthermore, in accordance with good corporate governance principles and practices, directors should attend no less than 75% of all Board of Directors meetings held during the year.

Term of Office of the Board of Directors.

1. Directors serve for a term of 3 years, and upon completion of their term, may be considered for re-election as directors.

2. The Board of Directors shall elect and appoint one director as Chairman. If the Board deems appropriate, it may elect one or more directors as Vice-Chairmen. Vice-Chairmen shall perform duties as stipulated in the articles of association for matters assigned by the Chairman.
3. The Board of Directors shall elect and appoint one director as Chief Executive Officer by a majority vote.
4. At every Annual General Meeting, one-third of the directors currently in office shall retire. The director who has been in office for the longest period shall be the one to retire. A retiring director may be re-elected.
5. A shareholders' meeting may resolve to remove any director from office before the expiration of their term by a vote of not less than three-fourths of the shareholders attending and entitled to vote, and holding shares totaling not less than one-half of the shares held by shareholders attending and entitled to vote.
6. Independent directors may serve for a continuous period not exceeding nine (9) years from the date of their initial appointment as an independent director, unless the Board of Directors resolves that such independent director has significantly contributed to the company and is suitable to serve for a longer period, and that serving beyond nine (9) years does not compromise their independence. However, if the Board of Directors approves an independent director to serve continuously for more than nine (9) years, the Board will present the reasons for requesting the shareholders' meeting to consider and approve the appointment of such director as an independent director for a further term.
7. In the event that a director's position becomes vacant for reasons other than the expiration of their term, the Board of Directors shall select a person who possesses the qualifications and is not disqualified under the Public Limited Company Act and the Securities and Exchange Act to fill the vacancy at the next Board meeting, unless the remaining term of that director is less than 2 months. The person appointed to fill the vacancy shall serve only for the unexpired term of the director they replace. The aforementioned resolution of the Board of Directors must be passed by a vote of not less than three-fourths of the remaining directors.

Directorship in Other Listed Companies

In accordance with the Board of Directors' Charter, directors may hold directorships in other companies, provided that such positions do not hinder the performance of their duties to the Company. Directors are permitted to serve as directors in listed companies on the Stock Exchange of Thailand ("SET") for no more than five companies. In 2025, none of the Company's directors held directorships in more than five listed companies.

The Chief Executive Officer may serve as a director in other companies, provided that such roles do not interfere with the performance of duties to the Company and that such companies do not engage in the same business or compete with the Company. In this regard, prior approval from the Board of Directors is required before accepting such positions, with prior consideration and recommendation from the Nomination and Remuneration Committee. The Company shall also disclose such information in the Annual Registration Statement/Annual Report in accordance with the relevant regulations.

Approval Authority of the Board of Directors.

The Board of Directors has the authority to approve various company matters within the scope of powers defined by law, the company's articles of association, the Board of Directors Charter, resolutions of shareholders' meetings, regulations, and relevant delegation of authority principles. This includes setting strategic plans and business objectives, approving annual revenue and expenditure budgets, including investment budgets, monitoring and evaluating operational performance according to established plans, as well as overseeing significant investment expenditures and related party transactions. Furthermore, the Board of Directors also has the authority to consider and approve mergers, demergers, and joint ventures, the appointment of individuals to serve as directors and executives in other companies,

including determining their remuneration, organizational structure and chart adjustments, succession planning, appointment, transfer, and termination of senior executives, performance evaluations, as well as determining the remuneration and salary adjustment and bonus policies for the Chief Executive Officer.

The Board of Directors also has the authority to consider and approve financial statements, changes in accounting policies or accounting standards, and legal actions related to the company, in order to ensure efficient, transparent management that aligns with good corporate governance principles.

Board charter : Yes

The Board of Directors, as the leader and highest responsible body of the organization, plays a crucial role in overseeing the company's business operations to ensure the company achieves good performance and sustainable long-term growth, building confidence for shareholders and all stakeholders, as well as aiming to create maximum value and benefits for the company.

The Board of Directors performs its duties independently from management, adhering to the principles of accountability, due care, and integrity in performing its duties, as well as ensuring compliance with laws, objectives, the company's articles of association, resolutions of the Board of Directors, and resolutions of shareholders' meetings.

In this regard, the company has established a Board of Directors Charter to clearly define the scope of authority and responsibilities of the Board of Directors, including the roles and duties of the Chairman, and mandates an annual review of the said Charter to align with the organization's goals, strategies, and business direction.

7.3 Information on subcommittees

As of December 31, 2025, the Company has 4 sub-committees, namely:

1. Audit Committee
2. Risk Management Committee
3. Nomination and Remuneration Committee
4. Executive Committee

Each sub-committee has a charter approved by the Board of Directors. The charter clearly defines its objectives, composition, qualifications, appointment criteria and term of office, meetings, as well as powers, duties, and responsibilities. The sub-committees shall review and revise their charters at least once a year or when there are significant changes, and present them to the Board of Directors for approval.

Furthermore, each sub-committee shall report significant operational results to the Board of Directors quarterly for their acknowledgment, to ensure effective corporate governance and adherence to good corporate governance principles.

7.3.1 Information on roles of subcommittees

Roles of subcommittees

Nomination and Remuneration Committee

Role

- Director and executive nomination
- Remuneration

Scope of authorities, role, and duties

Nomination and Remuneration Committee Composition

- 1) The Nomination and Remuneration Committee must be appointed by the Board of Directors.
- 2) The Nomination and Remuneration Committee shall consist of no less than 3 directors, with more than half of the total number of directors being independent directors. At least one director must possess knowledge, ability, or expertise in human resource management.
- 3) It should primarily comprise independent directors, and the Chairman of the Nomination and Remuneration Committee should be an independent director to ensure genuine transparency and independence in performing duties.
- 4) Directors should be Non-executive Directors to prevent conflicts of interest. If it is necessary to include Executive Directors on the Nomination and Remuneration Committee, they should constitute a minority of the committee members.
- 5) The Chairman of the Board of Directors should not serve as the Chairman or a member of the Nomination and Remuneration Committee, to ensure the genuine independence of the Nomination and Remuneration Committee's functions.

Appointment and Termination of Office

Term of Office

- 1) The Nomination and Remuneration Committee members shall hold office for the same term as their directorship on the Board of Directors.
- 2) If a Nomination and Remuneration Committee member vacates office before the end of their term, the Board of

Directors shall appoint a qualified director as a new Nomination and Remuneration Committee member to serve for the remainder of the term of the committee member they replace.

Removal from Office

- 1) If a director ceases to be a director of the company upon expiration of their term and is re-elected as a new director, that director shall continue to serve as a Nomination and Remuneration Committee member for the remainder of their original term.
- 2) Resignation from the Nomination and Remuneration Committee requires notification of intent to resign to the Chairman of the Board of Directors at least 30 days in advance, along with the reasons.
- 3) In the event of death, the Board of Directors shall appoint a qualified director as a replacement Nomination and Remuneration Committee member to serve for the remainder of the term of the committee member they replace.
- 4) Resolution by the Board of Directors to remove from office.

Qualifications of the Nomination and Remuneration Committee

- 1) Possess integrity and accountability for performance.
- 2) Make decisions based on information and reasoning.
- 3) Possess maturity and stability, and dare to express differing and independent opinions.
- 4) Adhere to principled and professional standards of work.
- 5) Possess expertise in required areas to ensure the overall suitability of the committee, such as accounting and finance, law, and the company's business.

Scope, Authority, Duties, and Responsibilities

The Board of Directors' Meeting has defined the scope, authority, duties, and responsibilities of the Nomination and Remuneration Committee ('Nomination Committee') in its charter, which is reviewed at least once a year. The latest review and approval for effectiveness were made according to the resolution of the Board of Directors' Meeting No. 5/2025 on August 7, 2025, with the following key points:

Nomination:

- (1) Establish policies, criteria, and methods for the nomination of company directors and sub-committee members, considering the appropriateness of the number, structure, and composition of the Board. Define qualifications for directors to be proposed to the Board of Directors and/or submitted for approval at the Shareholders' Meeting, as the case may be.
- (2) Consider and select qualified individuals to serve as company directors whose terms have expired, and/or to fill vacant positions, and/or for additional appointments, in accordance with relevant regulations and laws.
- (3) Approach individuals whose qualifications align with the established criteria to ensure their willingness to accept a directorship with the company if appointed by shareholders.
- (4) Propose the names of selected individuals to the Board of Directors for consideration and appointment as company directors to replace those whose terms have expired.
- (5) Nominate company directors, sub-committee members, and the Chief Executive Officer, with established systematic and transparent nomination procedures.
- (6) Develop a Chief Executive Officer Succession Plan to prepare potential individuals to assume the position in the event of the CEO's retirement, resignation, or inability to perform duties.
- (7) Perform other duties related to nomination and remuneration as assigned by the Board of Directors.

Remuneration:

- (1) Formulate criteria and policies for determining the remuneration of company directors and sub-committee members, to be proposed to the Board of Directors and/or submitted for approval at the Shareholders' Meeting, as the case may be.
- (2) Determine necessary and appropriate monetary and non-monetary remuneration for individual company directors annually, considering their duties, responsibilities, performance, comparison with companies in similar businesses, and the expected benefits from the directors, to be proposed to the Board of Directors for consideration and submission to the Shareholders' Meeting for approval.
- (3) Be accountable to the Board of Directors and be responsible for providing explanations and answering questions regarding directors' remuneration at the Shareholders' Meeting.
- (4) Consider performance evaluation criteria for the Chief Executive Officer and various departmental directors as assigned by the Board of Directors.
- (5) Report the policies, principles, and rationale for determining remuneration for directors and executives, in accordance with SET regulations, by disclosing them in the Annual Information Form/Annual Report ('Form 56-1 One Report') and the company's Annual Report.
- (6) Determine the annual remuneration for directors and sub-committee members, and the remuneration structure for the Chief Executive Officer, based on the established payment criteria, and propose them to the Board of Directors for approval of the CEO's remuneration. For directors and sub-committee members, the Board of Directors shall propose their remuneration for approval at the Shareholders' Meeting.
- (7) Consider the appropriateness and provide approval in cases of new securities offerings to directors and employees, adhering to the principle of fairness to shareholders and creating incentives for directors and employees to perform their duties to generate long-term shareholder value and genuinely retain quality personnel.
- (8) Perform any other duties related to remuneration as assigned by the Board of Directors.
- (9) Management and various departments must report or submit relevant information and documents to the Nomination and Remuneration Committee to support its operations in fulfilling its assigned duties.

In 2025, the Nomination and Remuneration Committee held a total of 2 meetings to consider and oversee the nomination, selection, appointment, and remuneration of directors, executives, and senior management in accordance with the policies, criteria, and guidelines set by the Board of Directors. Emphasis was placed on personnel development, succession planning, establishing appropriate and fair remuneration structures aligned with the company's performance, as well as considering important matters related to human resource management at the policy level to support the organization's sustainable growth. These operations were conducted efficiently, transparently, and in accordance with good corporate governance principles.

Reference link for the charter

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Risk Management Committee

Role

- Others
 - Risk Governance

Scope of authorities, role, and duties

Risk Management Committee Composition:

The Risk Management Committee is appointed by the Board of Directors and comprises no less than 3 directors and executives, including at least 1 independent director.

- 1) The Chairman of the Risk Management Committee is appointed by the Board of Directors (a representative from the Board of Directors).
- 2) The Secretary of the Risk Management Committee is appointed by the Risk Management Committee.
- 3) The Risk Management Committee has the authority to appoint a Risk Management Working Group to support the Risk Management Committee.

Appointment and Termination of Office:

- 1) A Risk Management Committee member holds office for a term of 3 years. A member whose term expires shall be deemed to have retired by rotation from the Board of Directors (in cases where the Risk Management Committee member also serves as a director of the company). A Risk Management Committee member whose term expires may be re-appointed for another term as deemed appropriate by the Board of Directors.
- 2) In the event that a position on the Risk Management Committee becomes vacant for any reason other than the expiration of the term, the Board of Directors shall consider appointing a qualified and suitable person to fill the vacancy to ensure that the Risk Management Committee has the full number of members as stipulated.

Removal from Office:

- (1) Removal from the position of a company director. If a company director's term expires and they are re-elected as a new company director, that director shall continue to serve as a Risk Management Committee member.
- (2) Completion of term.
- (3) Death.
- (4) Resignation.
- (5) Resolution of the Board of Directors for removal from office.

Qualifications of the Risk Management Committee:

- 1) Possesses knowledge of risk management and strong organizational management capabilities.
- 2) Is trustworthy, reliable, and generally accepted.
- 3) Possesses a thorough understanding of the company's business, products, and services.
- 4) Understands good management principles, possesses sound judgment and decision-making skills, can analyze problems, and provide appropriate recommendations.
- 5) Is creative, able to express opinions, and receptive to the opinions of others.
- 6) Can dedicate sufficient time to perform duties as a Risk Management Committee member of the company.

Scope, Authority, Duties and Responsibilities:

The Board of Directors' meeting has defined the scope, powers, duties, and responsibilities of the Risk Management Committee in the Risk Management Committee Charter, which is reviewed at least once a year. The latest review and approval for effectiveness were made according to the resolution of the Board of Directors' Meeting No. 5/2025 on August 7, 2025, with the following key points:

1. To establish the company's overall Risk Management Policy and guidelines, covering various significant risk types such

as strategic risk, operational risk, financial risk, and regulatory risk, for submission to the Board of Directors for approval.

2. To define strategies and methods for the company's risk management in each area, consistent with the risk management policy, enabling the assessment, monitoring, and prevention of risks to an appropriate level, and establishing practical guidelines to respond to such risks when they occur.

3. To study, review, and assess potential risks, including the trend of their impact on the company and its subsidiaries, encompassing both external and internal organizational risks, in the following areas:

- 1) Strategic Risk
- 2) Operational Risk
- 3) Financial Risk
- 4) Compliance Risk
- 5) Technology Risk
- 6) Fraud Risk

4. To monitor, supervise, and review the risk management policy, including strategies and procedures for risk events, at least once a year, to ensure that risk management strategies are appropriate for the circumstances and implemented effectively.

5. To appoint a Risk Management Working Group to support risk management processes and activities as appropriate and necessary.

6. To report progress in risk management and necessary corrective actions to the Board of Directors at least twice a year, in accordance with established policies and strategies.

7. To provide advice and support to the company's executive committee on enterprise-level risk management, and to promote and support the continuous and consistent improvement and development of the internal risk management system.

8. To communicate, exchange information, and coordinate on risks and internal controls with the company's Audit Committee.

9. To foster an appropriate risk management and internal control culture. 10. To perform other duties as assigned by the Board of Directors.

In 2025, the Risk Management Committee held a total of 2 meetings to consider, supervise, and monitor the company's risk management in accordance with the policies, plans, and risk management framework established by the Board of Directors. Emphasis was placed on systematically identifying, assessing, monitoring, and managing the organization's significant risks, covering strategic, operational, financial, and legal compliance risks, as well as overseeing the management's operations in risk management to support the company's continuous, stable, and sustainable business operations. The Risk Management Committee's operations were efficient, transparent, and consistent with good corporate governance principles.

Reference link for the charter

-

7.3.2 Information on each subcommittee

List of audit committee ⁽¹⁾

As of December 31, 2025, the Audit Committee comprises a total of 3 independent directors, whose names are as follows:

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mr. WOODTIPONG MOLEECHAD^(*)</p> <p>Gender: Male</p> <p>Age : 77 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Chairman of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p>	8 Jun 2022	Economics, Audit, Governance/ Compliance
<p>2. Ms. UMAPORN CHAIYAPHEKA^(*)</p> <p>Gender: Female</p> <p>Age : 57 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	8 Jun 2022	Business Administration, Accounting, Audit
<p>3. Mr. THEERAWAT KATANYUKUL^(*)</p> <p>Gender: Male</p> <p>Age : 58 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Finance</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	8 Jun 2022	Marketing, Accounting, Audit

Additional explanation :

(*) Directors with expertise in accounting information review

Remark : ⁽¹⁾ The three audit committee members were appointed by the Board of Directors' Meeting No. 3/2019 on June 8, 2022.

Ms. Phatthaporn Pompieng serves as the Secretary to the Audit Committee, as appointed by the Audit Committee Meeting No. 2/2025 on September 23, 2022.

Furthermore, Ms. Umaporn Chaiyapheka is an audit committee member with knowledge and experience in reviewing the company's financial statements. Details regarding the qualifications and experience of all three audit committee members are provided in Attachment 1 (Details concerning directors, executives, controlling persons, persons assigned ultimate responsibility for accounting and finance, persons directly responsible for overseeing accounting, and the company secretary).

List of executive committee members ⁽²⁾

As of December 31, 2025, the Executive Board consists of 7 Executive Directors, whose names are as follows:

List of directors	Position	Appointment date of executive committee member
1. Mr. PANUWAT KHANTAMOLEEKUL Gender: Male Age : 58 years Highest level of education : Bachelor's degree Study field of the highest level of education : Marketing Thai nationality : Yes Residence in Thailand : Yes	The chairman of the executive committee	8 Jun 2022
2. Ms. SUPORN MANOMAIPHAN Gender: Female Age : 58 years Highest level of education : Bachelor's degree Study field of the highest level of education : Financial Management and Banking Thai nationality : Yes Residence in Thailand : Yes	Vice-chairman of the executive committee	15 Nov 2022
3. Mr. PANUPONG KHANTAMOLEEKUL Gender: Male Age : 30 years Highest level of education : Master's degree Study field of the highest level of education : Master of Science in Business, Finance Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	8 Jun 2022

List of directors	Position	Appointment date of executive committee member
<p>4. Ms. NONGRAK MUKDAR</p> <p>Gender: Female</p> <p>Age : 49 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p>	Member of the executive committee	8 Jun 2022
<p>5. Ms. PANTHAREE MANOMAIPHAN</p> <p>Gender: Female</p> <p>Age : 55 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Finance and Banking</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p>	Member of the executive committee	8 Jun 2022
<p>6. Ms. Panida Sithisarnwathanachai</p> <p>Gender: Female</p> <p>Age : 54 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Finance</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p>	Member of the executive committee	8 Jun 2022
<p>7. Mr. Suppavit Khantamoleekul</p> <p>Gender: Male</p> <p>Age : 28 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p>	Member of the executive committee	14 May 2024

Remark : ⁽²⁾ - Ms. Suporn Manomaiphan was appointed as Executive Vice President by resolution of the Board of Directors Meeting No. 7/2022 on November 15, 2022.

- Mr. Suppavit Khantamoleekul was appointed as Executive Director by resolution of the Board of Directors Meeting No. 4/2024 on May 14, 2024.

- Additionally, other directors were appointed as Executive Directors by resolution of the Board of Directors Meeting No. 3/2022 on June 8, 2022. Furthermore, the Executive Board Meeting No. 4/2022 on September 12, 2022, resolved to appoint Ms. Phatthaporn Pompieng as Secretary to the Executive Board.

Other Subcommittees

Subcommittee name	Name list	Position
Nomination and Remuneration Committee	Mr. THEERAWAT KATANYUKUL	The chairman of the subcommittee (Independent director)
	Ms. UMAPORN CHAIYAPHEKA	Member of the subcommittee (Independent director)
	Ms. SUPORN MANOMAIPHAN	Member of the subcommittee
Risk Management Committee	Mr. PANUWAT KHANTAMOLEEKUL	The chairman of the subcommittee
	Ms. UMAPORN CHAIYAPHEKA	Member of the subcommittee (Independent director)
	Ms. NONGRAK MUKDAR	Member of the subcommittee
	Ms. PANTHAREE MANOMAIPHAN	Member of the subcommittee

7.4 Information on the executives

Executive Board



Mr. Panuwat Khantamoleekul
Chief Executive Officer



Mr. Panupong Khantamoleekul
Deputy Chief Executive
Officer



Ms. Panida Sithisarnwathanachai
Assistant Chief Executive Officer



Ms. Nongrak Mukdar
Chief Financial Officer



Ms. Pantharee Manomaiphan
Chief Operating Officer



Mr. Supphavit Khantamoleekul
Chief Marketing Officer

7.4.1 List and positions of the executive

List of the highest-ranking executive and the next four executives

List of executives	Position	First appointment date	Skills and expertise
<p>1. Mr. PANUWAT KHANTAMOLEEKUL</p> <p>Gender: Male</p> <p>Age : 58 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Marketing</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	<p>Chief Executive Officer</p> <p>(The highest-ranking executive)</p>	15 Dec 1993	Marketing

List of executives	Position	First appointment date	Skills and expertise
<p>2. Mr. PANUPONG KHANTAMOLEEKUL</p> <p>Gender: Male</p> <p>Age : 30 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Master of Science in Business, Finance</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Deputy Chief Executive Officer	1 May 2022	Business Administration, Finance
<p>3. Ms. Panida Sithisarnwathanachai</p> <p>Gender: Female</p> <p>Age : 54 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Finance</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Assistant Chief Executive Officer	3 May 2022	Finance

List of executives	Position	First appointment date	Skills and expertise
<p>4. Ms. NONGRAK MUKDAR^(*)</p> <p>Gender: Female</p> <p>Age : 49 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : Yes</p> <p>Accounting supervisor : No</p>	Director of Accounting and Finance	3 May 2022	Accounting
<p>5. Ms. PANTHAREE MANOMAIPHAN</p> <p>Gender: Female</p> <p>Age : 55 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Finance and Banking</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Director of General Administration	3 May 2022	Business Administration, Finance
<p>6. Mr. Suppavit Khantamoleekul</p> <p>Gender: Male</p> <p>Age : 28 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Director of Marketing and Operations	14 May 2024	Business Administration

List of executives	Position	First appointment date	Skills and expertise
7. Ms. ROJANAN CHAMCHOO ^(**) Gender: Female Age : 33 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : Yes	Accounting and Finance Manager	16 Jan 2023	Accounting

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

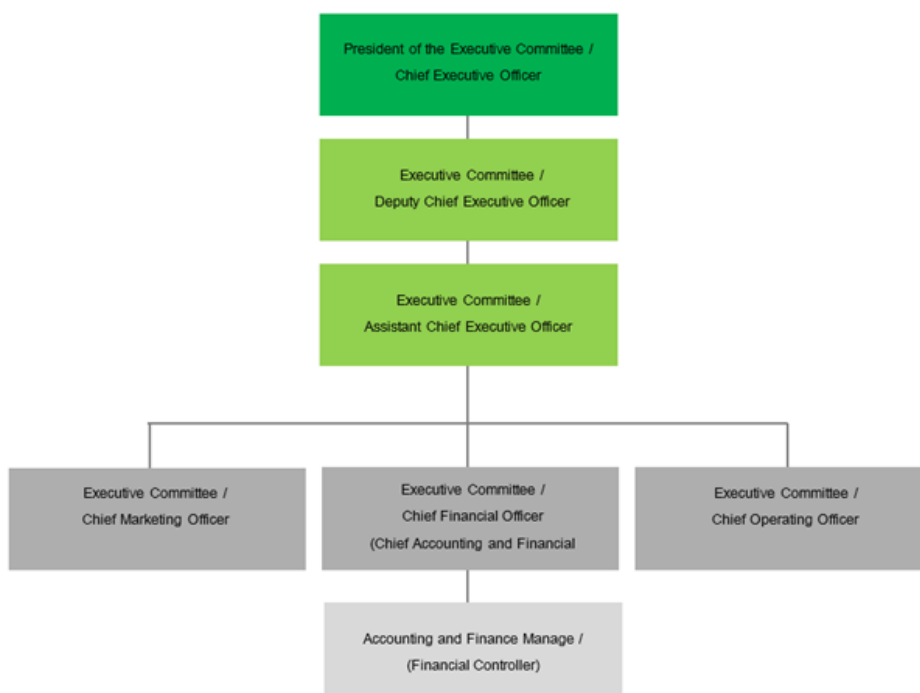
(**) Accounting supervisor

(***) Appointed after the fiscal year end of the reporting year

Organization structure diagram of the highest-ranking executive and the next four executives

Organization structure of the highest-ranking executive and : 31 Dec 2025
the next four executives as of date

Organization structure diagram of the highest-ranking executive and the next four executives from the top executive



7.4.2 Remuneration policy for executive directors and executives

The Company has policies and criteria for considering the short-term and long-term compensation of the Chief Executive Officer and senior executives, which are consistent with performance. Compensation is paid in the form of salary, bonuses, welfare benefits, and other benefits. The criteria for considering compensation will be based on performance evaluation and the ability to achieve short-term and long-term goals and strategies, including Corporate Key Performance Indicators (KPIs). clear, such as business performance and financial returns (Financial Return) Environmental, Social, and Governance (ESG) operations vision and ability to develop the business, as well as to enhance operational efficiency

The Company has set its goals in advance to lay the foundation for sustainable growth in the future and to ensure that compensation levels are attractive and comparable to those of companies in the same industry, under clear, transparent, and fair criteria. The process for determining the Chief Executive Officer's compensation will be reviewed and screened by the Nomination and Remuneration Committee before being submitted to the Board of Directors for approval.

Furthermore, the Board of Directors has assigned the Chief Executive Officer to determine the compensation for executives subordinate to the Chief Executive Officer. This consideration is based on the practices of companies in the same industry, the Company's performance and business size, as well as the responsibility, knowledge, abilities, and experience of each executive, to ensure that the compensation structure is appropriate, consistent with performance, and supports the long-term growth of the organization.

Does the board of directors or the remuneration : Have
committee have an opinion on the remuneration policy
for executive directors and executives

The Nomination and Remuneration Committee has considered and determined the remuneration for executive directors and executives, taking into account the alignment with their scope of duties, responsibilities, and individual performance. Furthermore, when compared to companies in the same industry and those of similar size, the Committee deems the remuneration to be at an appropriate level, sufficient to attract and retain high-quality executive directors and executives with the company in the long term.

7.4.3 Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

Company Executive Remuneration

The company establishes a policy for executive remuneration consideration. Adhering to principles of appropriateness and fairness, aligned with duties, responsibilities, and the company's performance, and considering comparisons with remuneration levels of companies in the same or similar industries, in order to attract, retain, and motivate executives with appropriate knowledge, abilities, and experience. Additionally, the company evaluates the performance of each executive based on established goals and performance indicators, which align with the company's vision, mission, and annual strategic plan, to support the CEO and executives can drive the organization to grow steadily and sustainably in the long term. The details are as follows:

1. Chief Executive Officer Remuneration (CEO)

The Nomination and Remuneration Committee annually evaluates the performance of the Chief Executive Officer and submits the evaluation results to the Board of Directors meeting for approval. These evaluation results are used to determine the Chief Executive Officer's remuneration, aligning it with the company's performance in both short-term and long-term dimensions. This ensures that the remuneration level is appropriate, incentivizing, and competitive with companies in the same or similar industries.

Components of Remuneration Consideration

The determination of the Chief Executive Officer's remuneration is based on performance in two main dimensions:

- **Current Performance (Short-term)**

Considered in the form of salary and bonuses, linked to the company's performance and the Chief Executive Officer's performance during the year.

- **Strategic Performance (Long-term)**

Consider the ability to drive organizational strategies in line with long-term goals and plans, in order to lay the foundation for the company's stable and sustainable growth in the future.

Criteria for CEO Remuneration Consideration – Covering key issues as follows:

1. The company's financial and operational performance, compared to established targets.
2. Ability to define and drive organizational strategies to achieve goals.
3. Quality of organizational management, executive team development, and business continuity planning.
4. Effectiveness in risk management and corporate governance.
5. Operations that consider stakeholders and the sustainable growth of the organization.
6. Comparison of remuneration levels with companies in the same or similar industries.

2. Senior Executive Remuneration (C-Level)

Chief Executive Officer (CEO) Responsible for annually evaluating the performance of individual senior executives, using the evaluation results to determine compensation in the form of salary and bonuses, linked to the operational goals of each position and the overall performance of the company.

The Nomination and Remuneration Committee shall consider and propose the Chief Executive Officer's remuneration to the Board of Directors for approval, adhering to principles of appropriateness, fairness, and alignment with the company's performance. Concurrently, the Board of Directors has assigned the Chief Executive Officer to determine the remuneration for subordinate executives on an individual basis, within the framework of policies and criteria established by the Board of Directors.

3. Remuneration Structure

1. Fixed remuneration and benefits

- **Salary:** The company sets salary levels in accordance with the roles, responsibilities, experience, skills, and expertise required for each position. Salaries are paid monthly in cash and are reviewed and adjusted annually, based on individual performance and compared to remuneration levels of companies in the same or similar industries, to ensure appropriateness and competitiveness in the labor market.
- **Other benefits:** The company provides welfare and other benefits to enhance the security and safety of personnel, including preparation and assistance in cases of retirement, resignation, health problems, disability, or death. Key benefits include a provident fund, accident insurance for off-site work, and group health insurance.

2. Performance-based remuneration and benefits

Short-term incentive remuneration

- **Bonus :** This is a performance-variable remuneration paid in cash. The consideration is based on the past year's performance, compared to established goals and plans, as well as compared to the remuneration levels of companies in the same or similar industries.

Long-term incentive remuneration

- The company contributes to the provident fund to support work incentives and retain personnel in the long term. The company deducts 2 percent, but not exceeding 15 percent, of the base salary from employees who are eligible and voluntarily participate in the fund. and the company contributes to the fund at a rate of 2 percent of the wage.

	2023	2024	2025
Total remuneration of executive directors and executives (baht)	0.00	19,673,869.73	22,704,158.39

Other remunerations of executive directors and executives

	2023	2024	2025
Company's contribution to provident fund for executive directors and executives (Baht)	0.00	248,959.20	292,766.16
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive : 0.00

directors and executives in the past year

Estimated remuneration of executive directors and : 0.00

executives in the current year

7.5 Information on employees

Information on the company's employees

As of December 31, 2025, there were a total of 95 employees.

Employees

	2023	2024	2025
Total employees (persons)	98	98	95
Male employees (persons)	56	55	53
Female employees (persons)	42	43	42

Number of employees by position and department

As of December 31, 2025, the Company has a total of 95 employees, categorized by department as follows:

By Department	Number of Employees (Persons)
1. Management Department	9
2. Sales Department	9
3. Technical, Product, and Information Technology Department	9
4. Technical Services Department	20
5. Accounting and Finance Department	12
6. Purchasing Department	5
7. Warehouse and Logistics Department	25
8. Human Resources and Administration Department	6
Total Number of Employees	95

Number of male employees by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	40	39	38
Total number of male employees in management level (Persons)	14	13	12
Total number of male employees in executive level (Persons)	2	3	3

Number of female employees by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	30	30	30
Total number of female employees in management level (Persons)	8	9	8
Total number of female employees in executive level (Persons)	4	4	4

Significant changes in the number of employees

Significant changes in number of employees over the past : No

3 Years

Information on employee remuneration**Employee remuneration**

The Company has a policy to determine appropriate and fair compensation and benefits to attract and retain qualified personnel, by linking compensation to the Company's performance in both the short and long term. Specifically, the short term is in the form of salaries and bonuses, which are considered based on the Company's performance and individual performance, and the long term is in the form of a provident fund, to provide financial security for employees in the future.

Furthermore, the Company regularly surveys and benchmarks its compensation and benefits levels against companies in similar industries. This data is used to review and adjust the compensation structure to align with organizational strategies, enhance business competitiveness, manage costs efficiently, and foster fairness and satisfaction among employees.

Employees of the Company receive compensation in the form of salaries, overtime pay, allowances for off-site work when performing duties in other provinces, as well as other benefits and privileges in accordance with the Company's policy, to support a good quality of life and create sustainable job security.

	2023	2024	2025
Total employee remuneration (baht)	58,607,326.41	60,652,904.34	65,001,283.13

Information on provident fund management**Provident fund management policy**

Provident fund management policy : Yes

The company provides a Provident Fund (PVD). It is an important welfare benefit to promote savings and enhance long-term financial security for employees. The company continuously supports savings through contributions to the fund, coupled with transparent and prudent fund management in accordance with relevant laws, under the supervision of the Provident Fund Committee.

The company sets appropriate investment policies for the fund, ensures risk diversification, and regularly monitors and reviews the fund's performance to protect the interests of fund members and support the long-term stability and sustainability of the organization.

Overview of methods for determining employee and employer contribution Rates

The Company has registered to participate in the K Master Pool Fund Provident Fund, which is registered, effective April 1, 2023, under the management of Kasikorn Asset Management Co., Ltd., which is registered with the Securities and Exchange Commission. The Company has set a contribution policy at a rate of 2 percent of employees' salaries. As of December 31, 2025, the number of employees participating in the Company's provident fund is 55 individuals, representing 57.89 percent of the total number of employees. The contribution rates based on each employee's length of service are as follows:

Membership duration	Contribution payment and contribution benefits (percentage)
Less than 2 years	0
From 2 years but less than 4 years	25
From 4 years but less than 6 years	50
From 6 years but less than 8 years	75
Length of service 8 years or more	100

Implementation of Investment Governance Code for : Yes

Institutional Investors ("I Code") by Company's Provident
Fund Committee

Participation in provident fund membership (PVD)

Qualifications and Application for Fund Membership. Employees are eligible to apply for fund membership as detailed below.

1. Must be a permanent employee with at least 1 year of service. This excludes independent directors, contract service employees, and daily wage employees.
2. Employees voluntarily express their intention to apply for fund membership.
3. The Fund Committee approves membership in the fund.
4. For fund membership applications, membership becomes effective on the application date, specifically on the 1st of every month.
5. In the event that a member resigns from the fund without resigning from employment, a period of no less than 2 years from the date of resignation from the fund is required before they can re-apply to become a member of the provident fund.

Details of provident fund participation (PVD)

Number of employees eligible to participate in PVD

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	92	97	91
Number of employees joining in PVD (persons)	52	54	55
Total amount of provident fund contributed by the company (%)	53.06	55.10	57.89
Number of PVD members / Total eligible employees (%)	56.52	55.67	60.44

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	398,648.16	533,388.41	610,773.15
Total amount of provident fund contributed by employee (baht)	998,077.80	1,455,307.26	1,648,675.58

Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
Supreme Distribution Public Company Limited	Yes	95	91	55	57.89%	60.44%

Policy and guidelines on promoting savings through the provident fund for non-participating employees

7.6 Other significant information

7.6.1 Assigned person

List of persons assigned for accounting oversight

Ms. Rojanan Chamchoo, the company's Accounting and Finance Manager, is directly assigned to oversee the company's accounting operations. Her duties include supervising the company's accounting transactions to ensure efficiency and compliance with the company's various accounting regulations, requirements, and policies, as well as with accounting standards.

General information	Email	Telephone number
1. Ms. Rojanan Chamchoo	rojanan.c@supreme.co.th	02-943-8182

List of the company secretary

The Board of Directors Meeting No. 5/2565, held on September 15, 2022, resolved to appoint Ms. Phatthaporn Pompieng as Company Secretary. The Company Secretary plays a crucial role in supporting and facilitating the efficient and effective operations of the Board of Directors, in compliance with laws, regulations, company articles, and good corporate governance principles. This is to ensure that the company's corporate governance adheres to the Securities and Exchange Act (No. 4) B.E. 2008, Sections 89/15 and 89/16, which stipulate that the Board of Directors is responsible for appointing a Company Secretary, considering their knowledge, abilities, and suitability for the role.

The qualifications of the Company Secretary are as follows: **as shown in the attached document.** **1** : Details regarding directors, executives, controlling persons, persons assigned ultimate responsibility for accounting and finance, persons directly responsible for overseeing accounting, and the Company Secretary.

Roles, duties, and responsibilities are as follows:

1. Prepare and maintain documents, including the register of directors, notices of Board of Directors meetings, minutes of Board of Directors meetings and the company's annual reports, notices of Shareholders' meetings, and minutes of Shareholders' meetings.
2. Maintain reports of conflicts of interest reported by directors or executives.
3. Submit copies of the conflict of interest reports, in accordance with Section 89/14, to the Chairman of the Board and the Chairman of the Audit Committee within 7 business days from the date the company receives such reports. The company must also establish a system for retaining documents or evidence related to information disclosure and ensure that they are accurately, completely, and verifiably maintained for a period of no less than 10 years from the date such documents or information were created.
4. Perform other duties as prescribed by the Capital Market Supervisory Board.
5. Additionally, the Company Secretary has other duties as assigned by the Company or the Board of Directors, as follows:
 - Provide legal and regulatory advice, as well as guidance on corporate governance practices, to ensure the Board's activities comply with the law.
 - Responsible for organizing Board of Directors meetings and Shareholders' meetings.
 - Liaise with regulatory bodies, such as the Securities and Exchange Commission, and oversee the accurate and complete disclosure of information and submission of information reports to regulatory bodies and the public in accordance with the law.
 - Arrange orientation and provide advice to newly appointed directors.
 - Other duties as assigned by the Company.

General information	Email	Telephone number
1. Ms. Phatthaporn Pongpieng	phatthaporn.p@supreme.co.th	02-943-8182

List of the head of internal audit or outsourced internal auditor

The Audit Committee Meeting No. 1/2022, held on June 15, 2022, resolved to appoint Ms. Wanna Maelungnon from Acc-Plus Consultant Co., Ltd., an external company, as the Head of Internal Audit for the Company, with the duty to audit the internal control system of the Company and provide guidance on compliance oversight from June 15, 2022, to the present.

The said appointment is based on the individual's experience in internal audit operations, possessing appropriate knowledge, abilities, and qualifications for the role, as well as a thorough understanding of the company's operational processes. Therefore, it is deemed appropriate for them to perform these duties to support the company's operations in being accurate, complete, and efficient.

Furthermore, the consideration for selecting, appointing, removing, transferring, or terminating the employment of the Head of Internal Audit for the Company must be approved or consented to by the Audit Committee. The qualifications of the Company's externally engaged internal auditor **are as shown in the attached document.** (Details regarding the Head of Internal Audit and the Head of Compliance)

Roles, Duties, and Responsibilities of the Internal Auditor

the Company has established an internal audit system by engaging external service providers to ensure that audits are conducted independently, transparently, and in accordance with professional standards. The internal auditor plays a crucial role and has significant duties in supporting the company's corporate governance and risk management systems as follows:

The internal auditor is responsible for evaluating the adequacy and effectiveness of internal control systems, risk management systems, and corporate governance processes, verifying the accuracy, completeness, and reliability of financial and operational information, as well as assessing compliance with laws, regulations, rules, and the company's policies.

Furthermore, the internal auditor is also responsible for recommending improvements to work processes and internal control systems to enhance operational efficiency and mitigate potential risks. They also directly report audit results, findings, and recommendations to the Audit Committee and continuously monitor the implementation of corrective actions in accordance with these recommendations.

Furthermore, the internal auditor must perform their duties with independence, impartiality, adherence to professional ethics, and strict confidentiality of the company's information.

The Board of Directors Meeting No. 8/2025, held on November 13, 2025, resolved to appoint two internal coordinators to liaise with the externally engaged internal auditor: (1) Board of Directors' Representative: Ms. Umaporn Chaiyapheka, Audit Committee Member, and (2) Management Representative: Ms. Pantharee Manomaiphan, Company Director and Director of General Administration.

General information	Email	Telephone number
1. Ms. Wanna Meluangnon	accplusconsultant@yahoo.com	-

List of the head of the compliance unit

General information	Email	Telephone number
1. Ms. Wanna Meluangnon	accplusconsultant@yahoo.com	-

7.6.2 Head of investor relations

The Company has assigned Ms. Phatthaporn Pompieng, Company Secretary, as Head of Investor Relations, to serve as a central point for disclosing important information to shareholders and investors, including financial information and operating results, to ensure that shareholders and investors are regularly, equally, timely, and accurately informed.

Does the Company have an appointed head of investor : Yes
relations

List of the head of investor relations

General information	Email	Telephone number
1. Ms. Phatthaporn Pompieng	phatthaporn.p@supreme.co.th	02-943-8182

7.6.3 Company's auditor

Details of the company's auditor

Appointment of Auditors and Remuneration

The Audit Committee considers and reviews the selection of the company's auditors, taking into account various factors such as reputation, work standards, experience, and expertise in auditing, as well as the efficiency of the tools and methods used in the audit. This is done before presenting the proposal to the Board of Directors for consideration and submission to the Annual General Meeting of Shareholders for approval of the appointment of auditors and audit fees annually. The Annual General Meeting of Shareholders for 2025, held on April 24, 2025, resolved to appoint KPMG Phoomchai Audit Ltd. as the company's auditor for the year 2025.

Audit fee

For the financial statements ending December 31, 2025, the company's audit fee amounted to 2,450,000 Baht, which was approved by the Annual General Meeting of Shareholders for 2025 on April 24, 2025.

Other services beyond audit work (non-audit fee)

- None -

The auditing firm and the auditors for the year 2025 have no relationship or conflict of interest with the company, its management, major shareholders, or any related parties. The auditors maintain independence in performing their audit work and expressing their opinion on the company's financial statements, and are qualified auditors recognized and approved by the Securities and Exchange Commission.

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
KPMG PHOOMCHAI AUDIT COMPANY LIMITED YAN NAWA SATHON Bangkok 10120 Telephone 0 2677 2000	2,450,000.00	-	<p>1. Mr. BUNYARIT THANORMCHAROEN Email: bunyarit@kpmg.co.th Telephone: -</p> <p>License number: 7900</p> <p>2. Ms. SIRINUCH SURAPAITOONKORN Email: sirinuch@kpmg.co.th Telephone: -</p> <p>License number: 8413</p> <p>3. Mr. YOOTTAPONG SOONTALINKA Email: yoottapong@kpmg.co.th Telephone: -</p> <p>License number: 10604</p>

7.6.4 Assigned personnel in case of a foreign company

Does the company have any individual assigned to be : No
representatives in Thailand

List of designated individuals as representatives in Thailand

8. Report on key operating results on corporate governance

8.1 Summary of duty performance of the board of directors over the past year

Summary of duty performance of the board of directors over the past year

For the fiscal year 2025, the Board of Directors of Supreme Distribution Public Company Limited has strictly performed its duties as stipulated in the Board Charter to ensure that the company's business operations adhere to good corporate governance principles, are transparent, auditable, and consider the best interests of the company, shareholders, and all stakeholders.

Throughout the past year, the Board of Directors has played a crucial role in setting the organization's strategic direction and policies to align with short-term and long-term goals, as well as closely overseeing management performance, ensuring effective risk management and internal control systems, reviewing compensation policies and structures for directors and executives, and considering and approving significant transactions affecting the company.

Furthermore, the Board emphasizes conducting business under ethical principles, accurate, complete, and transparent information disclosure, as well as regularly reviewing and updating the Board Charter to comply with legal requirements, regulatory guidelines, and international best practices.

Key performance outcomes are as follows:

1. Review and Definition of Organizational Vision, Strategies, and Policies

- The Board of Directors has reviewed and defined the organization's vision, mission, and strategies to align with the company's short-term and long-term goals, taking into account economic, social, and industry trend factors.
- Strategic advice has been provided to management to ensure that the company's business operations follow the defined direction and can adapt effectively to changing circumstances.
- Emphasis is placed on strategic risk management to ensure the company is prepared to address business opportunities and challenges.

2. Oversight and Monitoring of Management Performance

- The Board of Directors has continuously overseen and monitored the performance of the management to ensure that the company's business operations align with the defined strategic plans and objectives.
- The annual business plan and budget of the company were considered and approved, with quarterly performance monitoring to ensure that financial results meet targets and strategies can be adjusted to suit economic conditions and industry trends.
- The performance of the Chief Executive Officer and the senior management team is monitored to ensure that management aligns with the company's policies and strategies.
- The Board of Directors provides support and guidance to the management in business operations, offering directions for efficient resource management, fostering innovation and organizational development to enhance the company's long-term competitiveness.

3. Good Corporate Governance

- The Board of Directors has overseen corporate governance in accordance with good governance principles, performing duties with integrity, transparency, and accountability to all stakeholders.
- Management and governance guidelines have been established to meet international standards, ensuring that the company's business operations are accurate, transparent, and auditable.

- In 2025, the Board of Directors held 8 meetings to closely monitor the company's performance and ensure that business operations adhered to the established goals and strategies.
- The performance of the Board of Directors and its sub-committees is evaluated once annually using clear and systematic assessment criteria, with the data utilized to develop and improve governance processes for greater efficiency.

4. Risk Management and Internal Control

- The Board of Directors has continuously overseen and reviewed risk management policies, including risk management plans, to ensure that the company can manage risks effectively and cope with economic fluctuations and external factors that may impact the business.
- The Board acknowledged the Audit Committee's report on internal control systems and oversaw the company's efforts to improve internal control systems in line with international standards, thereby enhancing audit efficiency and reducing operational risks.
- The Board of Directors has monitored the company's risk management performance, emphasizing the identification and assessment of risks at all levels, as well as the establishment of appropriate preventive measures and risk mitigation strategies.
- Oversight has been provided to ensure the company strictly complies with relevant laws, rules, and regulations, thereby ensuring that the company conducts business in accordance with requirements and maintains transparency in its operations.

5. Governance and Ethical Management

- The Board of Directors has prioritized governance management and ethical business conduct, overseeing the company's operations in accordance with good corporate governance principles and international standards.
- Monitoring and oversight are in place to ensure the accurate, complete, and transparent disclosure of the company's financial and general information, enabling shareholders, investors, and stakeholders to access important information equitably and fairly.
- The Board of Directors has overseen the company's adherence to business ethics, promoting integrity, responsibility, and respect for rules, regulations, and fair practices among employees and management at all levels.

6. Consideration of Compensation and Benefits for Directors and Senior Executives

- The Board of Directors has overseen and reviewed the compensation and benefits of directors and senior executives fairly and transparently, with a review process that adheres to appropriate and equitable criteria.
- The compensation for directors and executives has been reviewed to align with the company's performance, taking into account profitability, management efficiency, and success in achieving organizational goals.
- The Board of Directors has established a competitive compensation structure within the same industry to enable the company to attract and retain highly capable personnel.
- The Board prioritizes transparency and disclosure regarding compensation, with compensation information for directors reported to shareholders and stakeholders in accordance with established criteria.

7. Consideration and Approval of Significant Company Transactions

- The Board of Directors has considered and approved significant company transactions, such as related party transactions, in accordance with the regulations of the Stock Exchange of Thailand and the Securities and Exchange Commission (SEC). Measures have been implemented to verify the transparency of related party transactions and to prevent conflicts of interest, ensuring that the company's transactions are fair and consistent with best practices.

- Approval was granted for the acquisition of fixed assets to support operations and facilitate the company's participation in large-scale project bids, thereby enhancing business potential and accommodating future growth.

8. Review of Board Charter and Various Policies

- The Board of Directors has continuously reviewed and updated the Board Charter, sub-committees, and various company policies to ensure that the Charter is up-to-date and in compliance with laws, regulations, and good corporate governance principles.
- The roles, duties, and responsibilities of the Board of Directors have been reviewed and adjusted to align with the company's management structure, and clear governance guidelines have been established to enable the Board to perform its duties effectively.
- In 2025, the Board of Directors considered and reviewed the Board Charter at the 5th Board of Directors Meeting on August 7, 2025, to ensure that the Charter remains current, appropriate for the company's business context, and in compliance with good governance principles, as well as relevant laws and regulations.

8.1.1 Selection, development and evaluation of duty performance of the board of directors

In the selection and nomination of directors, the company prioritizes the transparency and appropriateness of the nomination process. The Nomination and Remuneration Committee is responsible for considering and selecting qualified individuals in accordance with the company's Board Diversity Policy. This policy takes into account the directors' knowledge, skills, professional expertise, gender, age, and experience, as outlined in the Board Skill Matrix, without restriction of race or nationality, to align with the company's business strategy and direction.

Furthermore, the company provides shareholders with the opportunity to nominate qualified individuals for directorships. The Nomination and Remuneration Committee is responsible for evaluating the qualifications and suitability of the nominees, as well as considering directors whose terms are expiring or who have resigned. The Committee then submits its recommendations to the Board of Directors for approval, before presenting the list of directors to the shareholders' meeting for appointment in accordance with established procedures.

In 2025, no nominations were received from shareholders for consideration by the Nomination and Remuneration Committee. Therefore, the Nomination Committee considered the directors whose terms were due to expire at the 2025 Annual General Meeting of Shareholders. This consideration was based on their educational qualifications, skills, knowledge, work experience, performance over the past year, availability and time commitment to their duties as directors, as well as other qualifications consistent with the company's business strategy. The Board of Directors, having considered the matter, found that all 8 directors of the company fully meet the qualifications outlined in the Board Skill Matrix and are consistent with the company's business strategy.

Information about the selection of the board of directors

Criteria for Nomination of Directors and Sub-Committees

1. The Nomination and Remuneration Committee is responsible for identifying and nominating individuals who possess full qualifications and do not have any disqualifying characteristics as per the law, in order to ensure that the Board of Directors comprises members with appropriate knowledge and expertise. This includes reviewing the background of such individuals and submitting recommendations to the Board of Directors and/or the Shareholders' Meeting for further approval (as the case may be).

2. In considering the reappointment of existing directors for another term, the Nomination and Remuneration Committee shall consider various factors, including performance and attendance at meetings to provide opinions to the Board of Directors. The committee will then propose these individuals for election at the Annual General Meeting of Shareholders. If the director is an independent director, their independence will also be taken into consideration.
3. In the event that a director's position becomes vacant due to reasons other than the expiration of their term, the Nomination and Remuneration Committee shall seek qualified individuals with suitable qualifications to serve as directors. These individuals will be proposed to the Board of Directors for consideration and appointment as replacement directors at the next Board of Directors meeting. Any person appointed as a replacement director shall hold office only for the remaining term of the director they replace. The resolution for such an appointment must receive no less than three-fourths of the votes of the remaining directors, unless the term of the vacating director is less than two months, in which case the appointment of a replacement director for the vacant position shall be submitted to the shareholders' meeting for consideration.
4. The Company provides an opportunity for minority shareholders to nominate individuals for consideration as directors in advance of the Annual General Meeting of Shareholders, at least one month prior. The Board of Directors shall ensure that these criteria are disclosed to shareholders in advance.

The shareholders' meeting shall elect directors in accordance with the following rules and procedures:

- (1) Each shareholder shall have one (1) vote for each one (1) share held.
 - (2) Each shareholder may use all of his/her votes to elect one or more persons as directors. In the case where more than one person is elected as director, the votes may not be split among any persons in different proportions.
 - (3) The persons receiving the highest number of votes in descending order shall be elected as directors, equal to the number of directors to be appointed or elected at such meeting. In the event that the persons ranked in the subsequent order receive equal votes exceeding the number of directors to be appointed or elected at that time, the chairman of the meeting shall have an additional one (1) casting vote to decide.
5. At every annual general meeting of shareholders, one-third (1/3) of the directors shall retire from office. If the number of directors cannot be divided exactly into three parts, the number closest to one-third (1/3) shall retire. The directors retiring from office may be re-elected.

For the first and second years following the registration of the Company's conversion into a public company limited, the directors who shall retire from office shall be determined by drawing lots. In subsequent years, the directors who have held office for the longest period shall retire from office.

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
1. Mr. WOODTIPONG MOLEECHAD	Chairman of the board of directors (Non-executive directors, Independent director)	12 May 2023	Economics, Audit, Governance/ Compliance
2. Ms. PANTHAREE MANOMAIPHAN	Director (Executive Directors)	12 May 2023	Business Administration, Finance

Selection of independent directors

Criteria for selecting independent directors

The Board of Directors will jointly consider the qualifications of individuals to be appointed as independent directors. Additionally, the Board of Directors will select independent directors from qualified individuals based on their work experience and other relevant suitability factors, and then propose them to the shareholders' meeting for consideration and appointment as directors of the Company.

The Company's policy is to appoint independent directors comprising at least one-third of the total number of directors, and there must be no fewer than 3 independent directors. As of December 31, 2025, the Board of Directors consists of 3 independent directors out of a total of 8 directors, which is not less than one-third of the total number of directors. Furthermore, the qualifications of independent directors are as follows:

The Company has defined the definition and qualifications of independent directors. is a director who does not manage the Company, is independent from the management team and major shareholders, and has no business with the Company that could negatively affect the interests of the Company and/or the interests of the shareholders. Each independent director must meet the following criteria:

1. Holds no more than 1 percent of the total voting shares of the Company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the Company. This includes the shareholding of related persons of such director.
2. Is not or has never been a director involved in management, an employee, a regular salaried consultant, or a controlling person of the Company, its parent company, subsidiaries, associated companies, fellow subsidiaries, major shareholders, or controlling persons of the Company, unless such characteristics have ceased for at least 2 years prior to the date of appointment as an independent director. However, this disqualification does not include cases where the independent director was previously a government official or a consultant to a government agency, which is a major shareholder or controlling person of the Company.
3. Is not a person related by blood or legal registration as a father, mother, spouse, sibling, or child, including the spouse of a child of another director, executive, major shareholder, controlling person, or a person to be nominated as a director, executive, or controlling person of the Company or its subsidiaries.
4. Has no or has never had a business relationship with the Company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the Company in a manner that may impede their independent judgment. This also includes not being or having been a significant shareholder or controlling person

of any entity having a business relationship with the Company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the Company, unless such characteristics have ceased for at least 2 years prior to the date of appointment as an independent director.

Such business relationships include normal commercial transactions for operating a business, leasing or subleasing real estate, transactions related to assets or services, or providing or receiving financial assistance through borrowing or lending, guarantees, providing assets as collateral for debts, and other similar circumstances, which result in the Company or the counterparty having a debt obligation to the other party of at least 3 percent of the Company's net tangible assets or 20 million baht or more, whichever is lower. The calculation of such debt obligations shall be in accordance with the method for calculating the value of connected transactions as per the Capital Market Supervisory Board's notification on criteria for connected transactions, by analogy. However, when considering such debt obligations, debts incurred within 1 year prior to the date of the business relationship with the same person shall be included.

5. Is not or has never been an auditor of the Company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the Company, and is not a significant shareholder, controlling person, or partner of an audit firm where an auditor of the Company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the Company is affiliated, unless such characteristics have ceased for at least 2 years prior to the date of appointment as an independent director.
6. Is not or has never been a professional service provider, including legal or financial consultants, who receives service fees exceeding 2 million baht per year from the Company, its parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the Company, and is not a significant shareholder, controlling person, or partner of such professional service provider, unless such characteristics have ceased for at least 2 years prior to the date of appointment as an independent director.
7. Not a director appointed to represent the directors of the Company, major shareholders, or shareholders related to major shareholders.
8. Does not engage in any business that is of the same nature and significantly competes with the business of the Company or its subsidiaries, or is not a significant partner in a partnership, or is a director involved in management, an employee, a regular salaried consultant, or holds more than 1 percent of the total voting shares of another company that engages in a business of the same nature and significantly competes with the business of the Company or its subsidiaries.
9. Possesses no other characteristics that would prevent them from providing independent opinions on the Company's operations.

Furthermore, The Board of Directors stipulates that an independent director may serve for a continuous period not exceeding nine (9) years from the date of initial appointment as an independent director, unless approved by the Board of Directors that such independent director has significantly contributed to the Company and is suitable to serve for a longer period, and the term of office exceeds nine (9) years does not diminish independence. However, if the Board of Directors approves such independent director to serve for more than nine (9) years. The Board of Directors will present the reasons for requesting the shareholders' meeting to consider approving the appointment of such director as an independent director. Currently, no independent director has served for more than 9 years.

Business or professional relationships of independent directors over the past year

Business or professional relationships of independent : No
directors over the past year

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

Director Nomination

In nominating and selecting directors, the perspectives of stakeholders regarding the nominated individuals will be considered, along with their suitability in terms of qualifications, knowledge, abilities, and experience, to ensure effective performance. The selection process will be diverse, independent, free from interference, conflicts of interest, or hidden agendas, with primary consideration given to the capabilities of the nominated individuals.

The Board of Directors has assigned the Nomination and Remuneration Committee the responsibility of considering, selecting, and screening nominated individuals. These individuals must be qualified, possess diverse skills, knowledge, expertise, and experience, without discrimination or prejudice based on gender, age, skin color, race, ethnicity, nationality, or cultural background. They must also be capable of performing duties as directors of the company, ensuring that the composition of the Board of Directors aligns with the company's business strategies.

Sources for Director Nomination

The Nomination and Remuneration Committee considers directors from various sources as follows:

- Nomination from the Board of Directors
- Nomination from shareholders holding a combined stake of not less than 5% of the total issued shares of the company.
- Recommendations from External Consultants
- Director database of the Thai Institute of Directors Association (IOD Director Pool)

Qualification Criteria for Nominated Company Directors

The nomination of new directors must comply with the Public Limited Company Act and the regulations of regulatory bodies. The criteria for consideration are as follows:

1. Nominated company directors must be individuals with knowledge, abilities, and business experience, as well as directors with diverse professional skills, specialized expertise, appropriate educational backgrounds, age, and gender, in line with the company's Board Diversity Policy.
2. Possess leadership qualities, broad vision, integrity, ethics, a positive attitude towards the organization, and the ability to dedicate sufficient time, which is beneficial to the company's operations.
3. Not a person blacklisted by any organization (including the Securities and Exchange Commission) or previously convicted of a criminal offense.
4. In the case of independent directors, nominated individuals must meet the criteria set by the Securities and Exchange Commission (SEC). All independent directors of the company must be independent from the management and major shareholders of the company, and no independent director shall hold directorships in more than 5 listed companies in Thailand.
5. Possess other suitable qualifications consistent with the composition and structure of the Board in line with the company's business strategy, through a transparent process that instills confidence in shareholders.

Appointment and Approval Process

After selecting suitable candidates for company directors, the Nomination and Remuneration Committee will propose these individuals to the Board of Directors meeting for consideration and appointment. In cases where approval from the meeting is required, the Board of Directors will then propose the nominations to the shareholders' meeting for approval, in accordance with the following criteria and procedures.

1. Each shareholder shall have one (1) vote per one (1) share.

2. Each shareholder may cast their available votes to elect one or more individuals as directors. In the case of electing multiple individuals as directors, the votes cannot be distributed in varying proportions among them.
3. The individuals who receive the highest votes in descending order shall be elected as directors, up to the number of directors to be appointed or elected at that time. In the event that individuals receiving the next highest votes have an equal number of votes exceeding the number of directors to be appointed or elected, the chairman of the meeting shall cast an additional deciding vote.

Director Nomination Operations in 2025

In 2025, the Board of Directors carefully and prudently screened nominated individuals to ensure they met the company's good corporate governance guidelines. This means they are highly qualified individuals with diverse knowledge and expertise from various professional fields, possess leadership qualities and broad vision, are ethical and moral, and have a transparent work history free from defects. Furthermore, they must be able to apply their experience, knowledge, and expertise to provide beneficial recommendations for the company's strategic planning and business operations in line with sustainable development. Additionally, the Nomination and Remuneration Committee provided opportunities for shareholders to participate in nominating qualified individuals for directorships in the company.

Recruitment and Appointment of Chief Executive Officer / Succession Plan

The Nomination and Remuneration Committee is responsible for selecting the Chief Executive Officer, with the following recruitment process and criteria:

Chief Executive Officer Recruitment Process

1. The Nomination and Remuneration Committee is responsible for selecting qualified individuals, sourcing candidates from two channels: internal and external to the organization.
2. In the recruitment of the Chief Executive Officer, the Nomination and Remuneration Committee will employ one of the following recruitment methods: scouting (from individuals with suitable knowledge, abilities, and experience for the company), or nominations from the Board of Directors or the company's senior management.
3. After selecting suitable candidates, the Nomination and Remuneration Committee will propose these individuals to the Board of Directors meeting for further consideration and appointment.

Chief Executive Officer Recruitment Criteria

1. The qualifications of the Chief Executive Officer must include knowledge, abilities, skills, and experience in company management, as well as business experience relevant to the company's operations. They must possess specialized expertise beneficial to the company's business and aligned with its business strategies, without discrimination or prejudice based on gender, age, race, or any other characteristic.
2. Possess leadership qualities, broad vision, integrity and ethics, a positive attitude towards the organization, and the ability to dedicate sufficient time, which is beneficial to the company's business operations.
3. Possess a transparent work history, not be blacklisted by any organization (including the Securities and Exchange Commission), not have been convicted of a criminal offense, and not possess any prohibited characteristics under the law.

Performance Evaluation of the Chief Executive Officer (CEO)

Criteria

The Nomination and Remuneration Committee is responsible for annually evaluating the performance of the Chief Executive Officer (CEO). This is to enable the Board of Directors to collectively review the CEO's performance and

provide recommendations for improving work efficiency. The evaluation covers 10 topics: (1) Leadership, (2) Strategy Formulation, (3) Strategy Implementation, (4) Financial Planning and Performance, (5) Board Relations, (6) External Relations, (7) Management and Personnel Relations, (8) Succession Planning, (9) Product and Service Knowledge, and (10) Personal Attributes.

Evaluation Process

The Board of Directors is responsible for approving and reviewing the performance evaluation process annually to ensure that evaluations are accurate, complete, transparent, and consistent with good corporate governance principles. The operational steps are as follows:

1. The Company Secretary distributes the self-assessment form for the Nomination and Remuneration Committee by the end of December each year.
2. The Board of Directors completes the evaluation form and returns it to the Company Secretary by January 15th of each year.
3. The Company Secretary is responsible for summarizing and analyzing the results of the Chief Executive Officer's performance evaluation, reporting the evaluation results to the Board of Directors meeting for acknowledgment, and communicating them to the Chief Executive Officer. These results will then be used as information for further developing the Chief Executive Officer's performance efficiency.

In 2025, the summary of the Chief Executive Officer's performance evaluation was at 97.84%, falling within the "Excellent" criterion.

Succession Plan

The Board of Directors has overseen the systematic development of a succession plan and a high-level executive development plan, with particular emphasis on the Chief Executive Officer position. This ensures the company's business operations are continuous and stable, while also enhancing the readiness of personnel for critical succession roles. This will help the company have professional executives and qualified personnel with sufficient knowledge, abilities, and potential to perform duties as replacements for senior executives in cases of resignation, retirement, term completion, or inability to perform duties for any reason.

To ensure continuous, smooth, and efficient performance in key positions, and to mitigate the risk of lacking a successor, the Board of Directors has assigned the Nomination and Remuneration Committee the responsibility of considering and providing recommendations on the Chief Executive Officer's succession plan, and presenting it to the Board of Directors for approval.

Furthermore, the Nomination and Remuneration Committee has stipulated regular monitoring and review of the progress of the succession plan, along with periodic reporting of such progress to the Board of Directors. This is to ensure that the management of the company's senior executive positions is appropriate, efficient, and supports the organization's sustainable growth.

Policy and Guidelines for Recruitment and Development of Personnel for CEO Succession

- The company has established a succession policy and plan to support good corporate governance and ensure business continuity. The position of Chief Executive Officer (CEO) is designated as the highest executive position requiring a specific succession plan, given its importance to the achievement of the organization's strategic objectives.

- The Board of Directors has assigned the Nomination and Remuneration Committee, in conjunction with the Executive Committee, the responsibility of establishing policy frameworks, analyzing business directions, and developing guidelines for personnel development and readiness. This is to ensure that the company has qualified executives with sufficient knowledge, abilities, and potential to effectively perform succession duties.

Selection Criteria and Individual Development Guidelines

The company has established a step-by-step and systematic CEO succession process as follows:

- Analyze business situations, strategies, and organizational workforce readiness.
- Define essential competencies for the CEO position based on the scope of duties and job description.
- Select qualified personnel and arrange at least two levels of successors, primarily based on performance, knowledge, experience, and potential.
- In the absence of suitable internal personnel, external recruitment will be conducted according to the company's personnel recruitment process.

2. Individual Development Guidelines

The company develops Individual Development Plans (IDPs) for succession candidates to enhance their knowledge, abilities, and potential to meet organizational expectations. This includes continuous monitoring and evaluation of development progress. If development outcomes do not meet targets, the company will adjust the plan, select new succession candidates, or consider recruiting external personnel as appropriate.

Reporting on Succession Plan Progress

The Nomination and Remuneration Committee is responsible for overseeing and monitoring the progress of the succession plan to prepare for the succession of the Chief Executive Officer position, as well as regularly reporting the progress of the plan's implementation to the Board of Directors.

Furthermore, in the past year 2025, the company continuously and regularly monitored the progress and reported the operational results of the succession plan to the 1st meeting of the Nomination and Remuneration Committee on January 20, 2025, and to the 1st meeting of the Board of Directors on February 20, 2025.

Method for selecting persons to be appointed as directors : Yes
through the nomination committee

Method for selecting persons to be appointed as the : Yes
highest-ranking executive through the nomination
committee

Number of directors from major shareholders

Number of directors from each group of major : 3
shareholders over the past year (persons)

Rights of minority shareholders on director appointment

The Company provided an opportunity for minority shareholders, major shareholders, and directors to nominate individuals for consideration as company directors in advance, from November 13 to December 31, 2025. The Company disclosed the criteria and nomination procedures on its website and informed shareholders through the channels of the Stock Exchange of Thailand. The Nomination and Remuneration Committee considered the qualifications and suitability of the nominated individuals and presented them to the Board of Directors for approval. Individuals approved by the

Board of Directors will have their names included as an agenda item for the Annual General Meeting of Shareholders, and the Board of Directors' opinions will be disclosed in the notice of the shareholders' meeting. For individuals not approved by the Board of Directors, the Company will inform shareholders along with the reasons at the subsequent shareholders' meeting.

In 2025, it was observed that no shareholders nominated individuals for consideration as company directors to the Company.

Method of director appointment : Method whereby each director requires approval
votes more than half of the votes of attending
shareholders and casting votes

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

Skill and expertise	Skills and expertise
<p>Company directors must be natural persons and of legal age. The selection of individuals to serve as company directors will be conducted through the nomination process by the Nomination and Remuneration Committee, which will consider candidates based on the qualifications stipulated in Section 68 of the Public Limited Company Act B.E. 2535 (1992) and the notifications of the Securities and Exchange Commission (SEC) (Capital Market Supervisory Board Notification No. TorJor. 39/2559 Re: Application for and Approval of Offering Newly Issued Shares) and/or other relevant laws.</p> <p>1) Possess qualifications and not have prohibited characteristics under the Securities and Exchange Act or criteria prescribed by the SEC Office, and not exhibit characteristics indicating a lack of suitability to be entrusted with the management of a public company as prescribed by the SEC Office.</p> <p>2) Possess leadership, vision, honesty, integrity, and business ethics.</p> <p>3) Possess knowledge, ability, and experience beneficial to business operations, demonstrate dedication and business ethics, and have qualifications consistent with the company's strategies and business direction.</p> <p>4) Be able to exercise independent and straightforward judgment, free from influence by management or any other interested parties.</p> <p>5) Be able to dedicate sufficient time to the company</p>	<p>Economics, Marketing, Accounting, Finance, Business Administration</p>

Skill and expertise	Skills and expertise
<p>and diligently perform their duties and responsibilities.</p> <p>6) Must not engage in any business of the same nature that competes with the company's business, or be a partner in an ordinary partnership, or an unlimited liability partner in a limited partnership, or be a director of a private company or any other company that conducts business of the same nature and competes with the company's business, whether for their own benefit or for the benefit of others, unless the shareholders' meeting has been informed prior to the resolution of appointment.</p> <p>7) Directors may hold directorships in other businesses, provided that it does not impede their performance as a director of the company. It is stipulated that a director may hold directorships in no more than 5 listed companies on the Stock Exchange of Thailand.</p>	

Information on the development of directors

Development of directors over the past year

Continuous Knowledge Development

The Company supports its directors and executives in continuously developing their knowledge to enhance their performance and strengthen the corporate governance system in line with good corporate governance principles. Directors and executives regularly participate in seminars and training courses from relevant organizations, such as the Thai Institute of Directors (IOD), the Stock Exchange of Thailand, the Securities and Exchange Commission (SEC), and other independent institutions. These cover the roles, duties, and responsibilities of directors, enabling them to continuously develop and improve their performance.

Participation in training courses related to the duties of directors and sub-committee members, organized by the Thai Institute of Directors (IOD).

Director Training Program	Mr. Woodtipong Moleechad	Mr. Theerawat Katanyukul	Ms. Umaporn Chaiyapheka	Mr. Panuwat Khantamoleekul	Mr. Panupong Khantamoleekul	Ms. Suporn Manomaiaphan	Ms. Nongrak Mukdar	Ms. Pantharee Manomaiaphan
Advanced Audit Committee Program (AAP)	X	X						
Anti-Corruption for Executive Program (ACEP)	X							
Director Certificate Program (DCP)	X							
Director Certificate Program Update (DCPU)	X							
Director Accreditation Program (DAP)		X	X	X	X	X	X	X
e-learning CFO's Orientation Course							X	
Strategic CFO in Capital Markets Program		X						
Director's Guide to legal obligations and duties								X

The Company has appropriately applied the knowledge gained from these training courses and seminars in its operations to enhance management efficiency and create long-term value for the Company.

Director Development

In 2025, the Company's directors and executives attended various training courses to continuously enhance their knowledge and develop their potential in performing their duties, with details as follows:

List of Names	Course	Organization
1. Mr. Woodtipong Moleechad	<ul style="list-style-type: none"> ● 2025: Course: Corporate Governance in New Normal (Internal Training Course) ● 2025: Course: Managing ESG for Sustainable Growth: Game-Changing 	<ul style="list-style-type: none"> ● Thai Institute of Directors (IOD)
2. Mr. Theerawat Katanyukul	<ul style="list-style-type: none"> ● 2025: The Evolving Role of Audit Committee in Fostering Trust and Transparency, Batch 4 ● 2025: Insight in SET: ID & AC Focus - Comprehensive Knowledge for Growth and Sustainability in the Capital Market 	<ul style="list-style-type: none"> ● Thai Institute of Directors (IOD) ● SET
3. Ms. Umaporn Chaiyapheka	<ul style="list-style-type: none"> ● 2025: The Board's Role in Mergers and Acquisitions (BMA 12/2025) ● Others (if any) <ul style="list-style-type: none"> ○ 2025: Insight in SET: ID & AC Focus - Comprehensive Knowledge for Growth and Sustainability in the Capital Market ○ 2025: New Formats for Presentation and Disclosure of Information in Financial Statements under IFRS 18 (Presentation and Disclosure in Financial Statements) 	<ul style="list-style-type: none"> ● Thai Institute of Directors (IOD) ● SET ● The Federation of Accounting Professions
4. Mr. Panupong Khantamoleekul	<ul style="list-style-type: none"> ● 2025: Ethical Leadership Program (ELP), Batch 38 	<ul style="list-style-type: none"> ● Thai Institute of Directors (IOD)
5. Ms. Nongrak Mukdar	<ul style="list-style-type: none"> ● Case Study for Pack5&Fair Value 	<ul style="list-style-type: none"> ● The Federation of Accounting Professions
6. Ms. Pantharee Manomaiphan	<ul style="list-style-type: none"> ● Course on Assessing Bribery Risk for Government Officials ● Measures concerning high-risk bribery situations and the application of anti-bribery measures to business associates of legal entities. 	<ul style="list-style-type: none"> ● Office of the National Anti-Corruption Commission (NACC)

New Director Orientation

The Board of Directors recognizes the importance of the new director orientation process to enhance directors' readiness in performing their duties. Therefore, the Company Secretary has been assigned to coordinate the orientation process between newly appointed directors and the management, ensuring that directors receive comprehensive and useful information for their duties. The orientation content covers the Company's regulations, corporate governance policy, business ethics, as well as important information regarding the Company's history, business characteristics, shareholding structure, management structure, and business operations, including other matters related to the roles, duties, and responsibilities of directors. Furthermore, the Company arranges site visits to enhance the overall knowledge and understanding of the Company's business and operations for first-time appointed directors.

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. WOODTIPONG MOLEECHAD (Chairman of the board of directors, Independent director)	Participating	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2022: Advanced Audit Committee Program (AACP) • 2010: Director Certification Program (DCP) <p>Other</p> <ul style="list-style-type: none"> • 2025: Anti-Corruption for Executive Program (ACEP) Class 15 • 2025: Corporate Governance in New Normal (Internal Training Course) • 2025: Director Certification Program Update (DCPU) Batch 3 • 2025: Managing ESG for Sustainable Growth: Game-Changing Considerations for Board (Internal Training Course)
2. Mr. THEERAWAT KATANYUKUL (Director, Independent director)	Participating	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2024: Advanced Audit Committee Program (AACP) • 2022: Director Accreditation Program (DAP) <p>Other</p> <ul style="list-style-type: none"> • 2025: Insight in SET: ID & AC Focus: Comprehensive Knowledge for Growth and Sustainability in the Capital Market, Organized by the Stock Exchange of Thailand • 2025: The Evolving Role of Audit Committee in Fostering Trust and Transparency, 4th Edition, organized by the Thai Institute of Directors Association (IOD) • 2018: Strategic CFO in Capital Markets Program, Batch 6, organized by The Stock Exchange of Thailand

List of directors	Participation in training in the past financial year	History of training participation
3. Ms. UMAPORN CHAIYAPHEKA (Director, Independent director)	Participating	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2025: The Board's Role in Mergers and Acquisitions (BMA) • 2023: Director Accreditation Program (DAP) <p>Other</p> <ul style="list-style-type: none"> • 2025: Insight in SET: ID & AC Focus, Comprehensive Understanding for Growth and Sustainability in the Capital Market, Organized by The Stock Exchange of Thailand • 2025: New format for the presentation and disclosure of information in financial statements according to IFRS 18, organized by The Federation of Accounting Professions. • 2025: The Evolving Role of Audit Committee in Fostering Trust and Transparency • 2024: Introduction to IFRS S1 and IFRS S2 organized by the Federation of Accounting Professions. • 2022: ASEAN Accountancy Conference on Sustainability organized by the Federation of Accounting Professions
4. Mr. PANUWAT KHANTAMOLEEKUL (Director)	Participating	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2022: Director Accreditation Program (DAP)
5. Mr. PANUPONG KHANTAMOLEEKUL (Director)	Participating	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2025: Ethical Leadership Program (ELP) • 2024: ESG in the Boardroom: A Practical Guide for Board (ESG) • 2024: The Board's Role in Mergers and Acquisitions (BMA) • 2022: Director Accreditation Program (DAP)

List of directors	Participation in training in the past financial year	History of training participation
6. Ms. NONGRAK MUKDAR (Director)	Participating	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2023: Director Accreditation Program (DAP) <p>Other</p> <ul style="list-style-type: none"> • 2025: Case Study for Pack5&Fair Value organized by the Federation of Accounting Professions • 2023: CPD Accounting Course 2023 (TAS 19 and TFRS), totaling 12 hours, organized by the Federation of Accounting Professions. • 2022: CFO's Orientation e-learning hosted by The Stock Exchange of Thailand
7. Ms. SUPORN MANOMAIPHAN (Director)	Participating	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2022: Director Accreditation Program (DAP)
8. Ms. PANTHAREE MANOMAIPHAN (Director)	Participating	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2024: Director's Guide to Legal Obligations and Duties (DLD) • 2023: Director Accreditation Program (DAP) <p>Other</p> <ul style="list-style-type: none"> • 2025: Course on Risk Assessment in Bribery of Public Officials, Organized by the National Anti-Corruption Commission (NACC). • 2025: Measures concerning high-risk bribery cases and the application of anti-bribery measures to business associates of the legal entity, organized by the National Anti-Corruption Commission.

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

The Board of Directors conducts annual performance evaluations for the Board of Directors and all sub-committees, which include (1) the Audit Committee, (2) the Nomination and Remuneration Committee, (3) the Executive Committee, and (4) the Risk Management Committee. These evaluations are conducted in both collective and individual self-assessment formats, allowing each director to independently assess and provide feedback. The evaluation results are crucial for enhancing the efficiency and effectiveness of the Board of Directors and sub-committees. Details are as follows:

Criteria

The Company prepares self-assessment forms for the entire Board and for individual directors, adapting guidelines from the Stock Exchange of Thailand to suit the nature and structure of the Company's Board of Directors. These forms serve

as a tool to help directors review and improve their performance for greater efficiency and effectiveness. The assessment topics align with the key responsibilities of the Board as stipulated by laws, charters, and IOD best practices.

The self-assessment forms for the Board of Directors and sub-committees include the following evaluation topics:

Self-assessment Form for the Board of Directors

Collective Board	Individual Directors (Self-assessment)
7 Categories	6 Categories
1. Structure and Qualifications of the Board	1. Personal Qualifications
2. Roles, Duties, and Responsibilities of the Board	2. Readiness to perform duties
3. Board Meetings	3. Participation in meetings
4. Performance of the Board	4. Roles, Duties, and Responsibilities
5. Relationship with Management	5. Relationship with the Board and Management
6. Self-development of Directors and Executive Development	6. Evaluating the overall performance of the Board of Directors
7. Evaluating the overall performance of the Board of Directors	

Self-assessment Form for Sub-committees

Collective Board	Individual Directors (Self-assessment)
5 Categories	6 Categories
1. Structure and Qualifications of the Board	1. Personal Qualifications
2. Board Meetings	2. Readiness to perform duties
3. Roles, Duties, and Responsibilities of the Board	3. Participation in meetings
4. Board Reporting	4. Roles, Duties, and Responsibilities
5. Evaluating the overall performance of the Board of Directors	5. Relationship with the Board and Management
	6. Evaluating the overall performance of the Board of Directors

Scoring is done by each director indicating their opinion by marking (x) in only one score box from 0-4 on the assessment form, with the following meanings:

0 = Strongly Disagree / No action taken on the matter

1 = Disagree / Little action taken on the matter

2 = Agree / Moderate action taken on the matter

3 = Quite Agree / Good action taken on the matter

4 = Strongly Agree / Excellent action taken on the matter

All assessment forms use a percentage-based evaluation criterion from the total score for each item, with the following criteria:

Score greater than 90% = Excellent

Score greater than 80% = Very Good

Score greater than 70% = Good

Score greater than 60% = Fair

Score less than 60% = Needs Improvement

Process for evaluating the Board of Directors and sub-committees

1. The Board of Directors mandates the preparation of performance evaluation forms for the Board of Directors and each sub-committee, both collectively and individually. The Board of Directors approves and reviews these performance evaluation forms annually to ensure accuracy, completeness, and compliance with regulatory criteria.
2. The Company Secretary shall distribute self-assessment forms for all members of the Board of Directors and each sub-committee to all sub-committee members for completion by the end of December each year.
3. Directors and sub-committee members complete the performance evaluation forms and submit the completed forms to the Company Secretary by January 15th of each year.
4. The Company Secretary collects and summarizes the evaluation results and presents them to the Board of Directors for acknowledgment at a Board meeting.
5. The Board will collectively consider and discuss the evaluation results to further enhance the performance of the Board of Directors and sub-committees.

Evaluation of the duty performance of the board of directors over the past year

Summary of Performance Evaluation Results for the Board of Directors and Sub-Committees in 2025

Evaluation	Evaluation Results	Level
Board of Directors (Overall)	94.90	Excellent
Board of Directors (Individual)	91.70	Excellent
Sub-Committees		
Audit Committee (Overall)	98.84	Excellent
Audit Committee (Individual)	97.70	Excellent
Nomination and Remuneration Committee (Overall)	97.14	Excellent
Nomination and Remuneration Committee (Individual)	94.25	Excellent
Executive Committee (Overall)	92.31	Excellent
Executive Committee (Individual)	89.04	Very Good
Risk Management Committee (Overall)	93.01	Excellent
Risk Management Committee (Individual)	89.22	Very Good

Details of the evaluation of the duty performance of the board of directors

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Board of Directors	Group assessment	94.90	4
	Self-assessment	91.70	4
	Cross-assessment (assessment of another director)	None	None
Audit Committee	Group assessment	98.84	4
	Self-assessment	97.70	4
	Cross-assessment (assessment of another director)	None	None
Nomination and Remuneration Committee	Group assessment	97.14	4
	Self-assessment	94.25	4
	Cross-assessment (assessment of another director)	None	None
Risk Management Committee	Group assessment	93.01	4
	Self-assessment	89.22	4
	Cross-assessment (assessment of another director)	None	None
Executive Committee	Group assessment	92.31	4
	Self-assessment	89.04	4
	Cross-assessment (assessment of another director)	None	None

8.1.2 Meeting attendance and remuneration payment to each board member

Board of Directors Meetings

1. The Board of Directors shall meet as appropriate to its duties, responsibilities, and the nature of the Company's business operations, but not less than 4 times per year. The Board of Directors shall set the meeting dates and regular agendas for meetings in advance for the entire year. The Company Secretary shall inform the directors of the meeting dates for the entire year in advance, starting from the end of the year prior to the meetings in the following year, to allow directors to allocate their time and attend meetings appropriately. Meetings are regularly scheduled for every Thursday, and extraordinary meetings may be held as necessary. The meeting venue shall be

in the province where the Company's head office is located, or a nearby province, or any other location, with the date, time, and venue determined at the discretion of the Chairman. In the event that at least 2 directors request a meeting, the Company must convene a Board meeting within 14 days from the date of the request.

2. When calling a Board of Directors meeting, the Chairman or his/her authorized representative shall send a notice of meeting to the directors at least 7 days before the meeting, unless in urgent and necessary cases to protect the rights and interests of the Company, the meeting may be called by other means and scheduled earlier. The notice of meeting should clearly state the agenda items requiring approval, along with complete and clear supporting documents for consideration.
3. The Chairman or the Company Secretary shall be assigned to sign the notice of Board of Directors meeting and the minutes of the Board of Directors meeting.
4. The Chairman shall be assigned to sign the notice of Shareholders' Meeting and the minutes of the Shareholders' Meeting.
5. For a Board of Directors meeting, at least half of the total number of directors must be present to constitute a quorum. The Chairman shall preside over the Board meeting. In the event that the Chairman is not present at the meeting or unable to perform his/her duties, if there is a Vice Chairman, the Vice Chairman shall preside over the meeting. However, if there is no Vice Chairman or if the Vice Chairman is not present at that meeting or unable to perform his/her duties, the directors present at the meeting shall elect one director to preside over the meeting. The Board of Directors may invite sub-committees, executives, external auditors, and internal auditors of the Company to attend the meeting as necessary and appropriate.
6. The minimum quorum at the time the Board of Directors votes in a Board meeting must be no less than two-thirds of the total number of directors.
7. Voting: Resolutions shall be passed by a majority vote. In cases where a majority vote cannot resolve an issue, the Chairman may cast an additional vote to break the tie. However, in matters involving any specific director, the director with a conflict of interest in such matter must abstain from voting on that matter.
8. For the preparation of meeting minutes, the Company Secretary shall summarize the meeting minutes and submit them for the Chairman's consideration and the Board's acknowledgment.

In 2025, each director shall attend at least 75% of the Board of Directors meetings held during the year, in accordance with the criteria stipulated in the Board of Directors Charter.

Meeting attendance of the board of directors

Meeting attendance of the board of directors

The Board of Directors has a policy to encourage each director to regularly attend Board of Directors meetings, with an average attendance of no less than

75% of all Board of Directors meetings in 2025, with details summarized as follows:

Summary Table of Board Committee Meeting Attendance for 2025

List of Directors	Board of Directors			AC	NRC	RMC	EXCOM	Shareholder Meeting 2025	
	Total	In person	Via electronic media					AGM	EGM
1. Mr. Wuttipong Moleechart	8/8 (100%)	6	2	5/5				1/1	1/1
2. Mr. Teerawat Katanyukul	8/8 (100%)	6	2	5/5	2/2			1/1	1/1
3. Ms. Umaporn Chaiyapeka	8/8 (100%)	6	2	5/5	2/2	2/2		1/1	1/1
4. Mr. Panuwat Khanthamoleekul	7/8 87.5%	6	1			2/2	12/13	1/1	1/1
5. Mr. Panupong Khanthamoleekul	8/8 (100%)	7	1				13/13	1/1	1/1
6. Ms. Nonglak Mukda	8/8 (100%)	7	1			2/2	13/13	1/1	1/1
7. Ms. Suporn Manomayapan	8/8 (100%)	6	2		2/2		13/13	1/1	1/1
8. Ms. Pantaree Manomayapan	8/8 (100%)	7	1			2/2	13/13	1/1	1/1
9. Ms. Panida Suthisarnwattanchai							12/13		
10. Mr. Suppawit Khanthamoleekul							11/13		

Number of the board of directors meeting over the past : 8

year (times)

Date of AGM meeting : 24 Apr 2025

EGM meeting : Yes

Date of the EGM over the past year (1st time) : 22 Oct 2025

Details of the board of directors' meeting attendance

List of directors	Number of Board Meeting			AGM meetings			EGM meetings		
	Meeting attendance (times)	/	Meeting attendance rights (times)	Meeting attendance (times)	/	Meeting attendance rights (times)	Meeting attendance (times)	/	Meeting attendance rights (times)
1. Mr. WOODTIPONG MOLEECHAD (Chairman of the board of directors, Independent director)	8	/	8	1	/	1	1	/	1
2. Mr. THEERAWAT KATANYUKUL (Director, Independent director)	8	/	8	1	/	1	1	/	1
3. Ms. UMAPORN CHAIYAPHEKA (Director, Independent director)	8	/	8	1	/	1	1	/	1
4. Mr. PANUWAT KHANTAMOLEEKUL (Director)	7	/	8	1	/	1	1	/	1
5. Mr. PANUPONG KHANTAMOLEEKUL (Director)	8	/	8	1	/	1	1	/	1
6. Ms. NONGRAK MUKDAR (Director)	8	/	8	1	/	1	1	/	1
7. Ms. SUPORN MANOMAIPHAN (Director)	8	/	8	1	/	1	1	/	1
8. Ms. PANTHAREE MANOMAIPHAN (Director)	8	/	8	1	/	1	1	/	1

Summary of the board of directors' meeting attendance rate

List of directors	Board of directors' meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. WOODTIPONG MOLEECHAD (Chairman of the board of directors, Independent director)	8/8 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
2. Mr. THEERAWAT KATANYUKUL (Director, Independent director)	8/8 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
3. Ms. UMAPORN CHAIYAPHEKA (Director, Independent director)	8/8 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
4. Mr. PANUWAT KHANTAMOLEEKUL (Director)	7/8 (87.50%)	1/1 (100.00%)	1/1 (100.00%)
5. Mr. PANUPONG KHANTAMOLEEKUL (Director)	8/8 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
6. Ms. NONGRAK MUKDAR (Director)	8/8 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
7. Ms. SUPORN MANOMAIPHAN (Director)	8/8 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
8. Ms. PANTHAREE MANOMAIPHAN (Director)	8/8 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
Average meeting attendance rate	(98.44%)	100.00%	100.00%

Remuneration of the board of directors

Types of remuneration of the board of directors

The company establishes its director remuneration policy based on principles of appropriateness and fairness, reflecting the roles, duties, responsibilities, and performance of directors, which are linked to the company's operational results. It also considers the business environment and other relevant factors, comparing remuneration rates with those of other companies in the same or similar industries to align with appropriate practices. The Nomination and Remuneration Committee regularly utilizes the results of director remuneration surveys conducted by the Stock Exchange of Thailand and the Thai Institute of Directors (Thai IOD) for comparative consideration each year, ensuring that the remuneration structure is appropriate, consistent with roles and duties, and capable of incentivizing directors to perform their duties effectively.

The Board of Directors, through the Nomination and Remuneration Committee, has considered and deemed that the remuneration for the company's directors is at an appropriate rate, sufficient to attract and retain qualified directors

within the company. This was presented to the Board of Directors Meeting No. 1/2568 on February 20, 2568, and the Annual General Meeting of Shareholders 2568 on April 24, 2568, for consideration and approval of the remuneration structure for the Board of Directors and various sub-committees, with the following remuneration rates:

Director Remuneration Payment Monthly payments are made only to the main board of directors who are not executives of the company.

- Chairman 25,000 Baht/month
- Director 20,000 Baht/month

Meeting allowance for the Board of Directors Paid per meeting (upon attendance)

- Chairman 20,000 Baht/meeting
- Director 15,000 Baht/meeting

Meeting allowance for the Audit Committee Paid per meeting (upon attendance)

- Chairman 20,000 Baht/meeting
- Director 15,000 Baht/meeting

Meeting allowance for the Nomination and Remuneration Committee Paid per meeting (upon attendance)

- Chairman 20,000 Baht/meeting
- Director 15,000 Baht/meeting

Meeting allowance for the Risk Management Committee Paid per meeting (upon attendance)

- Chairman (non-executive director) 20,000 Baht/meeting
- Director (non-executive director) 15,000 Baht/meeting

Other benefits

- None

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
1. Mr. WOODTIPONG MOLEECHAD (Chairman of the board of directors, Independent director)			560,000.00		0.00
Board of Directors (Chairman of the board of directors)	160,000.00	300,000.00	460,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
Audit Committee (Chairman of the audit committee)	100,000.00	0.00	100,000.00	No	
2. Mr. THEERAWAT KATANYUKUL (Director, Independent director)			360,000.00		0.00
Board of Directors (Director)	120,000.00	240,000.00	360,000.00	No	
3. Ms. UMAPORN CHAIYAPHEKA (Director, Independent director)			495,000.00		0.00
Board of Directors (Director)	120,000.00	240,000.00	360,000.00	No	
Audit Committee (Member of the audit committee)	75,000.00	0.00	75,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	30,000.00	0.00	30,000.00	No	
Risk Management Committee (Member of the subcommittee)	30,000.00	0.00	30,000.00	No	
4. Mr. PANUWAT KHANTAMOLEEKUL (Director)			0.00		0.00
Board of Directors (Director)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
Executive Committee (The chairman of the executive committee)	0.00	0.00	0.00	No	
Risk Management Committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	
5. Mr. PANUPONG KHANTAMOLEEKUL (Director)			0.00		0.00
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
6. Ms. NONGRAK MUKDAR (Director)			0.00		0.00
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
7. Ms. SUPORN MANOMAIPHAN (Director)			0.00		0.00
Board of Directors (Director)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
Executive Committee (Vice-chairman of the executive committee)	0.00	0.00	0.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
8. Ms. PANTHAREE MANOMAIPHAN (Director)			0.00		0.00
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
9. Mr. THEERAWAT KATANYUKUL (Member of the audit committee)			115,000.00		0.00
Audit Committee (Member of the audit committee)	75,000.00	0.00	75,000.00	No	
Nomination and Remuneration Committee (The chairman of the subcommittee)	40,000.00	0.00	40,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
10. Ms. Panida Sithisarnwathanachai (Member of the executive committee)			0.00		0.00
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
11. Mr. Suppavit Khantamoleekul (Member of the executive committee)			0.00		0.00
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	400,000.00	780,000.00	1,180,000.00
2. Audit Committee	250,000.00	0.00	250,000.00
3. Executive Committee	0.00	0.00	0.00
4. Nomination and Remuneration Committee	70,000.00	0.00	70,000.00
5. Risk Management Committee	30,000.00	0.00	30,000.00

Remunerations or benefits pending payment to the board of directors

Remunerations or benefits pending payment to the board : 0.00

of directors over the past year

(Baht)

8.1.3 Supervision of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated : No
companies

Mechanism for overseeing subsidiaries and associated : Yes
companies

Mechanism for overseeing management and taking : The appointment of representatives as directors,
responsibility for operations in subsidiaries and associated executives, or controlling persons in proportion to
companies approved by the board of directors shareholding, The determination of the scope of
duties and responsibilities of directors and executives
as company representatives in establishing important
policies, Disclosure of financial condition and
operating results, Transactions between the company
and related parties, Other significant transactions,
Acquisition or disposal of assets, Internal control
system of the subsidiary operating the core business
is appropriate and sufficient in the subsidiary
operating the core business

Investment Policy for the Supervision of Subsidiaries, Joint Ventures, and Associated Companies.

The Board of Directors has established an investment policy to oversee subsidiaries, joint ventures, and associated companies as a governance mechanism to control and supervise the operations of subsidiaries, joint ventures, and associated companies, by providing adequate and appropriate measures to monitor the performance of subsidiaries, joint ventures, and associated companies to safeguard the Company's investment interests.

The Company has guidelines for supervising the operations of subsidiaries, joint ventures, and associated companies as follows:

1. Investment Policy in Subsidiaries, Joint Ventures, and Associated Companies.

The Company has a policy to invest in companies whose operations align with the Company's goals, vision, and growth strategies, which will enhance performance or increase profitability. This includes investments in businesses that generate synergy. To enhance competitive potential and support the Company in achieving its goal of becoming a leading operator in its core businesses.

The Company, its subsidiaries, and/or associated companies may consider investing in other businesses if they have growth potential, can be expanded, or are beneficial to the group's businesses, and can generate good returns on investment. In considering investments by subsidiaries and/or associated companies and/or joint ventures, the Company will conduct a feasibility analysis of the investment and assess its potential and risk factors, with appropriate investment analysis procedures, which must receive approval and/or endorsement from the Board of Directors meeting or the Company's shareholders' meeting (as the case may be). Furthermore, the request for approval for such investments in subsidiaries and/or associated companies and/or joint ventures must comply with the relevant announcements of the Capital Market Supervisory Board and the Stock Exchange of Thailand.

2. Policy for Supervising Operations in Subsidiaries, Joint Ventures, and Associated Companies.

The Company establishes policies for the supervision and management of subsidiaries, joint ventures, and associated companies with the objective of defining direct and indirect measures and mechanisms to enable the Company to supervise and manage the operations of subsidiaries/joint ventures/associated companies, including monitoring to ensure that subsidiaries, joint ventures, and associated companies comply with the established measures and mechanisms as if they were units of the Company itself, and in accordance with the Company's policies, including public company laws, civil and commercial codes, securities laws, and relevant laws, as well as announcements, regulations, and criteria of the Capital Market Supervisory Board, the Securities and Exchange Commission, and the Stock Exchange of Thailand. This is to safeguard the Company's investment interests in subsidiaries, joint ventures, and associated companies, with details as follows:

2.1 The Company shall establish key policies and management systems, particularly in financial and accounting matters, internal control systems, risk management systems, anti-corruption systems, and other operational systems for subsidiaries, to ensure that the management approach of subsidiaries aligns with and follows the same direction as that of the Company, such as accounting standards, financial policies, and good corporate governance policies.

2.2 The Company has a policy to assign its representatives to serve as directors in subsidiaries, joint ventures, and associated companies, proportionate to the shareholding in each company (Company's representative directors), to oversee that subsidiaries, joint ventures, and associated companies operate in compliance with laws, good corporate governance policies, and other policies of the Company. The Company's Board of Directors shall consider and approve individuals as representative directors in subsidiaries and associated companies, taking into account the suitability of each company.

In the following cases, the Company's representative directors must obtain approval from the Company's Board of Directors meeting before casting votes at the board meetings of such subsidiaries, joint ventures, and associated companies.

- Establishment of a legal entity, joint venture, or significant partnership with a legal entity or individual.
- Acquisition or disposition of significant shares, businesses, or assets.
- Creation of any obligations that will bind or significantly affect the Company, subsidiaries, associated companies, or joint ventures in the long term.
- Mergers and acquisitions.

In cases where this policy stipulates that any significant transaction or operation affecting the financial status and operating results of a subsidiary is subject to the Delegation of Authority. The Company's regulations stipulate that approval must be obtained from the Company's Board of Directors meeting and/or the Company's shareholders' meeting (as the case may be). The Company's Board of Directors shall arrange for a Board of Directors meeting and/or a shareholders' meeting (as the case may be) to consider and approve such matters before the subsidiary holds its own Board of Directors meeting and/or shareholders' meeting (as the case may be) to consider and approve the transaction or operation.

In cases where this policy and other policies, procedures, and/or regulations of the Company do not specifically prescribe guidelines for disclosing information related to such transactions, the Company shall disclose information and comply with the principles, conditions, procedures, and methods related to the approved matter as stipulated in the Public Company Limited Act, the Civil and Commercial Code, the Securities and Exchange Act, and relevant laws, as well as relevant announcements, regulations, and criteria of the Capital Market Supervisory Board, the SEC Office, and the Stock Exchange of Thailand, *mutatis mutandis* (to the extent not contradictory), fully and accurately.

2.3 In the following cases, the subsidiary must obtain approval from the Company's Board of Directors meeting.

1. Capital increase by issuing new shares of the subsidiary and share allocation, including the reduction of the registered capital and/or paid-up capital of the subsidiary that is not in proportion to the original shareholding of the shareholders, or any other action that would result in the Company's direct and indirect voting rights in the subsidiary's shareholders' meeting, at any level, decreasing by more than 10 percent. of the total votes of that subsidiary.
2. Amendment of the articles of association and memorandum of association of a subsidiary.
3. Consideration and approval of the annual budget of subsidiaries and/or approval of significant investments, unless otherwise specified in the subsidiary's Delegation of Authority.
4. For subsidiaries of significant size, this includes the appointment of the subsidiary's auditor, specifically in cases where such auditor is not affiliated with an auditing firm that is a full member in the same network as the Company's auditor, which would not be in line with the Company's policy for appointing auditors, where the subsidiary's auditor must be affiliated with an auditing firm in the same network as the Company's auditor.
5. Borrowing, lending, granting credit, providing guarantees, entering into legal acts that obligate the subsidiary to incur additional financial burdens, or providing any other form of significant financial assistance to other persons that is not in the ordinary course of the subsidiary's business.
6. Dissolution of a subsidiary.
7. Any other transaction that is not in the ordinary course of the subsidiary's business and has a significant impact on the subsidiary.
8. Before a subsidiary enters into any transaction or operation with a connected person of the Company or the subsidiary, which falls under the relevant connected transaction notification, or a transaction related to the acquisition or disposition of assets of the subsidiary according to the asset acquisition or disposition notification, where the size of the transaction to be entered into by the subsidiary, when compared to the nature and/or size of the Company (by applying the criteria for calculating the size of the transaction as specified in the notification regarding connected transactions or the notification regarding the acquisition or disposition of assets, as the case may be, *mutatis mutandis*), results in the Company being required to seek approval from the Company's Board of Directors meeting and/or the Company's shareholders' meeting, or approval from relevant legal authorities before entering into such transaction, the subsidiary may only enter into such transaction or operation after receiving approval from the Company's Board of Directors meeting and/or the Company's shareholders' meeting and/or relevant authorities (as the case may be).

2.4 If a subsidiary enters into a transaction or an event occurs that requires the Company to disclose information to the SEC Office and/or the Stock Exchange of Thailand according to the criteria specified in the relevant announcements of the Capital Market Supervisory Board, the SEC Office, and the Stock Exchange of Thailand, the Company's representative directors who serve as directors and/or executives of such subsidiary are obliged to immediately notify the Company's management upon learning that the subsidiary plans to enter into such transaction.

2.5 The Company's Board of Directors shall monitor and ensure that directors and executives appointed by the Company to serve as directors and executives of subsidiaries, joint ventures, and associated companies (*mutatis mutandis*) perform their duties and responsibilities in accordance with laws, regulations, and the Company's policies.

2.6 The Company's Board of Directors shall ensure that subsidiaries have financial reporting, internal control systems, risk management systems, anti-corruption systems, and other necessary operational systems, including establishing appropriate, efficient, and stringent measures to monitor the performance of subsidiaries, joint ventures, and associated companies, sufficient to ensure that the operations of subsidiaries, joint ventures, and associated companies are in accordance with the Company's plans, budgets, and policies, as well as laws and announcements regarding good

corporate governance for listed companies, including relevant announcements, regulations, and criteria of the Capital Market Supervisory Board, the SEC Office, and the Stock Exchange of Thailand, genuinely and continuously. It shall also monitor that subsidiaries, joint ventures, and associated companies disclose information on financial status and operating results, connected transactions and transactions that may have conflicts of interest, significant asset acquisitions or dispositions, and any other significant transactions to the Company, and that all operations comply fully and accurately with the principles for supervising and managing subsidiaries, joint ventures, and associated companies, as per the relevant announcements of the Capital Market Supervisory Board, the SEC Office, and the Stock Exchange of Thailand (as amended) (as the case may be).

2.7 To stipulate that the directors and executives of subsidiaries, joint ventures, and associated companies have significant scopes of authority, duties, and responsibilities under relevant laws, such as disclosing information regarding financial status and operating results to the Company, by applying relevant announcements of the Capital Market Supervisory Board and the Stock Exchange of Thailand *mutatis mutandis*, as well as disclosing and submitting information on their own interests and those of related persons to the Company's Board of Directors to inform them of relationships and transactions with the Company, subsidiaries, joint ventures, and associated companies that may give rise to conflicts of interest, and to avoid transactions that may create conflicts of interest.

2.8 The Company shall establish necessary plans and operations to ensure that subsidiaries, joint ventures, and associated companies disclose information regarding their operating results and financial status, and the Company shall take necessary actions and monitor that subsidiaries, joint ventures, and associated companies have adequate and appropriate information disclosure systems and internal control systems for conducting business.

2.9 The Company will closely monitor the performance and operations of subsidiaries, joint ventures, and associated companies, and present analysis results, including opinions or recommendations, to the Company's Board of Directors and the boards of such subsidiaries or associated companies, for consideration in policy formulation or to improve and promote the continuous development and growth of the businesses of subsidiaries, joint ventures, and associated companies.

8.1.4 The monitoring of compliance with corporate governance policy and guidelines

The Board of Directors has established the Company's good corporate governance policy in writing, to serve as a framework for governance and operations for directors, executives, and employees at all levels. The policy is regularly reviewed and updated annually to align with the business environment, best practices, and current changes.

This policy covers key principles, from the structure, roles, duties, and responsibilities of the Board of Directors, as well as guidelines for executive management to be transparent, clear, and auditable. This serves as a guideline for efficient organizational management, building confidence that the Company's business operations are conducted fairly and consider the best interests of shareholders and all stakeholders.

The Company has stipulated that the corporate governance policy and practices be communicated, disseminated, and understood by directors, executives, and employees at all levels comprehensively, to ensure concrete implementation. It is considered a shared responsibility of everyone in the organization to oversee and monitor continuous compliance with the said policy.

The Company recognizes the importance of conducting business with honesty, integrity, transparency, and accountability, which are principles of good corporate governance and enhance organizational efficiency. Therefore, the Company has established a policy requiring directors, executives, and employees to avoid any actions that may conflict with the Company's interests, which may arise from interactions with the Company's business partners such as customers, trade partners, etc., using the Company's opportunities or inside information for personal gain, engaging in transactions with the Company, and conducting businesses that compete with the Company, all of which could result in detriment to the Company.

In cases where such transactions are necessary and unavoidable, the Company shall ensure that they are conducted with transparency and fairness, as if transacting with general external parties, taking into account the Company's best interests and fairness to all stakeholders, in order to prevent conflicts of interest. To be adopted as a guideline as follows:

- The Company shall not provide loans or guarantees to directors or to entities in which directors hold more than 50% of the shares, unless it is part of the Company's welfare benefits.
- Directors must not engage in businesses that compete with the Company, unless approved by the shareholders' meeting prior to their appointment as directors.
- Directors and executives must not use the Company's opportunities or information to benefit themselves or others, including engaging in businesses that compete with the Company or related businesses.
- Directors and executives must not participate in meetings or abstain from voting on items related to themselves that may create a conflict of interest with the Company. If such a transaction is necessary for the Company's benefit, it must be conducted as if it were with an external party (Arm's Length Basis).
- Directors must inform the Company of their interests in any contracts entered into by the Company.
- Directors and executives must prepare a report disclosing conflicts of interest annually or when such events occur.
- Transactions such as the purchase or sale of assets, etc., between directors and the Company must be reported to and approved by the Board of Directors in advance.
- The consideration of matters involving conflicts of interest and transactions that may involve conflicts of interest must always include independent directors in the meeting and deliberation.
- Directors, executives, and personnel of the Company who have access to inside information should avoid using such information for their own benefit or disclosing it to others for improper gain.

Operations for conflict of interest prevention over the past year

Has the company operated in preventing conflicts of : Yes
interest over the past year

In 2025, the Company continuously implemented measures to prevent conflicts of interest, with key actions as follows:

1. Enhancing Knowledge and Awareness among Employees

The Company has communicated and monitored all levels of employees to review their knowledge and complete annual tests to enhance their understanding of the conflict of interest policy and to ensure its correct implementation, in line with good corporate governance principles. This helps employees recognize their duties, responsibilities, and perform their work with the Company's best interests as a priority.

2. Disclosure of Interests of Directors and Executives

The Company requires directors and executives to prepare and submit declarations of interest in accordance with legal requirements, and to report to the Company whenever there is a change. The Company Secretary is responsible for compiling and submitting copies of these reports to the Chairman of the Board and the Chairman of the Audit Committee for their information and oversight.

3. Oversight of Connected Transactions

The Company has established strict control and oversight processes for transactions between the Company and related persons or entities, in accordance with the regulations of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET), to ensure that such transactions are transparent, fair, and consider the best interests of the Company and its shareholders as a whole.

4. Oversight of Inside Information Usage and Securities Trading

The Company Secretary has communicated and sent emails to inform directors, executives, and employees with access to inside information, including their spouses and minor children, to be aware of and comply with the guidelines for refraining from buying, selling, transferring, or receiving transfers of the Company's securities in advance, at least one month before the financial statement announcement period, prior to the public disclosure of financial information every quarter, in accordance with relevant practices and regulations, to prevent the misuse of inside information and to build confidence among investors and stakeholders.

5. Reporting of Securities Holdings

The Company Secretary has prepared a summary report of securities holdings by directors and executives for presentation to the Board of Directors' meeting on a quarterly basis.

6. Maintaining Confidentiality of Important Information

The Company has overseen that executives, employees, and external parties involved in ongoing projects and/or information not yet disclosed to the public must sign a Non-Disclosure Agreement (NDA) for every project and in all cases, to ensure caution in using significant information and to prevent the disclosure of the Company's confidential information to unauthorized persons.

Monitoring and Evaluation of Compliance with the Prevention of Conflict of Interest

In 2025, there were no cases where directors, executives, or employees of the Company traded securities using inside information. No violations of the securities trading regulations prescribed by the Securities and Exchange Commission (SEC) were identified. In addition, the Company did not receive any complaints regarding the misuse of inside information for improper personal gain.

Number of cases or issues related to conflict of interest

	2023	2024	2025
Total number of cases or issues related to conflict of interest (cases)	0	0	0

Prevention of the use of inside information to seek benefits

Operations for prevention of the use of inside information to seek benefits over the past year

Has the company operated in preventing the use of inside : Yes
information to seek benefits over the past year

The Board of Directors oversees the use of inside information to ensure compliance with laws and good corporate governance principles. This is formally documented in the policy for preventing and managing the use of the Company's inside information for personal gain, to prevent the use of information for trading the Company's securities or for undue advantage. The following actions have been taken:

1. Provide knowledge to directors and various departmental executives regarding their duty to report their holdings of securities or derivatives, as well as those of persons related to directors and executives, to the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand, in accordance with Section 59 and the

penalties stipulated in Section 275 of the Securities and Exchange Act B.E. 2535 (1992). Persons related to directors and executives, as defined by the Notification of the Office of the Securities and Exchange Commission No. Sor Jor 38/2561, are as follows:

- Spouse or cohabiting partner
- Minor children
- A juristic person in which oneself, persons under (1), and persons under (2) collectively hold more than 30 percent of the total voting rights of such juristic person, and such collective shareholding constitutes the largest proportion in that juristic person.

2. Directors and executives, as well as persons related to directors and executives, are required to report changes in their holdings of securities and derivatives to the Office of the Securities and Exchange Commission in accordance with Section 59 of the Securities and Exchange Act B.E. 2535 (1992) within 3 business days from the date of the change, and to submit a copy of this report to the Company on the same day the report is submitted to the Office of the Securities and Exchange Commission of Thailand.
3. Directors, executives, employees, and staff of the Company who have access to material inside information that may affect securities prices are prohibited from using such inside information to buy, sell, transfer, or accept the transfer of the Company's securities or derivatives before such information is widely disseminated to the general public, especially during the 30-day period prior to the public disclosure of the Company's financial statements or information affecting securities prices. Furthermore, after the information has been disclosed, such individuals are prohibited from buying, selling, transferring, or accepting the transfer of the Company's securities or derivatives until the public who has received such information has had a reasonable time to evaluate the information (at least 24 hours from the date and time of disclosure). Those involved with inside information must not disclose that information to others until it has been reported to the Stock Exchange.
4. Directors, executives, employees of the Company, and individuals with access to inside information are prohibited from disclosing or transmitting inside information or Company secrets to unrelated persons, including family members, relatives, friends, etc.
5. The Company prioritizes preventing the use of inside information for undue personal gain, to the detriment of the Company's interests, or to create conflicts of interest. This is stipulated in the Good Corporate Governance Policy, Code of Conduct and Work Practices, employment contracts, and work regulations.
6. The Company places importance on maintaining the confidentiality of customer information and refrains from using such information for the benefit of directors, executives, employees, and related persons, unless the information is required to be disclosed by law.
7. Information disclosure must be carried out by executives or Company employees authorized to disclose it. General employees who are not authorized to disclose information, when asked to disclose information they are not authorized to disclose, should advise the inquirer to contact the person responsible for disclosing that information to ensure accuracy and consistency of information provided.
8. Not to provide advice or guidance on the trading of the Company's securities, unless it is related to job duties assigned by the Company.
9. The Company places importance on maintaining the security of information in its information systems by controlling and/or preventing unauthorized access to Company data by external parties, and by assigning data access rights to employees at various levels according to their authority and responsibilities.
10. In cases where external parties are involved in ad-hoc work concerning information not yet disclosed to the public and currently under negotiation, which falls under the category of inside information that may affect the Company's securities prices, such individuals must sign a Non-Disclosure Agreement (NDA) until the information is disclosed to the Stock Exchange and the SEC Office.

Penalties

The Company stipulates disciplinary penalties for any violation involving the use of the Company's inside information for personal gain. Violators will face severe disciplinary action or termination of employment without severance pay, legal prosecution, and will be liable to compensate the Company for actual damages incurred, depending on the severity of the offense.

Number of cases or issues related to the use of inside information to seek benefits

	2023	2024	2025
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	0

Anti-corruption action

Operations in anti-corruption in the past year

The Company places importance on conducting business with caution regarding corruption, adhering to good corporate governance principles for the utmost benefit of shareholders, stakeholders, and related parties. Therefore, an anti-corruption policy has been established. To be used as a guideline, as follows:

- Directors, executives, and employees must not engage in corrupt practices, directly or indirectly, such as offering, promising, soliciting, demanding, calling for or receiving benefits, giving benefits, inducing illegal acts, or breaching trust, or any other act that constitutes corruption, for their own benefit or the benefit of others.
- Directors, executives, and employees must comply with the anti-corruption policy and measures, and adhere to Thai laws regarding anti-corruption. Failure to comply with this policy will result in disciplinary action and legal proceedings, as appropriate.
- Directors, executives, and employees have a duty to monitor and prevent corruption within the Company. If any corrupt act or act that may lead to corruption is observed, it must be immediately reported to a supervisor or through the whistleblowing channels designated by the Company.
- Management must promptly report to the Board of Directors in the event of, or suspicion of, serious corruption, practices that violate laws, or other unusual actions that could significantly impact the Company's reputation and financial standing.
- The Company will keep the details of informants confidential. Informants who act with good faith towards the Company and are sincere, as well as those who refuse to engage in corrupt practices, will be protected by the Company and will not suffer any adverse effects from such actions.
- Actions that may lead to conflicts of interest with the Company should be avoided, and the policy and guidelines on conflicts of interest, as stipulated in the business ethics and practices, must be strictly adhered to.
- Avoid giving or receiving gifts, souvenirs, assets, or any other benefits, or hosting or accepting meals or various forms of entertainment, or accepting invitations or offers for study tours both domestically and internationally, as such actions may pose a risk leading to corruption. In unavoidable circumstances, appropriate discretion should be exercised, taking into account customs, laws, regulations, and relevant announcements, and actions must be taken with caution and in accordance with this policy and guidelines, or other related policies as announced by the Company.
- Establish policies and guidelines to prevent various forms of corruption, such as political assistance, charitable donations, financial support, payment for gifts, hospitality services, etc., and ensure supervision and monitoring of such matters to be transparent, not in violation of relevant laws, or improperly or inappropriately facilitating benefits.

- Any transactions with government agencies or state officials must be conducted correctly, transparently, and in strict compliance with relevant laws, announcements, rules, or regulations. The payment of facilitation payments that could lead to bribery or corruption is strictly prohibited.
- Establish adequate and appropriate internal control systems to prevent corruption and operations that do not comply with good corporate governance principles.
- Arrange for corruption risk assessment and appropriate anti-corruption measures.
- Provide communication channels for employees and stakeholders to be aware of the anti-corruption policy and to report tips, complaints, and suggestions to the Company for factual investigation according to procedures and for corrective actions.
- Develop a human resource management system, foster values and a culture of anti-corruption, by communicating and disseminating knowledge to personnel to ensure awareness and understanding of the anti-corruption policy, including ethical practices.
- Procurement must be conducted transparently, without violating laws, work regulations, and procedures established by the Company, and regular audits of procurement operations must be arranged.
- The Company communicates its anti-corruption policy and guidelines to companies, business partners, stakeholders, and the public through various communication channels to ensure awareness and implementation of the anti-corruption policy.

Has the company operated in anti-corruption over the : Yes
past year

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, The participation in anti-corruption projects, Assessment and identification of corruption risk, Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy, Review of the completeness and adequacy of the process by the Audit Committee or auditor

Anti-corruption operations.

In 2025, the company systematically and continuously implemented anti-corruption prevention and suppression measures, with key actions as follows:

1. In June 2025, the company expressed its intention to join the Collective Action Against Corruption (CAC) project of the Thai private sector and has submitted information to apply for certification under the project's process. Certification is expected to be received in Q1 2026.
2. The company conducts corruption risk assessments and establishes appropriate anti-corruption prevention and suppression measures to ensure transparent and auditable business operations, thereby reducing the risk of corruption in operational processes.
3. Anti-corruption performance is regularly monitored and reported to the Audit Committee and the Board of Directors every quarter to ensure effective oversight.
4. The company mandates annual review and compulsory training courses for directors, executives, and employees at all levels to enhance their knowledge, understanding, and awareness of anti-corruption policies and guidelines, enabling them to implement them correctly.

5. The company has communicated its anti-corruption policy and guidelines to business partners, stakeholders, and the public through various communication channels to ensure that all sectors are aware of and adhere to them consistently.
6. Communication and whistleblowing channels are provided to allow directors, executives, and employees to report complaints or tips regarding corruption safely, confidentially, and with protection. Communication is facilitated through internal training and information dissemination via the company's website.
7. The company has established policies and guidelines to prevent various forms of corruption, such as giving or receiving gifts, hospitality, facilitation payments, charitable donations, political contributions, and providing money, goods, or other benefits. Close supervision and monitoring are also in place to ensure that such operations are transparent, fair, compliant with laws, and do not lead to undue advantage.

Monitoring and evaluation of compliance with the anti-corruption policy.

- Compliance with anti-corruption measures is regularly audited in all departments by the company's internal auditors, who are an external entity, to ensure strict adherence to established policies and guidelines.
- Prepare a summary report on the implementation of the anti-corruption policy for submission to the Audit Committee and the Board of Directors every quarter.

In 2025, the company found no reports or instances of misconduct related to corruption.

Number of cases or issues related to corruption

	2023	2024	2025
Total number of cases or issues related to corruption (cases)	0	0	0

Whistleblowing

The Board of Directors has established measures and processes for receiving tips and complaints regarding actions that may violate laws, non-compliance with the code of conduct, or behavior that may indicate corruption or misconduct by personnel within the organization, from both employees and other stakeholders, including cases related to inaccuracies in financial reports or deficiencies in internal control systems. This is to provide an opportunity for stakeholders to effectively participate in overseeing the Company's interests. The Company has clearly defined the channels for reporting tips and complaints as follows:

Scope of Whistleblowing and Complaints

When there is doubt, belief, or good faith reason to believe that there has been dishonest or non-transparent conduct, or a violation of good practices regarding:

- Company policies, operating procedures, regulations, requirements, or various rules.
- Good Corporate Governance, Code of Conduct, and Ethics
- Laws and Official Regulations

Protection Measures

- The Company will keep the information and details of whistleblowers, complainants, and the accused confidential, or may disclose them only to those involved in the investigation or a limited circle of relevant individuals. Any disclosure of information will be carefully considered by the Company, taking into account the safety and potential harm to the whistleblower or complainant, the source of the information, or related parties.

- The Company will appoint an investigation committee to jointly consider tips and complaints with thoroughness, caution, and fairness to all parties.
- In cases where the complainant or those cooperating in the fact-finding process believe they may be unsafe or suffer harm, they can request the investigation committee to implement appropriate protective measures.

Fact-finding Investigation

In cases where a complaint is made against the Chief Executive Officer, the Audit Committee shall be responsible for protecting whistleblowers or complainants, witnesses, and individuals providing information for fact-finding investigations from suffering any distress, danger, or injustice arising from reporting, complaining, testifying, or providing information. Complainants are requested to submit their complaints directly to the Audit Committee, which will then consider appointing an investigation and fact-finding committee to gather evidence and undertake any necessary actions to investigate the tip or complaint, as well as recommend solutions for managing the complaint.

In cases where a complaint is made against an executive from the level of Chief Executive Officer downwards, the Chief Executive Officer is responsible for exercising discretion to issue appropriate orders to protect whistleblowers or complainants, witnesses, and individuals providing information for fact-finding investigations from suffering any distress, danger, or injustice arising from reporting, complaining, testifying, or providing information. The Chief Executive Officer is also responsible for appointing an investigation and fact-finding committee to gather evidence and undertake any necessary actions to investigate the tip or complaint, as well as recommend solutions for managing the complaint. The investigation process must be transparent and fair.

The investigation and fact-finding committee consists of representatives from three departments or units of the Company, namely:

1. Human Resources and Administration Department
2. Department of the subject of the tip or complaint
3. Other independent departments or units, such as the Accounting and Finance Department, etc.

Channels for Receiving Complaints

The Company has established channels for receiving tips and complaints as follows:

1. Cases of complaints related to corruption tips or ethical violations.

Channel 1

Direct Reporting of Tips and Complaints to

- Chairman of the Audit Committee
- Chairman of the Board
- Company Secretary

Channel 2

By Email

- Chairman of the Audit Committee: [cae@supreme.co.th]
- Chairman of the Board: [president@supreme.co.th]
- Company Secretary: [secretary@supreme.co.th]

Channel 3

- Via the Company's website www.supreme.co.th

Channel 4

- By Mail: Send directly to the Chairman of the Board or the Chairman of the Audit Committee.

Supreme Distribution Public Company Limited 2/1 Soi Praditmanutham 5, Praditmanutham Road, Tha Raeng Subdistrict, Bang Khen District, Bangkok 10230

2. Cases of complaints not related to corruption tips or ethical violations.

Channel 1

Company's Internal Suggestion and Complaint Box

Channel 2

Reporting tips and complaints directly to trusted supervisors at all levels: Human Resources and Administration Department, Company Secretary, Chairman of the Audit Committee, Chairman of the Board.

Channel 3

By Email

Chairman of the Audit Committee: [cae@supreme.co.th]

Chairman of the Board: [president@supreme.co.th]

Company Secretary: [secretary@supreme.co.th]

For all channels of whistleblowing and complaints, the Company Secretary will be responsible for coordinating the receipt and forwarding of matters, tracking investigation results, and compiling cases. The Company's Audit Committee will perform its duties as appropriate.

Operational Procedures

- 1) In the case of an employee grievance, the grievance procedure outlined in the work regulations shall be followed.
- 2) In the case of reporting tips and complaints within the scope specified in item 2, the Company Secretary shall proceed as follows:
 - In cases of minor significance or low value of damage, the complaint shall be forwarded to the Chief Executive Officer for consideration and instruction to the Human Resources Department to investigate the facts and prepare a summary report of the investigation, along with opinions or recommendations, for submission to the Chief Executive Officer for further action and to inform the Company Secretary for data collection.
 - In cases of significant importance or high value of damage, if the complaint is at the level of a Chief Executive Officer or below, it shall be immediately reported to the Chief Executive Officer for consideration and instruction to the investigation and fact-finding committee to proceed according to the process, with a copy sent to the Audit Committee. However, if the complaint is at the level of the Chief Executive Officer, it must be immediately reported to the Audit Committee for consideration and instruction to the investigation and fact-finding committee to proceed according to the process.
 - Management must promptly report to the Board of Directors in cases of serious corruption incidents or suspicions thereof, practices that violate laws, or other unusual actions that significantly affect the Company's reputation and financial standing.

3) Results of the Investigation into Tips and Complaints

- If the accused is found not guilty, or if the matter arose from a misunderstanding, or if appropriate advice has been given to the accused or relevant parties and they have acted accordingly, and no penalties are imposed, the investigation committee shall summarize the findings and report them to the Chief Executive Officer, with copies sent to the Company Secretary and the Audit Committee.
- If the accused is found guilty and disciplinary action and/or legal proceedings are taken (if any), the investigation committee shall submit its opinions and recommendations to the Chief Executive Officer for approval. Once a conclusion is reached, the investigation committee shall summarize the investigation results and inform the Company Secretary and the Audit Committee. However, if the complaint is at the level of the Chief Executive Officer, the investigation results must be reported directly to the Audit Committee.
- In cases of anonymous complaints where insufficient additional information can be obtained, the matter shall be reported to the Chief Executive Officer for consideration and instruction.

4) Notification of Summary Results to Complainant and Rectification/Improvement: The investigation committee shall inform the complainant of the outcome and summarize the proposed rectification/improvement measures for submission to the Chief Executive Officer.

Malicious Complaints

Reporting complaints, providing tips, giving statements, or providing any information, if proven to be done in bad faith or with malicious intent, harassment, defamation, or distortion of facts, will result in disciplinary action for employees in accordance with the Company's work regulations and rules. In cases involving external parties, including actions by Company employees that cause damage to the Company, the Company may consider legal action as appropriate.

For the entire year of 2025, the Company did not receive any complaints or tips regarding misconduct related to ethical issues, violations of business ethics, corporate governance policies and practices, or anti-corruption measures.

Operations related to whistleblowing over the past year

Has the company implemented whistleblowing : Yes

procedures over the past year

In 2025, the Company continuously implemented its Whistleblowing Policy. It mandated quarterly reports on whistleblowing performance to the Board of Directors throughout 2025 to ensure the Board could consistently oversee, monitor, and assess the adequacy of the whistleblowing system and complaint handling processes. In 2025, the Company did not receive any complaints or whistleblowing reports concerning ethical misconduct, breaches of business ethics, corporate governance, or anti-corruption. The Board of Directors acknowledged these reports and oversaw the continuous review and communication of whistleblowing channels to foster a transparent and verifiable organizational culture.

During the year 2025, the Company continuously implemented its Whistleblowing Policy by providing diverse channels for whistleblowing, covering employees, business partners, and external stakeholders, and establishing appropriate procedures for reviewing and protecting whistleblowers.

In this regard, for the year 2025, the Company did not receive any complaints or whistleblowing reports concerning ethics, breaches of business ethics, corporate governance, or anti-corruption. The management periodically reported the results of whistleblowing operations to the Board of Directors for their information, and the Board of Directors acknowledged that there were no complaints during the past year.

However, the Board of Directors was of the opinion that the absence of complaints should not be interpreted as a complete absence of risk. Therefore, it oversaw the Company's review of the adequacy of whistleblowing channels, communication to employees and stakeholders regarding their right to report, and the creation of an organizational culture that promotes transparency and the courage to express opinions in good faith, to ensure that the governance system remains effective and consistently aligns with good corporate governance principles.

Number of cases or issues related to whistleblowing

	2023	2024	2025
Total number of cases or issues received through whistleblowing channels (cases)	0	0	0

8.2 Report on the results of duty performance of the audit committee in the past year

8.2.1 Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 5

List of Directors	Meeting attendance of audit committee			Average percentage meeting attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mr. WOODTIPONG MOLEECHAD (Chairman of the audit committee)	5	/	5	5/5 (100.00%)
2. Ms. UMAPORN CHAIYAPHEKA (Member of the audit committee)	5	/	5	5/5 (100.00%)
3. Mr. THEERAWAT KATANYUKUL (Member of the audit committee)	5	/	5	5/5 (100.00%)
Average Attendance Rate				100.00%

8.2.2 The results of duty performance of the audit committee

In 2025, the Audit Committee performed its duties as specified in the Audit Committee Charter, exercising its knowledge and abilities with due care and prudence, and maintaining independence in its duties, having received excellent information and cooperation from the company's management. The Audit Committee supervised and reviewed various aspects as follows:

1. Accuracy, completeness, and reliability of the review of financial reports

The Audit Committee reviewed various important information, including the company's quarterly financial statements, annual financial statements, transactions that may have conflicts of interest, and other significant information, which were prepared in accordance with Thai Financial Reporting Standards (TFRS). The Audit Committee regularly held meetings with the company's auditors and management. During these meetings, significant issues were reviewed, such as the scope of the audit, the accuracy and completeness of financial reports, significant accounting adjustments, accounting estimates, the appropriateness of accounting policies, key audit matters, and the accurate, complete, and sufficient disclosure of information that is beneficial to financial statement users and in compliance with financial reporting standards and relevant laws. Therefore, the Audit Committee approved the financial statements that had been reviewed and audited by the auditors, and the unqualified opinion report.

Additionally, the Audit Committee held one private meeting with the auditors, without management present, to discuss the independence of their duties, the support received from management, the audit of material information in the preparation of financial statements, key audit matters, and the monitoring of the implementation schedule for new financial reporting standards, including related sustainability standards. In 2025, the auditors found no material observations and no suspicious circumstances, ensuring that the company's financial statements are reliable, transparent, and compliant with standards, and that the auditors are independent and auditable.

2. Review of Internal Control

The Audit Committee reviewed the company's internal controls based on internal audit reports, which found no material issues or deficiencies affecting the financial statements. Additionally, the Audit Committee considered the independence of internal audit operations, reviewed the internal audit charter, and reviewed and approved the annual audit plan, as well as provided recommendations and monitored corrective actions on significant issues from the internal auditors, for good corporate governance and to enhance the efficiency and effectiveness of audit operations. Furthermore, the Audit Committee regularly received summaries of complaints through complaint channels or information regarding various corrupt practices, to monitor for behaviors that might indicate fraud, misconduct, or corruption. The aforementioned actions provide assurance that the company has adequate, appropriate, and effective internal control systems, and no material deficiencies affecting the company's financial statements were found.

3. Review of Risk Management

The Audit Committee acknowledged information on enterprise risk management and reviewed risk management based on the monitoring results of the enterprise risk management plan, to ensure that the company has identified key risk issues that may affect its operations and manages risks effectively, with assigned responsibilities, and that new situations or risks that may arise are monitored to prepare for new risks and to have appropriate, sufficient, and comprehensive risk management measures for all short-term and long-term risk issues.

4. Review of connected transactions or transactions that may have conflicts of interest

The Audit Committee reviewed, supervised, and provided opinions on significant connected transactions, adhering to principles of reasonableness, fairness, transparency, and maximum benefit to the company and its stakeholders. It also oversaw the complete, accurate, and sufficient disclosure of information in accordance with the criteria and regulations of the Stock Exchange of Thailand. During 2025, the Audit Committee reviewed quarterly intercompany transactions to ensure their completeness, accuracy, reasonableness, fairness, and compliance with relevant regulations and rules. The Audit Committee is of the opinion that the intercompany transactions were reasonable and constituted normal business operations of the company.

5. Review of Compliance with the Securities and Exchange Act and the Regulations of the Stock Exchange of Thailand

The Audit Committee reviewed compliance with the Securities and Exchange Act and the regulations of the Stock Exchange of Thailand, as well as regularly assessed the management's compliance with relevant legal requirements. The Audit Committee is of the opinion that no material issues of non-compliance with the Securities and Exchange Act and the regulations of the Stock Exchange of Thailand were found.

6. Consideration of the Appointment of Auditors and Annual Audit Fees

The Audit Committee considered and proposed the appointment of auditors, based on their qualifications, knowledge, abilities, experience in auditing the company's business, audit approach, performance, and independence, in accordance with the professional ethics for accountants prescribed by the Federation of Accounting Professions and the regulations of the Securities and Exchange Commission, including appropriate audit fees. The Audit Committee proposed the appointment of auditors and audit fees for the Board of Directors' consideration and approval, to be presented at the Annual General Meeting of Shareholders. In 2025, shareholders resolved to approve the appointment of KPMG Phoomchai Audit Ltd. (KPMG) as the company's auditor for the year 2025.

7. Other Matters

- The Audit Committee considered, reviewed, and approved the company's relevant policies before presenting them to the Board of Directors, such as the conflict of interest policy, connected transaction policy, etc., to ensure efficient, transparent, auditable operations, accountability to all stakeholders and related parties, and

sustainable value creation for the business. Furthermore, the Audit Committee annually reviewed its charter to align with the principles and best practices prescribed by the Securities and Exchange Commission and regularly reported its performance to the Board of Directors. It also evaluated the performance of the committee as a whole and individually, and reported these findings to the Board of Directors to further enhance the Audit Committee's operational efficiency.

- Consideration of supporting participation in the Collective Action Against Corruption (CAC) project of the Thai private sector (including consideration and review of the self-assessment form (71-item Checklist) for submission to obtain certification from the CAC project).
- Consideration of the selection of an Independent Financial Advisor (IFA) to propose to the Board of Directors for an opinion regarding the acquisition or disposal of assets for the Anywhere Anytime project.
- Consideration and approval of the appointment and remuneration of internal auditors for the year 2026 to ensure efficient and independent internal audit operations.

8.3 Summary of the results of duty performance of subcommittees

8.3.1 - 8.3.2 Meeting attendance and the results of duty performance of subcommittees

Meeting attendance Executive Committee

Meeting Executive Committee (times) : 13

List of Directors	Meeting attendance Executive Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mr. PANUWAT KHANTAMOLEEKUL (The chairman of the executive committee)	12	/	13	12 / 13 (92.31%)
2. Ms. SUPORN MANOMAIPHAN (Vice-chairman of the executive committee)	13	/	13	13 / 13 (100.00%)
3. Mr. PANUPONG KHANTAMOLEEKUL (Member of the executive committee)	13	/	13	13 / 13 (100.00%)
4. Ms. NONGRAK MUKDAR (Member of the executive committee)	13	/	13	13 / 13 (100.00%)
5. Ms. PANTHAREE MANOMAIPHAN (Member of the executive committee)	13	/	13	13 / 13 (100.00%)
6. Ms. Panida Sithisarnwathanachai (Member of the executive committee)	12	/	13	12 / 13 (92.31%)
7. Mr. Suppavit Khantamoleekul (Member of the executive committee)	11	/	13	11 / 13 (84.62%)
Average Meeting Attendance Rate				95.61%

The results of duty performance of Executive Committee

In the year In 2025, the Executive Committee held a total of 13 meetings, with all members of the Executive Committee attending every meeting to screen, supervise, and provide recommendations on various important matters related to organizational management and the company's business operations, as assigned by the Board of Directors and in accordance with the scope of duties and responsibilities defined in the Executive Committee Charter. The key points are as follows:

1. Monitor the company's performance on a monthly basis and provide beneficial recommendations for organizational management and business operations to ensure that the company's operations align with the work plan and budget approved by the Board of Directors efficiently.
2. Monitor, review, and provide opinions on the suitability of various projects according to the company's work plan.
3. Review and approve management restructuring, capital expenditure for investment, and financial transactions with financial institutions to support efficient management and business operations.
4. Define strategies, work plans, and business objectives; prepare business plans, annual budgets, and company investments, including the management structure, approval authority, and administration of the company, for submission to the Board of Directors for consideration and approval.
5. Supervise and advise on the company's business operations to ensure compliance with policies, objectives, and operational plans, as well as monitor the management of various company budgets approved by the Board of Directors for efficiency and effectiveness. This involves regularly monitoring the company's overall operations to drive the company's business towards its defined goals.
6. Consider, approve, and execute various matters related to the company's affairs as stipulated by the company's regulations.

Meeting attendance Nomination and Remuneration Committee

Meeting Nomination and Remuneration Committee (times) : 2

List of Directors	Meeting attendance Nomination and Remuneration Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mr. THEERAWAT KATANYUKUL (The chairman of the subcommittee, Independent director)	2	/	2	2 / 2 (100.00%)
2. Ms. UMAPORN CHAIYAPHEKA (Member of the subcommittee, Independent director)	2	/	2	2 / 2 (100.00%)
3. Ms. SUPORN MANOMAIPHAN (Member of the subcommittee)	2	/	2	2 / 2 (100.00%)
Average Meeting Attendance Rate				100.00%

The results of duty performance of Nomination and Remuneration Committee

In 2025, the Nomination and Remuneration Committee held a total of 2 meetings, with all directors attending every meeting to consider various matters. The Nomination and Remuneration Committee continuously reported the meeting results, along with opinions and recommendations, to the Board of Directors for consideration. The key aspects of its duties are summarized as follows:

1. Regarding the nomination and selection of individuals for directorships.

- Consider nominating and selecting individuals to serve as independent directors, company directors, and sub-committee members in place of those whose terms have expired. The selection process involves identifying individuals with suitable qualifications to serve as company directors, meeting all requirements of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET), and not possessing any prohibited characteristics under the law. Furthermore, candidates must possess knowledge, abilities, transparent work experience, integrity, and responsibility, as well as being suitable and beneficial to the company's business operations. The company also provides opportunities for shareholders to nominate qualified individuals for consideration as directors before presenting them to the Board of Directors and the Annual General Meeting of Shareholders for approval.
- Select suitable individuals to serve as company directors in place of those whose terms expire in 2025, to be presented to the Board of Directors meeting and the Shareholders' meeting, respectively. Two directors, Mr. Wuttipong Moleechart and Ms. Pantaree Manomaiphan, were nominated to serve for another term.
- Promote and support opportunities for shareholders to nominate individuals for selection as company directors, to be presented at the Annual General Meeting of Shareholders for 2025, between November 15 and December 31, 2025.

2. Consider reviewing policies and charters.

- Consider approving and reviewing the Succession Plan for senior executives, stipulating that the plan be reviewed at least every two years or when significant events may affect the management structure, to ensure the company's continuous and efficient readiness for succession in key positions.
- Review the Charter of the Nomination and Remuneration Committee to ensure that the roles, duties, and responsibilities of the committee are clear, consistent with good corporate governance principles, and appropriately support the company's operations.

3. Regarding remuneration.

- Consider determining the directors' remuneration for 2025, including monthly remuneration and meeting allowances for the Board of Directors and sub-committees, to be submitted to the Board of Directors for approval before being presented to the Annual General Meeting of Shareholders for 2025 for final approval. This remuneration determination will take into account the appropriateness of the assigned duties and responsibilities, as well as the company's performance and the overall economic conditions. It will also be benchmarked against other listed companies and leading companies in the same industry or of similar size. It was found that the existing structure and rates of directors' remuneration are already appropriate, fair, and reasonable. Therefore, the remuneration is proposed at the same rate as in 2024, which has already been approved by the Annual General Meeting of Shareholders for 2025.
- Determine the annual bonus payment rate for 2025 and the annual salary adjustment for 2026 for the Chief Executive Officer, to be submitted to the Board of Directors for consideration and approval.
- Evaluate the annual performance of the Chief Executive Officer for 2025 and present the evaluation results to the Board of Directors for acknowledgment.
- Arrange for the annual performance evaluation of the Nomination and Remuneration Committee, both as a committee and individually, for 2025, with the overall evaluation result being "Excellent."

Meeting attendance Risk Management Committee

Meeting Risk Management Committee (times) : 2

List of Directors	Meeting attendance Risk Management Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mr. PANUWAT KHANTAMOLEEKUL (The chairman of the subcommittee)	2	/	2	2 / 2 (100.00%)
2. Ms. UMAPORN CHAIYAPHEKA (Member of the subcommittee, Independent director)	2	/	2	2 / 2 (100.00%)
3. Ms. NONGRAK MUKDAR (Member of the subcommittee)	2	/	2	2 / 2 (100.00%)
4. Ms. PANTHAREE MANOMAIPHAN (Member of the subcommittee)	2	/	2	2 / 2 (100.00%)
Average Meeting Attendance Rate				100.00%

The results of duty performance of Risk Management Committee

In 2025, the Risk Management Committee held a total of 2 meetings, with all committee members attending every meeting. The key aspects of their duties can be summarized as follows:

1. Consider and review the risk management policy, the enterprise-wide risk management framework, and revise the acceptable risk level (Risk Appetite) to align with strategic plans, business directions, and changing circumstances.
2. Consider and provide opinions on the risk management plan based on the COSO risk assessment framework for 2025, including monitoring and reviewing the implementation of the risk management plan under the established risk management policy and framework, to ensure that the company manages risks systematically and efficiently according to its objectives.
3. Monitor and analyze various external environmental factors, such as cyberattacks, environmental regulations, technological advancements, and innovations, which represent emerging risks. Drive various forms of management to enable the company to effectively and promptly manage the impacts that arise.
4. Commenced systematic oversight of corruption risk management, focusing on establishing a foundation for managing risks related to fraud and corruption through identifying and assessing significant process risks, defining appropriate policies and control measures, and promoting understanding among executives and employees. This ensures that the company's operations adhere to good governance principles and align with the guidelines of the

Thai Private Sector Collective Action Against Corruption (CAC). The Risk Management Committee continuously monitored progress and reported operational results to the Board of Directors to further strengthen the corruption risk management system in the next phase.

5. Review the Risk Management Committee Charter to ensure that the guidelines for performing duties are appropriate and consistent with the current situation.
6. Arrange for the performance evaluation of the Risk Management Committee, both as a committee and individually, for the year 2025. The overall evaluation results were rated "Excellent" and "Very Good" respectively. The evaluation results were reported to the Board of Directors to enhance operational efficiency and were disclosed in the Annual Information Statement/Annual Report 2025 (E-One Report).

9. Internal control and related party transactions

9.1 Internal control

Summary of the opinion of the board of directors regarding the internal control of the company

The Board of Directors places great importance on ensuring that the Company has a good and effective internal control system. This policy has been clearly defined and announced in the Company's corporate governance policy, as the Board believes that an efficient internal control system will help reduce risks, prevent damage from business operations, and support the Company in effectively achieving its vision, mission, and stated goals. The Board of Directors has assigned the Audit Committee the authority, duties, and responsibilities to oversee and review that the Company has appropriate and effective internal control and internal audit systems.

In the aforementioned review, the Audit Committee conducted an assessment of the adequacy of the Company's internal control system for the year 2025, using the internal control system adequacy assessment form based on the guidelines of the Securities and Exchange Commission (SEC Office), which covers five components of the internal control system, namely:

1. Control Environment
2. Risk Assessment
3. Control Activities
4. Information & Communication System
5. Monitoring Activities

From the assessment results, the Audit Committee is of the opinion that the Company has prepared financial information reports accurately and in accordance with generally accepted accounting standards, adequately disclosed related party transactions or transactions that may give rise to conflicts of interest, appropriately managed risks, maintained effective internal control and internal audit systems, and fully complied with laws, Stock Exchange regulations, and relevant laws, while continuously developing to support the Company's good and sustainable corporate governance.

At the Board of Directors Meeting No. 1/2569 on February 19, 2026, the Board of Directors considered the adequacy of the internal control system according to the COSO framework, referencing the assessment form of the Securities and Exchange Commission (SEC) prepared by Acc-Plus Consultant Co., Ltd., an outsourced internal audit service provider, and reviewed by the Audit Committee. The Board of Directors is of the opinion that the Company's internal control system is adequate and appropriate. The Company has provided sufficient personnel and resources to operate the internal control system effectively, monitor and control operations to achieve organizational objectives, ensure reliable financial reporting, conduct business in accordance with relevant laws and regulations, and appropriately safeguard the Company's assets.

9.1.1 Adequacy and appropriateness of the company's internal control system

Company's internal control system : COSO - Enterprise Risk Management Framework (ERM)

COSO - Enterprise Risk Management Framework (ERM)

The assessment of the adequacy of the Company's internal control system summarizes key points by internal control components, including 5 aspects, as follows:

1. Control Environment

The Company has improved and strengthened its enterprise risk management system under the COSO – Enterprise Risk Management Framework (ERM) to support operations in achieving organizational objectives efficiently and sustainably. The key components of the internal control environment are as follows:

(1) Governance Structure and Roles

- The Company has an appropriate corporate governance structure, with a Board of Directors independent of management, responsible for overseeing and reviewing the internal control system and enterprise risk management to ensure that operations proceed according to the business plan efficiently and effectively.

Furthermore, the Company has established sub-committees responsible for good corporate governance, including the Audit Committee, the Risk Management Committee, and the Nomination and Remuneration Committee. The Executive Committee, comprising directors with sufficient qualifications, knowledge, expertise, and experience relevant to the Company's business.

(2) Policies, Charters, and Operational Frameworks

- The Company has clear charters for the Board of Directors and sub-committees to define authorities, duties, and responsibilities for efficient, transparent, and fair operations, in line with good corporate governance guidelines.
- The Company has internal control activities that cover critical operational processes and regularly reviews operations to ensure compliance with relevant laws, regulations, rules, and policies.

(3) Code of Conduct, Transparency, and Anti-Corruption

- The Company has established a written Code of Conduct and an anti-corruption policy, and provides clear and concrete channels for complaints, whistleblowing, or reporting misconduct.
- The Company has communicated these policies and guidelines to directors, executives, and employees through training, internal documents, and the Company's website. This includes mandatory annual training for employees, along with training evaluations, to enhance awareness and promote consistent practices throughout the organization. For customers and business partners, the Company communicates relevant policies and guidelines through its website, business documents, as well as contracts and trade agreements, to support business operations based on transparency, ethics, and adherence to good corporate governance principles.
- In 2025, the Company announced its intention to join the Collective Action Coalition Against Corruption (CAC) of the Thai private sector (to promote transparency and good governance in business operations).

(4) Human Resource Management

- The Company has established written human resource management policies and guidelines, covering recruitment, performance evaluation, development, and disciplinary actions, based on principles of fairness, transparency, and appropriateness.

The nomination and qualification assessment of directors and the Chief Executive Officer are under the supervision of the Nomination and Remuneration Committee before being proposed to the Board of Directors for approval.

(5) Personal Data Protection

- The Company prioritizes personal data protection in accordance with the Personal Data Protection Act B.E. 2562 (2019) and related laws, by establishing necessary policies, guidelines, and forms, as well as appointing a Data Protection Officer (as required by law).

(6) Organizational Structure and Review

- The Company conducts an annual review of its organizational structure to align with the Company's policies, vision, and operational direction, and to accommodate changes in market conditions, customer behavior, and the business competitive landscape.

2. Risk Assessment

The Company recognizes various risks that may arise from changes in both internal and external factors, including various environmental conditions that may affect business operations. Therefore, enterprise-wide risk management has been implemented in accordance with the COSO Enterprise Risk Management Framework (COSO ERM). by systematically integrating them with the Company's policies, regulations, and operational rules, covering aspects of good corporate governance. Risk Management and Internal Control as well as overseeing operations to comply with relevant laws, regulations, and rules (Compliance).

The Board of Directors and management prioritize enterprise risk management. Therefore, a Risk Management Committee (RMC) has been established to formulate risk management policies that cover the entire organization and to oversee the implementation of appropriate risk management systems and processes to mitigate potential impacts on the Company's business operations. Furthermore, the Company has also established a Risk Management Working Group. responsible for analyzing, assessing risks, and formulating plans for managing potential risks.

The Company's risk assessment considers changes in factors related to business operations, both current and future, including emerging risk factors and risks related to corruption. Guidelines and measures for risk management are established to keep risks at an acceptable level, with regular review and monitoring of the implementation of these risk management measures. Furthermore, the Company has established Key Risk Indicators (KRIs) to monitor changes in various risk factors and to define additional measures to accommodate potential changes. This also includes the development and rehearsal of a Business Continuity Plan (BCP). to enhance preparedness for events that may impact the Company's business operations.

3. Control Activities

The Company has established appropriate guidelines and measures for responding to various forms of risk to manage risks at an acceptable level and support the achievement of the Company's business objectives. Key actions include:

- The Company implements effective and efficient internal control measures covering high-risk operational processes. All departments are required to develop and use operational manuals as a systematic guide for operations. Additionally, work processes are regularly reviewed and improved to align with the organization's changing objectives, strategies, and risks, under the supervision of the Risk Management Committee.
- The Company has clearly defined the scope of duties and approval authorities at each level, including establishing financial and procurement policies and procedures, to serve as measures for controlling and reducing operational risks, as well as preventing risks that may lead to conflicts of interest or related party transactions.
- The Company also arranges for the review of processes susceptible to corruption. The internal audit unit (Outsourced) conducts audits according to a defined quarterly plan and recommends ways to improve work processes for greater efficiency and effectiveness, under the supervision of the Audit Committee.
- The Company has established and implemented a personal data protection policy, including the appointment of a Data Protection Officer (DPO), to oversee operations in compliance with the Personal Data Protection Act B.E. 2562 (2019) and related laws. Additionally, the Company regularly promotes knowledge, understanding, and correct practices among relevant parties to support risk management that is appropriate, transparent, and consistent with the Company's business operations.

4. Information & Communication System

The Company has established internal communication channels appropriate for the nature of each type of information, such as providing critical information to new employees through orientation training, communicating the Company's policies and objectives from senior management through various internal activities, and adopting information technology systems to enable directors, executives, and employees to manage, store, and share information efficiently and securely.

The Company has established a Corporate Document Management Process. for systematic data management, with the classification of document and information confidentiality. Establish guidelines for storing important and controlled documents, as well as operational data from both internal and external sources. Access rights to documents and data are defined according to relevant levels of responsibility. Furthermore, the Company has installed and utilizes data security technology for classified documents, such as encrypting critical documents with Microsoft Office 365 technology, to ensure that important information related to the Company's business operations is secure, accurate, complete, and readily available for use.

Furthermore, the Company has established efficient internal communication channels to ensure that employees at all levels receive accurate and consistent information. Additionally, communication channels are available for both internal and external stakeholders via the Company's website (www.supreme.co.th), email (sale@supreme.co.th) for sales, and (service@supreme.co.th) for services, as well as a Call Center. at 02-943-8281 to support efficient communication and coordination.

The Company recognizes the importance of having high-quality, accurate, and relevant operational data to ensure that the Board of Directors, executives, and stakeholders receive sufficient critical information for making significant decisions concerning the Company.

5. Monitoring and Evaluation

The Company implements appropriate and continuous processes for monitoring, controlling, and evaluating operational performance. Supervisors at all levels are required to regularly monitor and evaluate the performance of their respective units to ensure operations align with established policies, plans, and objectives. Furthermore, the Company has an internal audit unit responsible for quarterly auditing and assessing the adequacy and effectiveness of internal control and risk management systems. Audit results are reported directly to the Audit Committee before being presented to the Board of Directors for consideration in appropriately adjusting operational guidelines to align with changing business environments and risks.

9.1.2 Deficiencies related to the internal control system

	2023	2024	2025
Total number of deficiencies related to the internal control system (cases)	4	2	15

Details of deficiencies related to the internal control system

Year of incident	Details	Progress status
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Year of incident	Details	Progress status
Jul 2025 - Sep 2025	<p>Deficiencies</p> <ul style="list-style-type: none"> • Fixed Asset Management System <p>1. Fixed Asset Policy</p> <p>1.1 According to the fixed asset policy, the definition and criteria for fixed assets are determined by considering the following in order:</p> <p>1.1.1 Assets held by the entity for use in its normal operations.</p> <p>1.1.2 Useful life exceeding 1 year, and thus criteria are set for assets with a value of 3,000 Baht or more, or less than 3,000 Baht, respectively. In practice, the company does not consider the criterion of a useful life exceeding 1 year; however, if an asset's value is less than 3,000 Baht, it is immediately expensed.</p> <p>1.2 Assets with a value of less than 3,000 Baht and a useful life exceeding 1 year, which the company expenses, are not subject to a control register.</p> <p>1.3 Assets with a value of less than 3,000 Baht and expensed according to policy. For tax purposes, if an asset has a useful life exceeding one year, it can be deducted as a tax expense according to the useful life specified by the Revenue Code. When calculating taxable net profit, the company should consider this impact.</p> <p>Method of rectification</p> <p>The Company will review and revise the Fixed Asset Policy based on the auditor's recommendations and present issues regarding assets with a value of less than 3,000 Baht but a useful life of more than 1 year to the Executive Board meeting for consideration of the impact and risks of expensing them.</p> <p>Completion Timeline : By February 2026</p> <p>Responsible Party: Chief Operating Officer and Head of Accounting Department</p>	Implemented

Year of incident	Details	Progress status
Jul 2025 - Sep 2025	<p>Deficiencies</p> <p>2. Operating Manual: The company has not clearly defined written operating procedures for the acceptance of fixed assets that are assets under construction, and project-based assets which require work delivery by installment, including cases of program system improvement work and other service works that are fixed assets, which involve work delivery in installments until completion according to the agreement.</p> <p>Method of rectification</p> <p>The Company will implement further revisions based on the recommendations</p> <p>Completion Timeline : By February 2026</p> <p>Responsible party : Chief Operating Officer</p>	Implemented
Jul 2025 - Sep 2025	<p>Deficiencies</p> <p>3. Management and Control of Fixed Assets. For assets with a value less than 3,000 Baht that are purchased as a set, such as chairs bought with a conference table, the company records the chairs as an expense but includes them in the asset register. In contrast, other chairs not purchased as a set with a table, if their value is less than 3,000 Baht, are recorded as an expense and not included in the asset register, which constitutes a differing practice.</p> <p>Method of rectification</p> <p>The Company will review its fixed asset policy and revise the criteria for fixed asset consideration to be more appropriate and clearer. After the revised policy is announced, the Company will organize training on guidelines and operational procedures for relevant departments to ensure correct and consistent understanding.</p> <p>Completion Timeline : By February 2026</p> <p>Responsible Person: Chief Operating Officer</p>	Implemented

Year of incident	Details	Progress status
Jul 2025 - Sep 2025	<p>Deficiencies</p> <p>4. Fixed Asset Inventory and Management of Impaired Assets. The results of the annual fixed asset inventory, where impaired assets were found and the asset inspection results were reported to management, revealed that the inventory taker did not provide recommendations on the management of damaged or impaired assets in the inventory report for submission to the authorized person for consideration and approval of actions. However, the company later communicated the management of impaired assets by informing relevant parties via email.</p> <p>Method of rectification</p> <p>The Company will revise the process for writing off damaged/deteriorated assets and data deletion.</p> <p>Completion deadline: By February 2026</p> <p>Completion Timeline : By February 2026</p> <p>Responsible party: Chief Operating Officer</p>	Implemented
Apr 2025 - Jun 2025	<p>Deficiencies</p> <p>1. Organizational Chart, Sales Department: The position of Head of Marketing Department within the Sales Department's organizational structure is currently vacant. The Company has not yet included this position in its recruitment plan or clearly designated a successor within the organization.</p> <p>Method of rectification</p> <p>The Human Resources and Administration Department, in conjunction with the Sales Department, reviewed the sales department structure. Considering that the marketing department structure is not yet essential for the company's business operations, the aforementioned position structure was reduced. This was approved by the Chief Executive Officer on August 4, 2025.</p> <p>Status: Completed on 4 August 2025</p> <p>Responsible Party : Human Resources and Administration Department</p>	Incident no longer subject to action

Year of incident	Details	Progress status
Apr 2025 - Jun 2025	<p>Deficiencies</p> <p>2. Job Role Definition: The definition of responsibilities for the Head of Peripheral Department, who, according to the organizational structure, serves as a supervisor overseeing the work of sales staff. However, the details in the Job Description (JD) document for this position are still similar or identical to the JD of the Peripheral Sales Employee position, which may lead to ambiguity in roles and responsibilities.</p> <p>Method of rectification</p> <p>As the original definition of the Head of Peripheral Department position referred to "Sales Staff," encompassing all sales employees under the Sales Department, the job title definitions between the Head's Job Description (JD) and the Peripheral Staff's JD were identical. Furthermore, the responsibilities of both positions were consistent, as the operational procedures for the Sales Department were clearly defined, resulting in similar scopes of duties, responsibilities, and tasks for these positions.</p> <p>Status: Completed</p> <p>Responsible Person: Human Resources and Administration Department</p>	Incident no longer subject to action

Year of incident	Details	Progress status
Apr 2025 - Jun 2025	<p>Deficiencies</p> <p>3. Delegation of Authority Manual: Regarding the specific authority granted to the Sales Department, as per item 2.3, the Cost Sheet specifies different approval authorities based on the significance of the financial amount. However, it was found that in some cases, the approver at the operational level remains the same position even for different financial amounts. This may not be appropriate, especially when it does not include C-Level positions or higher. Therefore, it is recommended to review the distribution of approval authority to align with the financial amount and associated risks.</p> <p>Method of rectification</p> <p>The company has reviewed and segregated approval authority for high-value transactions by establishing a closed-loop approval process. It has also reviewed risks associated with low gross profit (GP) margins (less than 3%). For high-risk transactions, approval must be obtained from the Executive Committee for amounts not exceeding 1,000 million Baht. For amounts exceeding 1,000 million Baht, the Board of Directors holds the authority for approval. According to management's clarification, the residual risk after controls is at a low level.</p> <p>Status: Already implemented</p> <p>Responsible Party: Management</p>	Incident no longer subject to action

Year of incident	Details	Progress status
Apr 2025 - Jun 2025	<p>Deficiencies</p> <p>4. Goods Delivery: From the review of 397 sales order reports between January and May 2025, and a random check of 34 items from the sales system, goods delivery, record keeping, and payment collection, it was found that: • For goods delivery, the sender did not specify the delivery date on the tax invoice document for 20 items, representing 58.82 percent of the 34 items randomly checked.</p> <p>Method of rectification</p> <p>The Company has emphasized to all employees to specify the delivery date on the tax invoice every time, and for the Accounting and Finance Department to verify the completeness of the information before filing the sales tax invoice documents.</p> <ul style="list-style-type: none"> • Upon reviewing the set of shipping documents for August – September 2568, it was found that the operators had fully specified the delivery date on the tax invoices. <p>Status: Completed</p> <p>Responsible Party: Accounting and Finance Manager and Warehouse and Logistics Manager</p>	Incident no longer subject to action

Year of incident	Details	Progress status
Jan 2025 - Mar 2025	<p>Deficiencies</p> <ul style="list-style-type: none"> Personal Data Protection Act B.E. 2562 (2019) (PDPA) 1. Review of related policies: A review of all related policies has not been conducted as scheduled (each policy stipulates a review at least once a year or once every two years, or upon changes in announcements as per personal data protection laws). <p>Method of rectification</p> <p>The company has reviewed various policies related to PDPA and communicated the latest updated versions to all relevant parties.</p> <ol style="list-style-type: none"> The Personal Data Protection Policy has been reviewed and presented for approval by the Board of Directors Meeting No. 4/2025 on May 7, 2025. <u>Policies reviewed and updated in June 2025:</u> Cookie Policy Privacy Policy for CCTV Usage Privacy Policy for Human Resources and Administration Department Privacy Policy for Human Resources and Administration Department for Job Applicants Privacy Policy for Participation in Activities / Training / Seminars <p>Status: Completed in Q2/2025</p> <p>Responsible Person: Head of DPO Committee</p>	Incident no longer subject to action
Jan 2025 - Mar 2025	<p>Deficiencies</p> <p>2. Privacy settings in accordance with the cookie policy. Upon testing the company's website, it was observed that the cookie settings on the website do not provide options for privacy customization, only requiring acceptance (Privacy Policy).</p> <p>Method of rectification</p> <p>The company has updated its website to allow visitors to select their privacy settings.</p> <p>Status: Immediate action was taken.</p> <p>Responsible Party: Head of DPO Committee</p>	Incident no longer subject to action

Year of incident	Details	Progress status
Jan 2025 - Mar 2025	<p>Deficiencies</p> <p>3. Designation of Data Controller: The company has not clearly designated a data controller. Interviews indicated that the entire working committee acts as the data controller, and C-level executives approve data export. This is inconsistent with the operational manual, which stipulates that the Data Protection Officer (DPO) is the approver.</p> <p>Method of rectification</p> <p>The company has reviewed and updated its operational manual, designating all department managers and section heads as data controllers for personal data related to their respective departments/sections.</p> <p>Status: Completed in April 2025</p> <p>Responsible Party: Head of Human Resources and Administration Department / Warehouse and Logistics Department Manager / DPO Working Group</p>	Incident no longer subject to action

Year of incident	Details	Progress status
Jan 2025 - Mar 2025	<p>Deficiencies</p> <p>4. Data Protection Impact Assessment (DPIA) The Company did not conduct a data protection risk assessment as stipulated in the operational manual for personal data protection management within the organization, which requires the DPO to assess privacy impacts to determine if there are operational risks, define risk mitigation measures, and record them in the data risk assessment form.</p> <p>Method of rectification</p> <p>The Head of the Risk Management Working Group reported the results of the Data Protection Impact Assessment (DPIA) to the 1/2025 Risk Management Committee Meeting on June 26, 2025, as per the meeting minutes, agenda item 5.1. The meeting resolved to approve the proposed data protection risk assessment plan and deemed it appropriate to separate this risk assessment from the organization's main risk plan. Additionally, it was decided to add risk factors and risk control measures to the assessment table to ensure comprehensive information and clear justification.</p> <p>Status: Completed in June 2025</p> <p>Responsible party: Head of DPO</p>	Incident no longer subject to action

Year of incident	Details	Progress status
Jan 2025 - Mar 2025	<p>Deficiencies</p> <p>5. Storage and Destruction of Personal Data 5.1 The Company did not specify the submission of data destruction record forms, including other documents as stipulated in the Quality Record Index (QRI), to the DPO, who is the custodian. The documents that the Company requires the DPO to store and approve for destruction are various related forms. 5.2 FM-PDPA-007 (0), which is an applicant data disclosure document, is to be kept for 1 year according to policy. However, the document clearly states its purpose, and once the recruitment purpose is fulfilled, the document must be destroyed (it may not be possible to store the document for the stipulated 1 year).</p> <p>Method of rectification</p> <p>5.1 The company has reviewed the "Personal Data Storage and Destruction Operating Manual (PM-PDPA 04)". Clause 5.2 stipulates that department managers are responsible for considering and approving the destruction of personal data.</p> <p>5.2 The company has reviewed the HR Department's RoPA regarding the retention period for documents related to personal data for recruitment purposes, as follows:</p> <ul style="list-style-type: none"> • HR-001 Activity: "Initial Candidate Screening" has a retention period of 3 months. • HR-002 Activity: "Candidates who passed initial screening" has a retention period of 6 months. <p>Status: Immediate action was taken.</p> <p>Responsible Party: 5.1 Warehouse and Delivery Manager, 5.2 Head of Human Resources and Administration Department, and DPO Working Group</p>	Incident no longer subject to action
Jan 2025 - Mar 2025	<p>Deficiencies</p> <p>6. Preparation of ROPA: The identification of business operations for each party is incomplete.</p> <p>Method of rectification</p> <p>The company has reviewed the PDPA Data Inventory and Lawful Basis Assessment tables for the Procurement, Sales, and Human Resources departments to cover all business operations involving personal data.</p> <p>Status: Immediate action was taken</p> <p>Responsible person: Head of DPO Committee</p>	Incident no longer subject to action

Year of incident	Details	Progress status
Jan 2025 - Mar 2025	<p>Deficiencies</p> <p>7. Access control for documents related to personal data. From the review of new vendor files and new customer files in Q1/2025, where the company has stored documents related to personal data, such as copies of ID cards and house registration books, it was found that the company has redacted sensitive information in the stored documents, such as sensitive information specified in copies of ID cards and house registration books. However, the company should verify all vendor and customer files to ensure that personal data has been redacted in accordance with the established policies and operational manuals.</p> <p>Method of rectification</p> <p>The DPO Working Group has informed all department managers and heads of departments, who are personal data controllers, to review all document files for forms requesting to add/amend customer data in the system (house registration and national ID card) that contain personal data, and to proceed with redacting sensitive information.</p> <p>Status: Immediate action was taken</p> <p>Responsible party: Head of Finance Department and DPO Working Group</p>	Incident no longer subject to action

Year of incident	Details	Progress status
Apr 2024 - Jun 2024	<p>Deficiencies</p> <p>1. Information Technology Systems, Information System Security: • The company is in the process of selecting a service provider to conduct a Penetration Test (Pen Test), which is a process within cybersecurity threat prevention measures. This is to assess risks by simulating attacks and penetrating various systems to identify weaknesses or vulnerabilities in system access by internal or external experts, and to find preventive measures to close those vulnerabilities, thereby preventing both internal and external hackers from breaching the systems. • Status (as per Q2/2024 report): Monitoring the implementation according to the defined plan. • Company's progress: (as per Q3/2024 report) The company has implemented and developed a Penetration Test (Pen Test) plan and engaged Maya Seven Co., Ltd. as the system vulnerability auditor.</p> <p>Method of rectification</p> <p><u>Monitoring Report: Q4/2024</u></p> <p>Maya Seven Co., Ltd. conducted its initial black-box penetration testing from October 9-11, 2024, identifying 24 risks. A re-audit was performed on December 2 and 5, 2024, after all vulnerabilities had been remediated. Four low-level risks remained, which are deemed acceptable, and thus the issue was closed.</p> <p>For the remaining low-level vulnerabilities, the company has established management measures. IT personnel will receive continuous training to enhance their security knowledge and skills.</p> <p>Status: Completed in December 2024</p> <p>Responsible Party: Technical, Product, and Information Technology Manager</p>	Incident no longer subject to action

Year of incident	Details	Progress status
Apr 2024 - Jun 2024	<p>Deficiencies</p> <p>2. Information Asset Management (Asset Management): The company does not yet have a policy or operational manual regarding data destruction for IT assets awaiting write-off for sale/donation, which are stored and managed by the Human Resources and Administration Department. The internal auditor reported this observation to the auditee and management. The company has since reviewed its fixed asset policy, which has been approved by the Executive Committee. Status (as per Q2/2024 report): Monitoring the company's implementation of the revised policy and operational manual regarding data destruction for decommissioned IT equipment.</p> <p>Method of rectification</p> <p><u>Monitoring Report: Q4/2024</u></p> <p>The company has complied with the fixed asset policy regarding data destruction for IT asset items. During the audit period, the company conducted inspections and recorded the destruction of data on IT equipment before removing them from the company for disposal, totaling 3 items.</p> <p><u>Status:</u> Completed</p> <p><u>Responsible:</u> Technical, Product, and Information Technology Manager</p>	Incident no longer subject to action

Year of incident	Details	Progress status
Jul 2023 - Sep 2023	<p>Deficiencies</p> <p>Sales and Project Management System: The sales department's operational manual does not cover projects involving asset donation for continuous product sales. From the review of the TNR Excise Department project, the company delivered a total of 1,500 printers to excise department offices nationwide through the product owner company, starting from April 2023. This was characterized as a printer donation to sell printer ink over the next 5 years (in 2019, the company sold a similar project, installing printers and selling printer ink to the Excise Department). The company held meetings to consider the suitability, risks, and management for the sale of such projects, including preparing cost estimates, purchase order forecasts, and profit projections, which were approved according to the delegated authority. It was found that the sales process operational manual does not specify detailed written procedures for the entire process for such project sales, which could result in a lack of clear or consistent operational guidelines.</p> <p>Method of rectification</p> <ul style="list-style-type: none"> • The Company has prepared an operational manual for the placement of ink cartridge vending machines, detailing all critical operational steps, from the sales department's awareness of government donation conditions to the project's completion. This manual was approved and put into effect on December 13, 2023. • The Company received a letter from the Excise Department dated December 15, 2023, instructing it to enter into a contract for the purchase and sale of ink cartridges, with a contract value of 40.41 million Baht. The contract was subsequently signed on December 20, 2023. <p>Status: Completed in December 2025</p> <p>Responsible Party: Sales Manager</p>	Incident no longer subject to action

Year of incident	Details	Progress status
Apr 2023 - Jun 2023	<p>Deficiencies</p> <p>Financial management system: Accounting records for advance payments contain entries that should not be recorded. From a random sample of 27 advance payment vouchers for months 1-5/66 (high-value items selected), a review against the advance payment requisition process, the determination of the purpose of the advance, supporting projects, specified clearance dates, and the clearance of advances as specified, revealed that advance payments were made in accordance with the manual, approved according to the Delegation of Authority (DOA), used for the intended purpose, according to the project for which the advance was requested, and cleared within the specified timeframe. However, there was a transfer of funds between accounts, where the receiving account was for the Purchasing Department's advance payment fund of 300,000 Baht. The company recorded this by: 1. Debiting the transferring bank account / Crediting the receiving bank account, and 2. Debiting Employee Advance / Crediting Other Payables. Item 2. is an entry that should not be recorded, as no payment was made to the employee requesting the advance.</p> <p>Method of rectification</p> <p>The company has adjusted accounting entries by reversing the recording of advances and liabilities totaling 300,000 Baht in June 2023.</p> <p>Status: Completed in June 2023.</p> <p>Responsible Person: Chief Financial Officer</p>	Incident no longer subject to action

Year of incident	Details	Progress status
Jan 2023 - Mar 2023	<p>Deficiencies</p> <ul style="list-style-type: none"> Financial Management System 1. No 'PAID' stamp on payment documents. <p>Method of rectification</p> <ul style="list-style-type: none"> The Company has instructed that 'Paid' be stamped on all payment supporting documents and has updated its operational manual to stipulate the stamping of 'PAID' on the entire set of payment supporting documents. The internal auditor reviewed the set of payment documents after the Company implemented corrective actions and found that the entire set of payment documents had been stamped 'PAID' to prevent duplicate claims, as completed on April 12, 2023. <p>Status: Completed on April 12, 2023</p> <p>Responsible party: Chief Financial Officer</p>	Incident no longer subject to action
Jan 2023 - Mar 2023	<p>Deficiencies</p> <ul style="list-style-type: none"> Inventory Management System 2. Product Code Creation Process - Requests for new product codes did not follow the operational manual. <p>Method of rectification</p> <p>The company has revised the operational manual to align with the working procedures, effective April 12, 2023, as follows:</p> <ul style="list-style-type: none"> Notification for product code receipt can be submitted through the channels consistently practiced by the company. Approval for new product codes must be submitted via email only. <p>Status : Implemented on April 12, 2023.</p> <p>Responsible person: Chief Operating Officer</p>	Incident no longer subject to action

9.1.3 Opinions of the audit committee and auditor's observations on internal control

Does the audit committee have opinions on internal : No
control different from the board of directors' opinions?

Does the auditor have any observations on the company's : No
internal control?

9.1.4 Opinions of the audit committee on the position of the head of the internal audit unit

Head of the internal audit unit : Outsourced service

The Company has a policy to engage external internal auditors (Outsource) to perform the duties of auditing and evaluating the effectiveness of the internal control system. The Company has appointed Acc-Plus Consultant Co., Ltd.

to serve as the Company's internal auditor since 2022, to ensure continuous and efficient audit operations. Ms. Wanna Maluangnon has been assigned as the engagement leader, whose educational background and work experience details are available. **As shown in Appendix 3** Details regarding the Head of Internal Audit and the Head of Corporate Compliance.

This was at the 4/2024 Audit Committee Meeting held on November 14 November 2024 resolved to appoint Acc-Plus Consultant Co., Ltd. as the Company's internal auditor for the year 2025, with Ms. Wanna Maluangnon continuing as the engagement leader, to ensure the continuous auditing of the Company's internal control system.

Audit Committee: is of the opinion that Ms. Wanna Maluangnon possesses sufficient qualifications, knowledge, abilities, and experience to effectively perform the duties of auditing and evaluating the Company's internal control system, based on her educational background and work experience, as well as her direct reporting of performance results to the Audit Committee. Furthermore, Ms. Wanna Maelungnon has completed internal audit training courses from the Federation of Accounting Professions and has no affiliations with the Company, thus enabling her to perform her duties independently and impartially.

9.1.5 Appointment, discharge, and transfer of the head of the internal audit unit

Does the appointment, discharge, and transfer of the head : Yes
of the internal audit unit require the audit committee
approval?

The consideration for approval, appointment, removal, or transfer of the company's internal auditor must be approved by the Audit Committee, in accordance with the provisions of the Audit Committee Charter. The Audit Committee has the authority, duties, and responsibilities to review and provide opinions to the company regarding the suitability and effectiveness of the internal control system and the internal audit system, including considering the independence of the internal audit unit, as well as approving the consideration for approval, appointment, removal, or transfer of the head of the internal audit unit or any other unit responsible for internal audit.

9.2 Related party transactions

Related party transactions

Does the company have any related party transactions? : Yes

9.2.1 - 9.2.2 Names of the group of persons who may have a conflict of interest, nature of relationship, and information on related party transactions

Persons/entities with potential conflicts

Name of person or entity/type of business	Nature of relationship	Information as of date
Ms. Suporn Manomaiwong -	Holds the position of authorized director and is the spouse of Mr. Panuwat Khanthamoleekul	31 Dec 2025
Zenith International Company Limited Engages in real estate rental business	<p>They are major shareholders of the company, holding 27.04% of the company's total voting shares as of December 30, 2025, and have two common directors with the company, namely Ms. Supporn Manomaiwiphan and Mr. Panupong Khanthamoleekul. Zenith International Co., Ltd. has four shareholders: 1) Ms. Supporn Manomaiwiphan, 2) Mr. Panupong Khanthamoleekul, 3) Mr. Suppawit Khanthamoleekul, and 4) Mr. Nithit Khanthamoleekul, with all four individuals each holding 25.00% of the total voting shares in Zenith International Co., Ltd.</p> <p>It should be noted that Mr. Suppawit Khanthamoleekul and Mr. Nithit Khanthamoleekul are the adult children of Mr. Panuwat Khanthamoleekul and Ms. Supporn Manomaiwiphan.</p>	31 Dec 2025

Name of person or entity/type of business	Nature of relationship	Information as of date
<p>Supreme Volleyball Club Company Limited</p> <p>Engages in the business of managing professional volleyball clubs, sending teams to participate in competitions, developing and training volleyball athletes, and conducting activities related to sports management.</p>	<p>Mr. Panuwat Khanthamoleekul serves as a director with the company. Furthermore, he is also a major shareholder, holding 49.00% of the total voting shares in Supreme Volleyball Club Co., Ltd. as of December 30, 2025.</p>	<p>31 Dec 2025</p>
<p>CKT Distribution (Thailand) Company Limited</p> <p>Manufacturer and distributor of uninterruptible power supplies.</p>	<p>Mr. Chatchawan Khanthamonlikul is a director and a major shareholder, holding 99.99%, and is the elder brother of Mr. Panuwat Khanthamonlikul. Mr. Chatchawan Khanthamonlikul holds 2.14% of the company's shares (RD data as of December 30, 2025) of the total voting shares of the company.</p>	<p>31 Dec 2025</p>

Name of person or entity/type of business	Nature of relationship	Information as of date
Symphony Communication Public Company Limited Engages in business as a telecommunication network service provider	There is 1 director in common with the company, namely Mr. Wuttipong Molichat.	31 Dec 2025
Mr. Panuwat Kanthamolikul -	holds the position of authorized signatory director and Chief Executive Officer of the company, and is a major shareholder of the company, holding 31.08 percent of all voting shares of the company as of December 30, 2025.	31 Dec 2025
Ms. Pantaree Manomaiphan -	Holds the position of authorized signatory director and Director of General Administration, and is the sister of Ms. Suporn Manomaiwiphan.	31 Dec 2025
Mr. Panupong Kanthamolikul -	Holds the position of Authorized Signatory Director, Deputy Chief Executive Officer, and Director of Marketing and Operations, and is the adult child of Mr. Panuwat Khanthamoleekul and Ms. Suporn Manomaiphan.	31 Dec 2025

Details of related party transactions

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
Ms. Suporn Manomaiwong			
Transaction 1	30,566,406.73	35,035,533.83	39,438,357.84
<u>Nature of transaction</u>			
Lease of land for head office			
<u>Details</u>			

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>The Company has leased land located at 2/1 Pradit Manutham Road, Tha Raeng Subdistrict, Bang Khen District, Bangkok, from the owner, Miss Suporn Manomaiwong (the usufructuary right belongs to Zenith International Co., Ltd.). The land has a total area of 531 square wah. The lease is for the purpose of using the land as the Company's head office, as the said land is located in a commercial area with convenient transportation, facilitating various contacts and coordination. Once the buildings, structures, and various movable properties become the property of the lessor, the lessor agrees and promises to allow the lessee to continue leasing the land with buildings and structures for business operations for at least two terms, each term being 3 years, commencing from the expiry date of the land lease agreement (the lease can be renewed at least until December 31, 2031). The monthly rental rate shall be in accordance with the rental value of the land and structures determined by an independent appraisal company approved by the Securities and Exchange Commission (SEC) for each lease renewal.</p> <p><u>Necessity/reasonableness</u></p> <p>The land lease for the head office location is essential for the Company's business operations. The rental rate is based on a fair rental value, assessed by an independent appraiser listed by the Securities and Exchange Commission. Therefore, this transaction is reasonable, at market price, and conducted under normal business conditions.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has considered the land lease agreement for the aforementioned head office location and is of the opinion that the said transaction is necessary for the Company's business operations, is reasonable, is in line with market prices, and is in accordance with normal business conditions.</p>			

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
Zenith International Company Limited			
Transaction 1 <u>Nature of transaction</u> Lease of land and buildings for warehouse purposes. <u>Details</u> The Company has leased land and buildings located at No. 22 (formerly No. 3/66), Soi Sakulcha, Pradit Manutham Road, Lat Phrao Subdistrict, Lat Phrao District, Bangkok. The ownership belongs to Mr. Panuwat Khanthamoleekul and Ms. Suporn Manomaiyapan (with usufruct granted to Zenith International Co., Ltd.), comprising 4 plots with a total area of 402 square wah. The lease is for the purpose of using the premises as a goods preparation facility and warehouse for the Company's business operations. This is because the said land is located in a commercial area with convenient transportation, facilitating various contacts and coordination. Upon expiration of the lease agreement, the lessor grants the right to lease the property for an additional period of 3 years at a time. For each renewal, the monthly rental rate shall be increased by 10 percent of the previous rental rate or based on the valuation by an independent appraiser approved by the SEC Office at each lease renewal, whichever rate is higher. <u>Necessity/reasonableness</u> The lease of land and buildings for use as a goods preparation facility and warehouse is essential for the company's business operations. The rental rates are based on fair market value, which has been assessed by an independent appraiser listed with the Securities and Exchange Commission. Furthermore, there are no conditions that disadvantage the company. Therefore, the aforementioned transaction is reasonable, in line with market prices, and conducted under normal business conditions.	6,739,228.92	14,871,086.46	22,992,389.71

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<u>Audit committee's opinion</u> The Audit Committee has considered the lease of land and buildings to be used as a facility for goods preparation and a warehouse, and is of the opinion that the said transaction is necessary for the company's business operations, is reasonable, is in line with market prices, and is in accordance with normal business conditions.			
Supreme Volleyball Club Company Limited			
Transaction 1 <u>Nature of transaction</u> Sponsorship expenses for a volleyball club to advertise its trademark. <u>Details</u>	4,672,897.20	4,672,897.20	4,672,897.20

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>The Company has provided financial support to the club to facilitate the provision of food, accommodation, travel expenses, and modern training equipment, as well as knowledgeable and reputable coaches, trainers, sports scientists, doctors, and staff, thereby enabling youth and athletes to develop themselves and bring renown to themselves, society, the club, and the nation. The success of the club, in turn, brings recognition to all its sponsors. In return, Supreme Club shall grant the Company benefits as agreed upon, whereby the Company may use any photographs or video clips of the club's athletes for the promotion of Supreme Company's products or services. These include: (1) The club shall display the name of Supreme Distribution Public Company Limited in the official name of the club. (2) Display the trademark (logo) of Supreme Company on the front of Supreme Club's competition jerseys in the Asian Women's Club Championship and the Volleyball Thailand League. (3) Display the trademark (logo) of Supreme Company on the front of Supreme Club's training jerseys in the Asian Women's Club Championship and the Volleyball Thailand League. (4) Display the trademark (logo) of Supreme Company on Supreme Club's official photographs. (5) Display the trademark (logo) of Supreme Company in Supreme Club's official video clips. (6) Display the trademark (logo) of Supreme Company on banners around the competition venue.</p> <p><u>Necessity/reasonableness</u></p>			

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>The aforementioned transaction's primary objective is social contribution, aiming to support and create opportunities for young athletes who lack development opportunities. In return, the club has granted the company the right to use the club's images or logo for public relations as a sponsor. The company has considered and compared the benefits received, which are equivalent to those offered by other clubs to general sponsors. Therefore, the transaction is deemed reasonable and does not cause any detriment to the company.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee has considered the aforementioned transaction and is of the opinion that it is conducted for social responsibility benefits, while also receiving appropriate, fair, and equivalent returns compared to other sponsors. This ensures that the Company does not incur any loss of benefits and is in accordance with normal terms and conditions.</p>			
CKT Distribution (Thailand) Company Limited			
<p>Transaction 1</p> <p>38,126,793.00 1,338,750.00 2,373,010.75</p> <p><u>Nature of transaction</u></p> <p>Purchase of Goods / Purchase of Fixed Assets / Service Fees</p> <p><u>Details</u></p>			

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
<p>The Company has placed orders for products with CKT Distribution (Thailand) Co., Ltd., which is a manufacturer and distributor of UPS (Uninterruptible Power Supply) equipment. These products are manufactured according to international standards and are accepted based on the specifications required by government agencies. The Company has continuously purchased products from CKT for over 20 years due to CKT's factory and production capacity, which enable efficient delivery and excellent after-sales service, such as prompt on-site repair services at the Company and sufficient product replacement during inspection. The aforementioned product purchase orders and equipment repair service fees are transactions arising from the Company's business operations, conducted at prices and commercial terms equivalent to those with third parties. The Company has a product selection process prior to sales, which involves verifying and comparing specific features, prices, delivery times, and product testing before presenting products to customers. Once the Company has signed a contract or agreement for a project with a customer, the Company will proceed with the procurement department's process.</p> <p><u>Necessity/reasonableness</u></p> <p>The aforementioned transactions constitute the company's ordinary course of business, with prices for goods and services determined at market rates at the time of the transaction. Consequently, these transactions are considered necessary, reasonable, and feature commercial prices and terms comparable to those with unrelated parties.</p> <p><u>Audit committee's opinion</u></p>			

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
The Audit Committee has considered the aforementioned transaction and is of the opinion that it is in the ordinary course of the Company's business, is necessary and reasonable, with pricing and commercial terms at market rates, and comparable to transactions with general third parties.			
Symphony Communication Public Company Limited			
Transaction 1 <u>Nature of transaction</u> Service fee <u>Details</u> The Company entered into an agreement for MPLS internet service 150/150 Mbps for use at the Company's office. The service agreement covers a period of 24 months at a monthly service fee of Baht 9,500 (excluding VAT). Additionally, a Cloud Solution service agreement covers a period of 12 months at a monthly service fee of Baht 23,000 (excluding VAT). The aforementioned internet and Cloud Solution service fees are transactions arising from the Company's ordinary course of business, with prices and commercial terms equivalent to those offered to third parties. The Company will follow a selection process for service providers by verifying and comparing specific qualifications, prices, and testing signal performance before proceeding according to the procurement department's process. The Cloud Solution agreement has expired, and the Company utilized the service until March 2025. <u>Necessity/reasonableness</u> These transactions are in the company's ordinary course of business, are therefore necessary, reasonable, and have commercial prices and terms comparable to those with general third parties. <u>Audit committee's opinion</u>	183,000.00	38,000.00	38,000.00

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
The Audit Committee has considered the aforementioned transaction and is of the opinion that the said transaction is a normal course of business for the Company, is necessary and reasonable, with prices and commercial terms comparable to those with general third parties, and is in accordance with normal business conditions.			
Mr. Panuwat Kanthamolikul			
Transaction 1 <u>Nature of transaction</u> List of Guarantees between the Company and Related Parties <u>Details</u> A transaction involving a person who may have a conflict of interest with the company: Mr. Panuwat Khanthamoleekul used personal collateral to guarantee a credit facility for the company without receiving any compensation. Currently, the company has successfully become a listed company on the stock exchange and has completed the release of all asset guarantees from directors and shareholders. <u>Necessity/reasonableness</u> The aforementioned item was intended to support the company's business operations and enhance its financial liquidity during the period prior to its listing on the stock exchange, without incurring any cost burden or disadvantage to the company. Following the listing, the company has released the aforementioned guarantee obligation, and therefore, it does not affect the company's current business operations. <u>Audit committee's opinion</u>	74,700,000.00	74,700,000.00	0.00

Related party transactions	Transaction value at the end of the fiscal year (baht)		
	2023	2024	2025
The Audit Committee has acknowledged the release of guarantee obligations for the securities owned by the company's directors and is of the opinion that it has no impact on the company.			

9.2.3 Policy and future trends of related party transactions and the compliance with the obligations specified in the prospectus of the company

Measures and procedures for approving related party transactions or connected transactions

In entering into inter-company or connected transactions, the Company shall comply with the Securities and Exchange Act, as well as regulations, announcements, orders, or requirements of the Securities and Exchange Commission, the Capital Market Supervisory Board, and the Stock Exchange of Thailand, and also comply with requirements regarding the disclosure of inter-company or connected transactions and other related criteria. Interested parties shall not be involved in the approval of such transactions.

In cases where such laws require inter-company or connected transactions to be approved by the Board of Directors' meeting, the Company shall arrange for the Audit Committee to attend the meeting to consider and provide opinions on the necessity and reasonableness of such transactions. For entering into ordinary course of business transactions or normal business support transactions that are commercial agreements under general trade conditions, and transactions that are commercial agreements not under general trade conditions, the following principles shall apply:

1. Transactions that are commercial agreements under general trade conditions

The Board of Directors has approved in principle that management may approve connected transactions that are commercial agreements under general trade conditions between the Company and its subsidiaries with directors, executives, or related persons, provided that such transactions have commercial terms similar to those that a reasonable person would enter into with a general counterparty under the same circumstances, with commercial bargaining power free from the influence of their status as a director, executive, or related person (as the case may be). The Company shall prepare a summary report of such transactions to be presented at the Audit Committee meetings and Board of Directors meetings every quarter.

2. Transactions that are commercial agreements not under general trade conditions

Transactions that are commercial agreements not under general trade conditions must be considered and opined upon by the Audit Committee before being presented to the Board of Directors and/or the shareholders' meeting (as the case may be) for further approval. This shall be in compliance with the Securities and Exchange Act, regulations, announcements, orders, or requirements of the Securities and Exchange Commission, the Capital Market Supervisory Board, and the Stock Exchange of Thailand, including compliance with requirements regarding the disclosure of connected transactions and other related criteria.

In the event that the Audit Committee lacks expertise in considering potential connected transactions, the Company shall arrange for individuals with specialized knowledge, such as auditors or independent asset appraisers, to provide opinions on such inter-company or connected transactions. This information will be used by the Audit Committee and/

or the Board of Directors and/or shareholders (as the case may be) as data for decision-making, to ensure that entering into such transactions is necessary and reasonable, with the Company's best interests being paramount. The Company will disclose inter-company or connected transactions in the annual registration statement and the notes to the financial statements audited by the Company's auditor.

Principles and procedures for entering into inter-company or connected transactions

The Company recognizes its duty to comply with the criteria regarding inter-company or connected transactions as prescribed by the Stock Exchange, the Capital Market Supervisory Board, and the Stock Exchange of Thailand. Therefore, the Company has established principles and procedures for entering into inter-company or connected transactions as follows:

- In considering connected transactions, the Company will use pricing criteria and commercial agreements similar to those applied to general customers. As for transactions involving the provision or receipt of financial assistance, they must be necessary, reasonable, and have fair terms and conditions, generating the maximum benefit for the Company.
- In cases where such pricing criteria are not available for reference, the Company will consider comparing the prices of goods or services with external prices under similar conditions.
- The Company may utilize reports from independent appraisers appointed by the Company to compare prices for significant inter-company transactions, to ensure that such prices are reasonable and serve the best interests of the Company Group.
- Directors, executives, or related persons may enter into transactions with the Company or its subsidiaries only after such transactions have been approved by the Company's shareholders' meeting, unless they are commercial agreements similar to those that a reasonable person would enter into with a general counterparty under the same circumstances, with commercial bargaining power free from the influence of their status as a director, executive, or related person, as the case may be, and are commercial agreements approved by the Board of Directors or are in accordance with principles already approved by the Board of Directors.
- If the Company has other inter-company or connected transactions that fall under the requirements of the Stock Exchange, the Capital Market Supervisory Board, and the Stock Exchange of Thailand, it must strictly comply with such requirements.
- The Company must disclose information on transactions that may involve conflicts of interest or connected transactions, or inter-company transactions, according to the criteria prescribed by the Stock Exchange, the Capital Market Supervisory Board, and the Stock Exchange of Thailand. This disclosure shall be made in the annual registration statement and annual report, or any other report as appropriate, and connected transaction information shall be disclosed to the Stock Exchange according to the Stock Exchange's criteria, as well as related party transactions with the Company according to accounting standards.
- Connected transactions shall be reviewed according to the audit plan, with the internal audit department reporting to the Audit Committee. Control, inspection, and oversight measures shall be in place to randomly review actual transactions to ensure they are accurate and consistent with contracts, policies, or specified conditions.

Criteria for considering the size of transactions are as follows:

- Small-sized transactions are those with a value less than or equal to 1 million Baht or less than or equal to 0.03 percent of net tangible assets, whichever amount is higher.
- Medium-sized transactions are those with a value greater than 1 million Baht but less than 20 million Baht, or greater than 0.03 percent but less than 3 percent of net tangible assets, whichever amount is higher.
- Large-sized transactions are those with a value greater than or equal to 20 million Baht or greater than 3 percent of net tangible assets, whichever amount is higher.

Future trends in related party transactions

In the event of future connected transactions, the Board of Directors must comply with the Securities and Exchange Act, as well as the regulations, announcements, orders, or requirements of the Securities and Exchange Commission, the Capital Market Supervisory Board, and the Stock Exchange of Thailand, including compliance with the disclosure requirements for connected transactions of the Company and its subsidiaries according to accounting standards prescribed by the Federation of Accounting Professions of Thailand and other relevant criteria.

Furthermore, if any connected transactions occur or if there are changes to the agreements and conditions regarding connected transactions with major shareholders, directors, executives, or persons related to the Company, directors with a conflict of interest will not participate in Board of Directors' meetings concerning the consideration of entering into such transactions.

The Company anticipates that in the future, inter-company transactions with individuals and entities that may have conflicts of interest with the Company will continue to occur as necessary and reasonable. These transactions will primarily focus on promoting the Company's normal business operations. The transactions that the Company considers likely to occur again in the future include:

- 1. Transactions for leasing land for the head office and leasing land and buildings for warehouses**

The trend of transactions for leasing land for the head office and leasing land and buildings for warehouses that may occur in the future will be transactions in the Company's normal course of business. Should such transactions recur in the future, the Company must conduct leases that are comparable to those from external parties, and the Company will refer to rental prices from independent appraisers approved by the Office of the Securities and Exchange Commission.

- 2. Expenses for supporting volleyball sports clubs**

The trend of expenses for supporting volleyball sports clubs that may arise in the future are transactions undertaken as social responsibility activities, at appropriate and fair prices, and do not result in any transfer of benefits.

Furthermore, should any inter-company transactions arise in the future with individuals or entities that may have a conflict of interest, the Company will arrange for the Audit Committee to review and provide an opinion on the reasonableness of entering into such transactions, and consider disclosing information accurately and completely in accordance with the Securities and Exchange Act, regulations, announcements, and orders of the Capital Market Supervisory Board, the Office of the Securities and Exchange Commission, and the Stock Exchange of Thailand.

9.2.4 Information on appraised assets and appraisal price in conjunction with the execution of related party transactions

Can be referred in attachment 4: assets for business undertaking and details of asset appraisal

Part 3 Financial Statement

Board of Directors' Responsibility Statement for the Financial Report



Accountability report of the Board of Directors on the financial report

The Board of Directors of Supreme Distribution Public Company Limited places great importance on the company's consolidated financial statements, as well as the financial information presented in the annual report. They ensure that the company's financial reports accurately and comprehensively record accounting information and are prepared in accordance with financial reporting standards. The company adopts appropriate accounting policies, applies them consistently, exercises careful judgment, and makes the best possible estimates in preparing its financial statements. Additionally, significant information is adequately disclosed in the notes to the financial statements.

The Board of Directors has established an internal control system and an internal audit system that are both appropriate and effective. An Audit Committee, composed of independent directors, has been appointed to oversee and review financial reports, internal control systems, and risk management systems, as well as to evaluate the disclosure of related-party transactions and compliance with laws and regulations relevant to the company's business. This ensures that accounting records are accurate and complete, sufficiently safeguard the company's assets, and help prevent fraud or any significant irregularities. The Audit Committee's findings are presented in its report, which is included in this annual report

The financial statements have been audited and received an unqualified opinion from an independent certified public accountant, KPMG Phoomchai Audit Ltd. Accordingly, these financial statements accurately reflect the company's financial position and operating results for the benefit of shareholders and general investors. During the audit process, the Board of Directors provided full support by supplying relevant information and documentation, enabling the auditor to conduct the audit and express an opinion in accordance with auditing standards. The auditor's opinion is presented in the auditor's report, which is included in this annual report.

The Board of Directors is of the opinion that the overall internal control system of the Company is satisfactory. And able to create reasonable confidence in the reliability of Supreme Distribution Public Company Limited's financial statements for the year ended December 31, 2025, that are accurate, complete and in accordance with financial reporting standards and practices legally and regulations of relevant agencies

(Mr. Woodtipong Moleechad)
Chairman of the Audit Committee

Mr. Panuwat Khantamoleekul
Chief Executive Officer

Auditor's Report

Supreme Distribution Public Company Limited

Financial statements for the year ended
31 December 2025
and
Independent Auditor's Report



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Independent Auditor's Report

To the Shareholders of Supreme Distribution Public Company Limited

Opinion

I have audited the financial statements of Supreme Distribution Public Company Limited (the “Company”), which comprise the financial position as at 31 December 2025, the statements of income and comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising a summary of material accounting policies and other explanatory information.

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Company as at 31 December 2025 and its financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards (“TFRSs”).

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing (“TSAs”). 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 Company in accordance with the *Code of Ethics for Professional Accountants including Independence Standards* issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that is 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 judgment, 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.



Valuation of inventories	
Refer to Note 3 (e) and 7 to the financial statements	
The key audit matter	How the matter was addressed in the audit
<p>The Company's products are related to computer equipment technology and peripherals, which are subject to rapid changes in consumers behavior in response to technological trends. As a result, the price is volatile.</p> <p>Due to inventory balance is material to the financial statements. In addition, the allowance for decline in value of inventories depends on the judgment of management. I considered the adequacy of allowance for decline in value of inventories a key audit matter.</p>	<p>My audit procedures included:</p> <ul style="list-style-type: none"> • Inquiring management to obtain an understanding process of procedures in estimating the net realisable value of inventories; • Evaluating the design and the implementation of the control regarding the aging classification of inventories and the estimate of the net realisable value of inventories; • Assessing retrospectively the estimate by comparing the past estimate to actual results to determine the appropriateness of assumptions used in the current year; • Observing the physical inventory count and testing the condition of inventories on a sampling basis; • Testing on a sampling basis, the appropriateness of the presentation of the inventories aging report retrieved from the accounting system; • Comparing on a sampling basis, costs of inventories to the net realisable value, including estimated distribution costs, against related documents; • Evaluating the adequacy of the Company's disclosures in accordance with Thai Financial Reporting Standards.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and my auditor's report thereon. The annual report 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 will 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 identified above when it becomes available 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, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the correction be made.



Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for preparation and fair presentation of the financial statements in accordance with TFRSs, 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 Company'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 Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company'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 TSAs 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 TSAs, I exercise professional judgment 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 Company'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 Company'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 Company 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.



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, actions taken to eliminate threats or safeguards applied.

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.

A handwritten signature in blue ink, appearing to read 'Bunyarit Thanormcharoen'.

(Bunyarit Thanormcharoen)
Certified Public Accountant
Registration No. 7900

KPMG Phoomchai Audit Ltd.
Bangkok
19 February 2026

Financial Statements

Supreme Distribution Public Company Limited

Statement of financial position

		31 December 2025	31 December 2024
Assets	Note		
<i>(in Baht)</i>			
Current assets			
Cash and cash equivalents	5	246,084,159	404,548,268
Trade and other current receivables	6	276,161,807	261,359,808
Current contract assets	15	82,717,639	3,360,542
Current portion of finance lease receivables	10	192,530,415	9,361,810
Current contract cost assets	15	3,510,617	3,438,750
Inventories	7	413,250,185	10,463,642
Other current financial assets	20, 22	18,000,000	3,000,000
Receivable from the Revenue Department		126,785,630	-
Other current assets		4,887,200	5,163,348
Total current assets		1,363,927,652	700,696,168
Non-current assets			
Non-current pledged deposit			
at financial institutions	22	68,600,000	68,600,000
Finance lease receivables	10	531,892,819	15,419,355
Other non-current financial assets	20, 22	33,000,000	51,000,000
Non-current contract cost assets	15	7,756,233	10,316,250
Investment properties	8, 22	17,752,000	17,752,000
Equipment	9	1,084,408,909	282,963,821
Right-of-use assets	10	31,453,620	40,569,110
Intangible assets		1,983,960	2,715,523
Deferred tax assets	17	-	12,474,364
Other non-current assets		176,124	300,230
Total non-current assets		1,777,023,665	502,110,653
Total assets		3,140,951,317	1,202,806,821

The accompanying notes from an integral part of the financial statements.

Supreme Distribution Public Company Limited
Statement of financial position (continued)

		31 December 2025	31 December 2024
Liabilities and equity	<i>Note</i>		
		<i>(in Baht)</i>	
<i>Current liabilities</i>			
Trade and other current payables	20	2,056,089,807	191,101,697
Current contract liabilities	15	14,653,566	12,321,250
Current portion of lease liabilities	11, 20	4,035,170	6,565,814
Corporate income tax payable		1,896,536	16,344,375
Other current liabilities		1,981,507	2,498,145
Total current liabilities		2,078,656,586	228,831,281
<i>Non-current liabilities</i>			
Non-current contract liabilities	15	2,207,274	599,205
Lease liabilities	11, 20	13,477,927	17,402,863
Deferred tax liabilities	17	10,181,999	-
Non-current provisions for employee benefits	12	25,149,340	20,874,496
Total non-current liabilities		51,016,540	38,876,564
Total liabilities		2,129,673,126	267,707,845
<i>Equity</i>			
Share capital	13		
Authorised share capital		370,000,000	370,000,000
Issued and paid-up share capital		370,000,000	370,000,000
Share premium on ordinary shares	13	362,479,125	362,479,125
Retained earnings			
Appropriated			
Legal reserve	14	37,000,000	37,000,000
Unappropriated		241,799,066	165,619,851
Total equity		1,011,278,191	935,098,976
Total liabilities and equity		3,140,951,317	1,202,806,821

The accompanying notes from an integral part of the financial statements.

Supreme Distribution Public Company Limited

Statement of comprehensive income

		For the year ended 31 December	
	Note	2025	2024
		(in Baht)	
Revenues			
Revenue from sale of goods	15	1,209,079,756	588,611,703
Revenue from rendering of services and rental	15	348,836,724	263,998,691
Other income		9,552,164	17,163,122
Total revenues		1,567,468,644	869,773,516
Expenses			
Cost of sale of goods	7, 16	999,971,620	421,822,301
Cost of rendering of services and rental	16	257,447,717	170,652,568
Distribution costs	16	36,369,567	38,886,368
Administrative expenses	16	71,599,994	69,979,723
Total expenses		1,365,388,898	701,340,960
Profit from operating activities		202,079,746	168,432,556
Finance costs		733,005	818,968
Profit before income tax expense		201,346,741	167,613,588
Tax expense	17	40,354,774	30,487,715
Profit for the year		160,991,967	137,125,873

The accompanying notes from an integral part of the financial statements.

Supreme Distribution Public Company Limited

Statement of comprehensive income (continued)

		For the year ended 31 December	
	Note	2025	2024
		(in Baht)	
Other comprehensive income			
<i>Items that will not be reclassified</i>			
<i>subsequently to profit or loss</i>			
Loss on remeasurements of defined benefit plans	12	(4,266,421)	-
Income tax relating to item that will not be reclassified			
subsequently to profit or loss	17	853,284	-
Other comprehensive expense			
for the year, net of tax		(3,413,137)	-
Total comprehensive income for the year		157,578,830	137,125,873
Profit attributable to:			
Equity holders of the Company	18	160,991,967	137,125,873
Profit for the year		160,991,967	137,125,873
Total comprehensive income attributable to:			
Equity holders of the Company		157,578,830	137,125,873
Total comprehensive income for the year		157,578,830	137,125,873
Basic earnings per share	18	0.22	0.20

The accompanying notes from an integral part of the financial statements.

Supreme Distribution Public Company Limited

Statement of changes in equity

For the year ended 31 December 2025

Balance at 1 January 2025

Transactions with equity holders, recorded directly in equity
Distributions to equity holders

Dividends paid to equity holders of the Company

Total distributions to equity holders

Comprehensive income for the year

Profit for the year

Other comprehensive expense

Total comprehensive income for the year

Balance at 31 December 2025

Note	Issued and paid-up share capital	Share premium	Retained earnings			Total equity
			Legal reserve (in Baht)	Unappropriated		
	370,000,000	362,479,125	37,000,000	165,619,851		935,098,976
	-	-	-	(81,399,615)		(81,399,615)
	-	-	-	(81,399,615)		(81,399,615)
	-	-	-	160,991,967		160,991,967
	-	-	-	(3,413,137)		(3,413,137)
	-	-	-	157,578,830		157,578,830
	370,000,000	362,479,125	37,000,000	241,799,066		1,011,278,191

Supreme Distribution Public Company Limited
Statement of changes in equity (continued)

For the year ended 31 December 2024

Balance at 1 January 2024

	Note	Issued and paid-up share capital	Share premium	Retained earnings			Total equity
				Legal reserve (in Baht)	Unappropriated		
		280,000,000	-	32,000,000	66,533,978		378,533,978

Transactions with equity holders, recorded directly in equity

Contribution by and distributions to equity holders

Issue of ordinary shares	13	90,000,000	362,479,125	-	-		452,479,125
Dividends paid to equity holders of the Company	19	-	-	-	(33,040,000)		(33,040,000)
Total contribution by and distribution to owners		90,000,000	362,479,125	-	(33,040,000)		419,439,125

Comprehensive income for the year

Profit for the year		-	-	-	137,125,873		137,125,873
Total comprehensive income for the year		-	-	-	137,125,873		137,125,873

Transfer to legal reserve

	14	-	-	5,000,000	(5,000,000)		-
Balance at 31 December 2024		370,000,000	362,479,125	37,000,000	165,619,851		935,098,976

The accompanying notes form an integral part of the financial statements.

Supreme Distribution Public Company Limited

Statement of cash flows

		Year ended 31 December	
	Note	2025	2024
		(in Baht)	
Cash flows from operating activities			
Profit for the year		160,991,967	137,125,873
<i>Adjustments to reconcile profit to cash receipts (payments)</i>			
Tax expense	17	40,354,774	30,487,715
Finance costs		733,005	818,968
Depreciation and amortisation		120,266,768	81,455,546
Unrealised loss on foreign exchange rate		99,181	486,712
(Reversal of) loss on inventories devaluation	7	417,698	(1,158,751)
Reversal of provision for spare part		(976,294)	(4,488,067)
Gain on disposal of equipment		(34,998)	(446,832)
Losses on write-off of assets		132,284	14
Non-current provisions for employee benefits	12	1,769,162	1,747,383
Interest income		(9,337,706)	(7,722,968)
		314,415,841	238,305,593
<i>Changes in operating assets and liabilities</i>			
Trade and other current receivables		(14,847,762)	(62,186,720)
Contract assets		(79,357,096)	11,269,564
Finance lease receivables		(698,823,910)	22,377,980
Contract cost assets		2,488,150	(2,940,000)
Inventories		(403,230,141)	2,054,595
Receivable from the Revenue Department		(126,785,630)	-
Other current assets		276,148	(1,473,775)
Non-current pledged deposit at financial institutions		-	(53,700,000)
Non-current assets for operating leases		(186,928,545)	(292,034,541)
Other non-current assets		124,106	53,100
Trade and other current payables		1,141,584,350	17,078,423
Contract liabilities		3,940,385	7,284,415
Other current liabilities		-	(193,235)
Provisions for employee benefits paid	12	(1,760,739)	(307,427)
Revenue department payable		(516,638)	(1,471,464)
Net cash generated used in operations		(49,421,481)	(115,883,492)
Income tax paid		(31,292,964)	(30,345,153)
Net cash used in operating activities		(80,714,445)	(146,228,645)

Supreme Distribution Public Company Limited

Statement of cash flows (continued)

		For the year ended 31 December	
	Note	2025	2024
		(in Baht)	
Cash flows from investing activities			
Proceeds from redemption of investment in debt securities		3,000,000	29,400,000
Proceeds from sale of equipment		53,364	457,009
Acquisition of equipment and right-of-use assets		(674,587)	(5,500,509)
Acquisition of intangible assets		-	(2,376,540)
Interest received		8,600,220	7,425,874
Net cash from investing activities		10,978,997	29,405,834
Cash flows from financing activities			
Proceed from issue of shares			
- net expenses related to share insurance	13	-	452,479,125
Payment of lease liabilities	10	(7,326,566)	(8,922,236)
Dividends paid to equity holders of the Company	19	(81,399,615)	(33,040,000)
Interest paid		(2,480)	-
Net cash from (used in) financing activities		(88,728,661)	410,516,889
Net increase (decrease) in cash and cash equivalents		(158,464,109)	293,694,078
Cash and cash equivalents at 1 January		404,548,268	110,854,190
Cash and cash equivalents at 31 December	5	246,084,159	404,548,268
Non-cash items			
Payables for purchase of assets		33,690	488,379
Trasfer inventories to fixed assets		25,900	32,200
Trasfer cash at bank to credit facilities collateral		-	53,700,000

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Supreme Distribution Public Company Limited
Notes to the financial statements
For the year ended 31 December 2025

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Supreme Distribution Public Company Limited

Notes to the financial statements

For the year ended 31 December 2025

These notes form an integral part of the financial statements.

The financial statements issued for Thai statutory and regulatory reporting purposes are prepared in the Thai language. These English language financial statements have been prepared from the Thai language statutory financial statements, and were approved and authorised for issue by the Board of Directors on 19 February 2026.

1 General information

Supreme Distribution Public Company Limited, the “Company”, is incorporated in Thailand and was listed on the Stock Exchange of Thailand on 2 May 2024. The Company’s registered office at 2/1 Soi Pradit-Manutham 5, Pradit Manutham Road, Tha Raeng, Bang Khen, Bangkok 10230, Thailand.

The Company’s major shareholder during the year were Mr. Panuwat Khantamoleekul (31.08% shareholding) and Zenith International Company Limited which was incorporated in Thailand (27.04% shareholding).

The principal activities of the Company are engaged in the distribution, installation and leasing out computer and peripheral components.

2 Basis of preparation of the financial statements

The financial statements are prepared in accordance with Thai Financial Reporting Standards (“TFRS”), guidelines promulgated by the Federation of Accounting Professions and applicable rules and regulations of the Thai Securities and Exchange Commission. The financial statements are presented in Thai Baht, which is the Company’s functional currency. The accounting policies, described in note 3, have been applied consistently to all periods presented in these financial statements.

The preparation of financial statements in conformity with TFRS requires management to make judgements, estimates and assumptions that affect the application of the Company’s accounting policies. Actual results may differ from these estimates. Estimates and underlying assumptions that are described in each note, are reviewed on an ongoing basis. Revisions to accounting estimates are recognised prospectively.

3 Material accounting policies

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

(a) Foreign currencies

Transactions in foreign currencies including non-monetary assets and liabilities denominated in foreign currencies are translated to the functional currency of the Company at exchange rates at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated at the exchange rate at the reporting date. Non-monetary assets and liabilities measured at fair value in foreign currencies are translated at the exchange rates at the dates that fair value was determined.

Foreign currency differences are generally recognised in profit or loss.

Supreme Distribution Public Company Limited

Notes to the financial statements

For the year ended 31 December 2025

(b) Financial instruments

(b.1) Classification and measurement

Financial assets and financial liabilities (except trade accounts receivables (see note 3 (d))) are initially recognised when the Company becomes a party to the contractual provisions of the instrument, and measured at fair value plus or minus, for an item not fair value through profit or loss (FVTPL), transaction costs that are directly attributable to its acquisition.

On initial recognition, a financial asset is classified as measured at: amortised cost; fair value through other comprehensive income (FVOCI); or FVTPL. Financial assets are not reclassified subsequent to their initial recognition unless the Company changes its business model for managing financial assets, in which case all affected financial assets are reclassified prospectively from the reclassification date.

On initial recognition, financial liabilities are classified as measured at amortised cost using the effective interest method. Interest expenses, foreign exchange gains and losses and any gain or loss on derecognition are recognised in profit or loss.

Financial assets measured at amortised costs are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by expected credit losses. Interest income, foreign exchange gains and losses, expected credit loss and any gain or loss on derecognition are recognised in profit or loss.

(b.2) Derecognition and offset

The Company derecognises a financial asset when the contractual rights to receive the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Company neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

The Company derecognises a financial liability when its contractual obligations are discharged or cancelled, or expire. The Company also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value.

The difference between the carrying amount extinguished and the consideration received or paid is recognised in profit or loss.

Financial assets and financial liabilities are offset, and the net amount presented in the statement of financial position when, and only when, the Company currently has a legally enforceable right to set off the amounts and the Company intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

(b.3) Impairment of financial assets other than trade accounts receivables

The Company recognises allowances for expected credit losses (ECLs) on financial assets measured at amortised cost.

The Company recognises ECLs equal to 12-month ECLs unless there has been a significant increase in credit risk of the financial instrument since initial recognition or credit-impaired financial assets, in which case the loss allowance is measured at an amount equal to lifetime ECLs.

Supreme Distribution Public Company Limited

Notes to the financial statements

For the year ended 31 December 2025

ECLs are a probability-weighted estimate of credit losses based on forward-looking and historical experience. Credit losses are measured as the present value of all cash shortfalls discounted by the effective interest rate of the financial asset.

The Company assumes that the credit risk on a financial asset has increased significantly if it is more than 30 days past due, significant deterioration in credit rating, significant deterioration in the operating results of the debtor and existing or forecast changes in the technological, market, economic or legal environment that have a significant adverse effect on the debtor's ability to meet its obligation to the Company.

The Company considers a financial asset to be in default when:

- the debtor is unlikely to pay its credit obligations to the Company in full, without recourse by the Company take action such as realising security (if any is held); or
- the financial asset is more than 365 days past due.

(b.4) Write-off

The gross carrying amount of a financial asset is written off when the Company has no reasonable expectations of recovering. Subsequent recoveries of an asset that was previously written off, are recognised as a reversal of impairment in profit or loss in the period in which the recovery occurs.

(b.5) Interest

Interest income and expense is recognised in profit or loss using the effective interest method. In calculating interest income and expense, the effective interest rate is applied to the gross carrying amount of the asset (when the asset is not credit-impaired) or to the amortised cost of the liability.

(c) Cash and cash equivalents

Cash and cash equivalents comprise cash balances and call deposits.

(d) Trade accounts receivable

A trade receivable is recognised when the Company has an unconditional right to receive consideration. A trade receivable is measured at transaction price less allowance for expected credit loss. Bad debts are written off when the Company has no reasonable expectations of recovering.

The Company estimates lifetime expected credit losses (ECLs), using a provision matrix to find the ECLs rates. This method groups the debtors based on shared credit risk characteristics and past due status, taking into account historical credit loss data, adjusted for factors that are specific to the debtors and an assessment of both current economic conditions and forward-looking general economic conditions at the reporting date.

(e) Inventories

Inventories are measured at the lower of cost and net realisable value. Cost is calculated using the weighted average cost principle. Cost includes direct costs incurred in acquiring the inventories. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs to complete and to make the sale.

Supreme Distribution Public Company Limited
Notes to the financial statements
For the year ended 31 December 2025

(f) Investment properties

Investment properties are measured at cost less accumulated depreciation and impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the investment property. The cost of self-constructed assets includes capitalised borrowing costs. The Company considers impairment of the investment properties as disclosed in note 8.

No depreciation is charged on freehold land and assets under construction.

Differences between the proceeds from disposal and the carrying amount of investment property are recognised in profit or loss.

(g) Equipment

Equipment are measured at cost less accumulated depreciation and impairment losses.

Cost includes expenditure borrowing costs, and the costs of dismantling and removing the items and restoring the site on which they are located.

Differences between the proceeds from disposal and the carrying amount of equipment are recognised in profit or loss.

Subsequent costs

The cost of replacing a part of an item of equipment is recognised in the carrying amount of the item when the future economic benefits embodied within the part will flow to the Company, and its cost can be measured reliably. The carrying amount of the replaced part is derecognised. The costs of the day-to-day servicing of equipment are recognised in profit or loss as incurred.

Depreciation

Depreciation is calculated on a straight-line basis over the estimated useful lives of each component of an asset and recognised on profit or loss.

The estimated useful lives are as follows:

Furniture, fixtures and office equipment	3 - 5 years
Vehicles	5 years
Non-current assets for operating lease	2 - 5 years

(h) Leases

At inception of a contract, the Company assesses that a contract is, or contains, a lease when it conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

As a lessee

At commencement or on modification of a contract, the Company allocates the consideration in the contract to each lease component on the basis of its relative stand-alone prices of each component. For the leases of property, the Company has elected not to separate non-lease components and accounted for the lease and non-lease components wholly as a single lease component.

The Company recognises a right-of-use asset and a lease liability at the lease commencement date, except for leases of low-value assets and short-term leases which are recognised as expenses on a straight-line basis over the lease term.

Supreme Distribution Public Company Limited

Notes to the financial statements

For the year ended 31 December 2025

Right-of-use asset is measured at cost, less any accumulated depreciation and impairment loss, and adjusted for any remeasurements of lease liability. The cost of right-of-use asset includes the initial amount of the lease liability adjusted for any prepaid lease payments, plus any initial direct costs incurred and an estimate of restoration costs, less any lease incentives received. Depreciation is charged to profit or loss on a straight-line method from the commencement date to the end of the lease term unless the lease transfers ownership of the underlying asset to the Company by the end of the lease term or the Company will exercise a purchase option. In that case the right-of-use asset will be depreciated over the useful life of the underlying asset, which is determined on the same basis as those of property and equipment.

The lease liability is initially measured at the present value of all lease payments that shall be paid under the lease. The Company uses the Company's incremental borrowing rate to discount the lease payments to the present value. The Company determines its incremental borrowing rate by obtaining interest rates from various external financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in lease modification, or a change in options specified in the lease. When the lease liability is remeasured, a corresponding adjustment is made to the carrying amount of the right-of-use asset or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

As a lessor

At inception or on modification of a contract, the Company allocates the consideration in the contract to each component on the basis of their relative standalone selling prices.

At lease inception, the Company considers to classify a lease that transfers substantially all of the risks and rewards incidental to ownership of the underlying asset to lessees as a finance lease. A lease that does not meet this criteria is classified as an operating lease.

The Company recognises finance lease receivables at the net investment of the leases, which includes the present value of the lease payments, and any unguaranteed residual value, discounted using the interest rate implicit in the lease. Finance lease income reflects a constant periodic rate of return on the Company's net investment outstanding in respect of the leases.

The Company recognises lease payments received under operating leases in profit or loss on a straight-line basis over the lease term as part of rental income. Initial direct costs incurred in arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as rental income in the accounting period in which they are earned.

The Company estimates lifetime expected credit losses (ECLs), using a provision matrix to find ECLs rate. This method groups the lease receivables based on shared credit risk characteristics and past due status, taking into account historical credit loss data, adjusted for factors that are specific to the debtors and an assessment of both current economic conditions and forward-looking general economic conditions at the reporting date.

Supreme Distribution Public Company Limited
Notes to the financial statements
For the year ended 31 December 2025

(i) Impairment of non-financial assets

The carrying amounts of the Company's assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the assets' recoverable amounts are estimated.

An impairment loss is recognised in profit or loss if the carrying amount of an asset or its cash-generating unit (CGU) exceeds its recoverable amount. The recoverable amount is assessed from the estimated future cash flows discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or CGU.

An impairment loss of asset recognised in prior periods is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

(j) Employee benefits

Defined benefit plans

The Company's net obligation in respect of defined benefit plans is calculated by estimating the amount of future benefit that employees have earned in the current and prior periods. The defined benefit obligations is discounted to the present value, which performed annually by a qualified actuary using the projected unit credit method.

Remeasurements of the net defined benefit liability, actuarial gain or loss are recognised immediately in OCI. The Company determines the interest expense on the net defined benefit liability for the period by applying the discount rate used to measure the defined benefit obligation at the beginning of the annual period, taking into account any changes in the net defined benefit liability during the period as a result of contributions and benefit payments. Net interest expense and other expenses related to defined benefit plans are recognised in profit or loss.

When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service or the gain or loss on curtailment is recognised immediately in profit or loss. The Company recognises gains and losses on the settlement of a defined benefit plan when the settlement occurs.

Termination benefits are expensed at the earlier of when the Company can no longer withdraw the offer of those benefits and when the Company recognises costs for a restructuring. If benefits are not expected to be settled wholly within 12 months of the end of the reporting period, then they are discounted.

Short-term employee benefits are expensed as the related service is provided. A liability is recognised for the amount expected to be paid if the Company has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

(k) Provisions

Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as a finance cost.

Supreme Distribution Public Company Limited

Notes to the financial statements

For the year ended 31 December 2025

(l) *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 market participants at the measurement date in the principal or, in its absence, the most advantageous market to which the Company has access at that date. The fair value of a liability reflects its non-performance risk.

When measuring the fair value of an asset or a liability, the Company uses observable market data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

- Level 1: quoted prices in active markets for identical assets or liabilities.
- Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3: inputs for the asset or liability that are based on unobservable input.

The Company recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

If an asset or a liability measured at fair value has a bid price and an ask price, then the Company measures assets and asset positions at a bid price and liabilities and liability positions at an ask price.

The best evidence of the fair value of a financial instrument on initial recognition is normally the transaction price - i.e. the fair value of the consideration given or received. If the Company determines that the fair value on initial recognition differs from the transaction price, the financial instrument is initially measured at fair value adjusted for the difference between the fair value on initial recognition and the transaction price and the difference is recognised in profit or loss immediately. However, for the fair value categorised as level 3, such difference is deferred and will be recognised in profit or loss on an appropriate basis over the life of the instrument or until the fair value level is transferred or the transaction is closed out.

(m) *Revenues from contracts with customers*

(1) *Revenue recognition*

Revenue is recognised when a customer obtains control of the goods or services in an amount that reflects the consideration to which the Company expects to be entitled, excluding those amounts collected on behalf of third parties, value added tax or other sales taxes and is after deduction of any trade discounts and volume rebates.

Revenue from sales of goods is recognised on the date on which the goods are delivered to the customers.

Revenue for rendering of services is recognised over time based as the services are provided. The related costs are recognised in profit and loss when they are incurred.

For bundled packages, the Company recognises revenue from sales of products and rendering of services separately if a product or service is separately identifiable from other items and a customer can benefit from it or the multiple services are rendered in different reporting periods. The consideration received is allocated based on their relative stand-alone selling prices.

Supreme Distribution Public Company Limited

Notes to the financial statements

For the year ended 31 December 2025

(2) Contract balance

Contract assets are recognised when the Company has recognised revenue before it has an unconditional right to receive consideration. The contract assets are measured at the amount of consideration that the Company is entitled to, less allowance for expected credit loss. The contract assets are classified as trade receivables when the Company has an unconditional right to receive consideration.

Contract liabilities including advances received from customers are the obligation to transfer goods or services to the customer. The contract liabilities including advances received from customers are recognised when the Company receives or has an unconditional right to receive non-refundable consideration from the customer before the Company recognises the related revenue.

(n) Income tax

Income tax expense for the year comprises current and deferred tax, which is recognised in profit or loss except to the items recognised directly in equity or in other comprehensive income.

Current tax is recognised in respect of the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for the temporary differences: the initial recognition of assets or liabilities in a transaction that is not a business combination or at the time of the transaction (i) affects neither accounting nor taxable profit or loss and (ii) does not give rise to equal taxable and deductible temporary differences.

The measurement of deferred tax reflects the tax consequences that would follow the manner in which the Company expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities, using tax rates enacted or substantively enacted at the reporting date. Current deferred tax assets and liabilities are offset in financial statements.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised. Deferred tax assets are reviewed at each reporting date and reduced to the extent that it is no longer probable that the related tax benefit will be realised.

Supreme Distribution Public Company Limited

Notes to the financial statements

For the year ended 31 December 2025

4 Related parties

A related party is a person or entity that has direct or indirect control or joint control, or has significant influence over the financial and managerial decision-making of the Company; a person or entity that is under common control or under the same significant influence as the Company; or a person or entity over which the Company has direct or indirect control or joint control or has significant influence over the financial and managerial decision-making.

Related parties that the Company had significant transactions with during the year were as follows:

Name of parties	Country of incorporation/ nationality	Nature of relationships
Mr. Panuwat Khantamoleekul	Thai	Major shareholder of the Company (31.08% shareholding) and director of the Company
Zenith International Company Limited	Thailand	Major shareholder of the Company (27.04% shareholding), common shareholders and directors
Ms. Suporn Manomaiphan	Thai	Shareholder of the Company (2.70% shareholding) and director of the Company
Supreme Volleyball Club Company Limited	Thailand	Common major shareholder and director
CKT Distribution (Thailand) Co., Ltd.	Thailand	Director and major shareholder has relationship with the major shareholder of the Company
Symphony Communication Public Company Limited	Thailand	Common director
Key management personnel	Thai	Persons having authority and responsibility for planning, directing and controlling the activities of the Company, directly or indirectly, including any director of the Company (whether executive or otherwise).

Significant transactions with related parties

For the year ended 31 December

	2025	2024
	<i>(in thousand Baht)</i>	
<i>Key management personnel</i>		
Key management personnel compensation		
Short-term employee benefits	21,160	18,506
Post-employment benefits	738	705
Total key management personnel compensation	21,898	19,211
<i>Key management personnel</i>		
Payment of lease liabilities	2,676	2,676
<i>Other related parties</i>		
Purchases of goods or services	38,310	1,641
Purchases of equipment and other assets	-	19
Promotional expenses	4,673	4,673
Payment of lease liabilities	4,186	4,186

Supreme Distribution Public Company Limited

Notes to the financial statements

For the year ended 31 December 2025

Balances as at 31 December with related parties were as follows:

Trade accounts payable

	2025	2024
	<i>(in thousand Baht)</i>	
Other related parties	33,704	36
Total	33,704	36

Other payables

	2025	2024
	<i>(in thousand Baht)</i>	
Other related parties	10	35
Total	10	35

Lease liabilities

	2025	2024
	<i>(in thousand Baht)</i>	
Current		
Key management personnel	2,270	2,204
Other related parties	1,387	4,079
Total	3,657	6,283
Non-current		
Key management personnel	12,420	14,690
Other related parties	-	1,387
Total	12,420	16,077

Significant agreements with related parties

Land lease agreements

The Company has land lease agreement with a related company. Under the terms of the agreement, the related company agrees to provide space for the Company's operations. In consideration thereof, the Company agrees to pay monthly rental fees as stipulated in the agreement. This agreement is effective for a period of 3 years and will expire in April 2026.

The Company has land lease agreement with a related party. Under the terms of the agreement, the related party agrees to provide space for the Company's operations. In consideration thereof, the Company agrees to pay monthly rental fees as stipulated in the agreement. This agreement is effective for a period of 21 years and will expire in December 2031, which included extension options at the end of lease term.

5 Cash and cash equivalents

	2025	2024
	<i>(in thousand Baht)</i>	
Cash on hand	-	35
Cash at banks	246,084	404,513
Total	246,084	404,548

Supreme Distribution Public Company Limited
Notes to the financial statements
For the year ended 31 December 2025

6 Trade and other current receivables

<i>At 31 December</i>	2025	2024
	<i>(in thousand Baht)</i>	
Trade receivables		
Other parties	246,975	259,569
Total	246,975	259,569
Less allowance for expected credit loss	(29,788)	(29,788)
Net	217,187	229,781
Other current receivables		
Other parties	58,975	31,579
Total	58,975	31,579
Less allowance for expected credit loss	-	-
Net	58,975	31,579
Total trade and other current receivables	276,162	261,360

Aging analysis for trade receivables were as follows;

<i>At 31 December</i>	2025	2024
	<i>(in thousand Baht)</i>	
Other parties		
Within credit terms	125,590	84,121
Overdue:		
1-30 days	75,737	8,371
31-60 days	10,494	-
61-90 days	5,366	137,289
More than 90 days	29,788	29,788
Total	246,975	259,569
Less allowance for expected credit loss	(29,788)	(29,788)
Net	217,187	229,781

Information of credit risk is disclosed in note 20 (b.1.1).

7 Inventories

	2025	2024
	<i>(in thousand Baht)</i>	
Finished goods	414,933	11,729
Total	414,933	11,729
Less allowance for losses on inventories devaluation	(1,683)	(1,265)
Net	413,250	10,464
Inventories recognised in 'cost of sales of goods':		
- Cost	999,554	422,981
- (Reversal of) write-down to net realisable value	426	(846)
- Reversal of devaluation of obsolete items	(8)	(313)
Net	999,972	421,822

Supreme Distribution Public Company Limited

Notes to the financial statements

For the year ended 31 December 2025

8 Investment properties

	Land (in thousand Baht)
<i>Cost</i>	
At 1 January 2024	31,270
At 31 December 2024 and 1 January 2025	31,270
At 31 December 2025	31,270
<i>Impairment losses</i>	
At 1 January 2024	13,518
At 31 December 2024 and 1 January 2025	13,518
At 31 December 2025	13,518
<i>Net book value</i>	
At 31 December 2024	17,752
At 31 December 2025	17,752

The fair value of investment properties as at 31 December 2025 of Baht 17.75 million (2024: Baht 17.75 million) was determined by independent professional valuers, at open market values on an existing use basis. The fair value of investment property has been categorised as a Level 3 fair value.

9 Equipment

	Furniture, fixtures and office equipment	Vehicles (in thousand Baht)	Non-current assets for operating leases	Total
<i>Cost</i>				
At 1 January 2024	8,898	25,267	106,074	140,239
Additions	4,044	1,228	252,034	257,306
Disposals and write-off	(113)	(5,441)	-	(5,554)
At 31 December 2024 and 1 January 2025	12,829	21,054	358,108	391,991
Additions	246	-	911,629	911,875
Disposals and write-off	(106)	-	(2,759)	(2,865)
At 31 December 2025	12,969	21,054	1,266,978	1,301,001
<i>Depreciation</i>				
At 1 January 2024	7,386	24,796	10,259	42,441
Depreciation charge for the year	1,070	670	70,390	72,130
Disposals and write-off	(103)	(5,441)	-	(5,544)
At 31 December 2024 and 1 January 2025	8,353	20,025	80,649	109,027
Depreciation charge for the year	1,247	254	108,779	110,280
Disposals and write-off	(88)	-	(2,627)	(2,715)
As at 31 December 2025	9,512	20,279	186,801	216,592
<i>Net book value</i>				
At 31 December 2024	4,476	1,029	277,459	282,964
At 31 December 2025	3,457	775	1,080,177	1,084,409

Supreme Distribution Public Company Limited

Notes to the financial statements

For the year ended 31 December 2025

10 Leases

As a lessee

Right-of-use assets

	Land and buildings	Vehicles (in thousand Baht)	Total
Cost			
At 1 January 2024	115,058	-	115,058
Additions	749	3,571	4,320
Disposals and write-off	(224)	-	(224)
At 31 December 2024 and 1 January 2025	115,583	3,571	119,154
Additions	140	-	140
At 31 December 2025	115,723	3,571	119,294
Depreciation			
At 1 January 2024	70,101	-	70,101
Depreciation charge for the year	8,467	241	8,708
Disposals and write-off	(224)	-	(224)
At 31 December 2024 and 1 January 2025	78,344	241	78,585
Depreciation charge for the year	8,542	713	9,255
At 31 December 2025	86,886	954	87,840
Net book value			
At 31 December 2024	37,239	3,330	40,569
At 31 December 2025	28,837	2,617	31,454

The Company has entered into a number of land and buildings and vehicles lease agreements. These agreements are effective for periods of 3 years to 21 years, which will expire on various dates until December 2031, with extension options at the end of lease term. The rental is payable as specified fixed rate in the contract.

For the year ended 31 December

2025 2024
(in thousand Baht)

Amounts recognised in profit or loss

Depreciation of right-of-use assets		
- Land and buildings	8,542	8,467
- Vehicles	713	241
Finance costs on lease liabilities	731	819
Expenses relating to short-term leases	1,925	2,912
Expenses relating to leases of low-value assets	189	189

During the year 2025, total cash outflow for leases of the Company were Baht 7.3 million (2024: Baht 8.9 million).

Supreme Distribution Public Company Limited

Notes to the financial statements

For the year ended 31 December 2025

As a lessor

The Company has entered into a number of equipment lease agreements with local government agencies and state enterprises. These agreements are effective for periods of 1 year to 5 years. The Company considered classification as finance lease and operating lease by applying under TFRS16.

Lease payments to be received from operating leases at 31 December

	2025	2024
	<i>(in thousand Baht)</i>	
1 st year	395,541	129,909
2 nd year	330,506	120,350
3 rd year	286,859	76,428
4 th year	254,262	32,485
5 th year	254,147	-
Total	1,521,315	359,172

During the year 2025, the Company has entered into equipment lease agreements with a government authority and a state enterprise. These agreements are effective for period of 3-5 years.

Lease payments to be received from finance leases at 31 December

	2025	2024
	<i>(in thousand Baht)</i>	
1 st year	209,923	10,191
2 nd year	204,408	6,310
3 rd year	204,408	3,265
4 th year	75,235	3,265
5 th year	71,311	3,927
Total	765,285	26,958

Finance lease receivables

	2025	2024
	<i>(in thousand Baht)</i>	
Other parties	724,423	24,781
Total	724,423	24,781
Less allowance for expected credit loss	-	-
Net	724,423	24,781
Current	192,530	9,362
Non-current	531,893	15,419
Total	724,423	24,781

11 Interest-bearing liabilities

	2025	2024
	<i>(in thousand Baht)</i>	
Lease liabilities	17,513	23,969
Total interest-bearing liabilities	17,513	23,969

Supreme Distribution Public Company Limited
Notes to the financial statements
For the year ended 31 December 2025

Unutilised credit facilities

As at 31 December 2025, the Company had unutilised credit facilities totaling Baht 3,518.1 million (2024: Baht 1,386.0 million). For the credit facilities, the Company used its contractual rights under project agreements with government agencies, land, investment in debt securities and other assets as collateral for obtaining the credit facilities.

Lease liabilities

Movements during the years ended 31 December 2025 and 2024 were as follows:

	2025	2024
	<i>(in thousand Baht)</i>	
At 1 January	23,969	28,501
Purchase of asset under lease liabilities	140	3,571
Payment of lease liabilities	(7,327)	(8,922)
Finance costs under lease liabilities	731	819
At 31 December	17,513	23,969
Current	4,035	6,566
Non-current	13,478	17,403
Total	17,513	23,969

12 Non-current provisions for employee benefits

Defined benefit plan

The Company operate a defined benefit plan based on the requirement of Thai Labour Protection Act B.E 2541 (1998) to provide retirement benefits to employees based on pensionable remuneration and length of service. The defined benefit plans expose the Company to actuarial risks, such as longevity risk and interest rate risk.

Present value of the defined benefit obligations

	2025	2024
	<i>(in thousand Baht)</i>	
At 1 January	20,874	19,435
Recognised in profit or loss:		
Current service costs	1,165	1,179
Interest on obligation	604	567
	1,769	1,746
Recognised in other comprehensive income:		
Actuarial losses		
- Demographic assumptions	591	-
- Financial assumptions	1,351	-
- Experience adjustments	2,324	-
	4,266	-
Benefit paid	(1,760)	(307)
	(1,760)	(307)
At 31 December	25,149	20,874

Supreme Distribution Public Company Limited

Notes to the financial statements

For the year ended 31 December 2025

Principal actuarial assumptions

	2025	2024
	(%)	
Discount rate	2.03	2.96
Future salary growth	5.00	5.00
Employee turnover	1.91 - 17.19	1.91 - 22.92

Assumptions regarding future mortality have been based on published statistics and mortality tables.

As at 31 December 2025, the weighted-average duration of the defined benefit obligation was 13 years (2024: 10 years).

Sensitivity analysis

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the defined benefit obligation by the amounts shown below.

<i>Effect to the defined benefit obligation at 31 December</i>	1% increase in		1% decrease in	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Discount rate	(1,626)	(1,234)	1,902	1,409
Future salary growth	1,825	1,791	(1,598)	(1,595)
	20% increase in		20% decrease in	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Employee turnover	(889)	(935)	992	1,061
Future mortality	(185)	(201)	188	203

13 Share capital

	Par value per share (in Baht)	2025		2024	
		Number	Baht	Number	Baht
		<i>(thousand shares /in thousand Baht)</i>			
Authorised shares					
At 1 January					
- ordinary shares	0.5	740,000	370,000	740,000	370,000
At 31 December					
- ordinary shares	0.5	<u>740,000</u>	<u>370,000</u>	<u>740,000</u>	<u>370,000</u>
Issued and paid-up shares capital					
At 1 January					
- ordinary shares	0.5	740,000	370,000	560,000	280,000
Issued and paid-up share capital					
- on 26 th April	0.5	-	-	180,000	90,000
At 31 December					
- ordinary shares	0.5	<u>740,000</u>	<u>370,000</u>	<u>740,000</u>	<u>370,000</u>

Supreme Distribution Public Company Limited

Notes to the financial statements

For the year ended 31 December 2025

Initial Public Offering

In April 2024, the Company offered 180 million ordinary shares to the initial public offering (“IPO”). The new shares were issued at a price of Baht 2.6 per share (par value of Baht 0.5 and share premium on ordinary shares of Baht 2.1). The Company received cash from issuing of new ordinary shares of Baht 468.0 million. The Company registered the increase of paid-up share capital with the Ministry of Commerce on 26 April 2024 and the shares of the Company were begun trading in the Stock Exchange of Thailand on 2 May 2024. The Company had expenses related to share issuance amounting to Baht 15.5 million. Hence, the Company recognised premium on ordinary shares totaling Baht 362.5 million.

14 Legal reserve

Section 116 of the Public Companies Act B.E. 2535 requires that a public company shall allocate not less than 5% of its annual net profit, less any accumulated losses brought forward, to a reserve account (“legal reserve”), until this account reaches an amount not less than 10% of the registered authorised capital. The legal reserve is not available for dividend distribution.

15 Segment information and disaggregation of revenue

Segment results that are reported to the Company’s CEO (the chief operating decision maker) include items directly attributable to a segment as well as those that can be allocated on a reasonable basis. Unallocated items comprise mainly corporate assets, distribution costs, administrative expenses, and tax assets and liabilities.

Management determined that the Company has two reportable segments which are the Company’s strategic divisions. The strategic divisions offer different sale products and services and are managed separately because they require different technology and marketing strategies. The following summary describes the operations in each of the Company’s reportable segments.

- Sales of goods
- Rendering of services and rental

Each segment's performance is measured based on segment gross profit, as included in the internal management reports that are reviewed by the Company’s CODM. Segment gross profit is used to measure performance as management believes that such information is the most relevant in evaluating the results of certain segments relative to other entities that operate within these industries.

Supreme Distribution Public Company Limited
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For the year ended 31 December 2025

Year ended 31 December	Sales of goods		Rendering of services and rental		Total	
	2025	2024	2025	2024	2025	2024
	(in thousand Baht)					
Information about reportable segments						
Revenues from external customers	1,209,080	588,612	348,836	263,999	1,557,916	852,611
Total revenues from reportable segments	1,209,080	588,612	348,836	263,999	1,557,916	852,611
Timing of revenue recognition						
At a point in time	1,209,080	588,612	-	-	1,209,080	588,612
Overtime	-	-	348,836	263,999	348,836	263,999
Total	1,209,080	588,612	348,836	263,999	1,557,916	852,611
Cost of sale of goods	999,972	421,822	-	-	999,972	421,822
Cost of rendering of services and rental	-	-	257,447	170,653	257,447	170,653
Gross profit	209,108	166,790	91,389	93,346	300,497	260,136
Other income					9,553	17,163
Finance costs					(733)	(819)
Operating expenses					(107,970)	(108,866)
Profit before income tax expense					201,347	167,614
Income tax expense					(40,355)	(30,488)
Profit for the year					160,992	137,126
Total assets					3,140,951	1,202,807
Total liabilities					2,129,673	267,708

Geographical information

The Company is managed and operates principally in Thailand. There are no material revenues derived from, or assets located in, foreign countries.

Major customer

Revenues from major customers of the Company are approximately Baht 706.3 million (2024: approximately Baht 375.7 million) of the Company's total revenue.

Revenue from rendering of service under the business license

The Board of the National Broadcasting and Telecommunications Commission ("NBTC") require the licensee to prepare the summary of revenue from rendering of service under the license's conditions.

For the year 2025 and 2024, the Company has no revenue from rendering of service under the Type one telecommunication business license and there is no expense to be deducted according to the announcement of NBTC regarding the Criteria and Procedures for the Collection of Revenue for the Provision of Universal Service Obligation (USO) and Social Telecommunications Services.

Supreme Distribution Public Company Limited

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For the year ended 31 December 2025

Contract balances

The contract assets primarily relate to the Company's rights to consideration for sales of products and service agreements which the Company has delivered the products and rendered the services but not yet billed the customers at the reporting date. The Company's contract assets amounted to Baht 82.7 million (2024: Baht 3.4 million) are expected to be billed in 12 months from the reporting date.

Contract cost assets

Contract cost assets are the incremental costs to obtain a contract with a customer. The Company expects to recover these costs. However, the incremental costs of obtaining a contract are expensed when incurred. At 31 December 2025, the Company has net costs to obtain a contract amounted of Baht 11.3 million (31 December 2024: Baht 13.8 million).

Revenue expected to be recognised in the future related to performance obligations that are unsatisfied

At 31 December 2025, the Company has revenue expected to be recognised in the future arising from performance obligations that are unsatisfied totaling of Baht 16.9 million (31 December 2024: Baht 11.8 million). The Company will recognise this revenue when the customer obtains control of the goods, which is expected to occur over the next 12 months and 48 months amount to Baht 14.7 million and Baht 2.2 million, respectively (31 December 2024: 12 months and 60 months amount to Baht 11.2 million and Baht 0.6 million, respectively).

16 Expenses by nature

The statement of income includes an analysis of expenses by function. Expenses by nature are as follows:

	2025	2024
	<i>(in thousand Baht)</i>	
Purchase of finished goods, supplies, and installation service	1,149,211	524,573
Employee benefit expenses	65,035	60,529
Depreciation and amortisation	120,267	81,456
Professional consulting and other services	8,935	9,631
Advertising and sale promotion expenses	7,336	9,482
Transportation expenses	3,592	5,447
(Reversal of) inventories devaluation	418	(1,159)
Others	10,595	11,382
Total cost of sale of goods, cost of rendering of services and rental, distribution costs and administrative expenses	1,365,389	701,341

17 Income tax expense

Income tax recognised in profit or loss

	2025	2024
	<i>(in thousand Baht)</i>	
Current tax expense		
Current year	16,839	31,187
Adjustment for prior year	7	-
	16,846	31,187

Supreme Distribution Public Company Limited
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	2025 (in thousand Baht)	2024
Deferred tax expense		
Movements in temporary differences	23,509	(699)
	<u>23,509</u>	<u>(699)</u>
Total income tax expense	<u>40,355</u>	<u>30,488</u>

	Before tax	2025 Tax benefit	Net of tax (in thousand Baht)	Before tax	2024 Tax benefit	Net of tax
Income tax						
Recognised in other comprehensive income						
Defined benefit plan actuarial losses	(4,266)	853	(3,413)	-	-	-
Total	<u>(4,266)</u>	<u>853</u>	<u>(3,413)</u>	<u>-</u>	<u>-</u>	<u>-</u>

Reconciliation of effective tax rate

	2025 Tax rate (%)	2025 (in thousand Baht)	2024 Tax rate (%)	2024 (in thousand Baht)
Profit before income tax expense		201,347		167,614
Income tax using the Thai corporation tax rates	20	40,269	20	33,523
Tax effect of income and expenses that are not taxable income or not deductible in determining taxable profit		79		(3,035)
Adjustment for prior year		7		-
Total	<u>20</u>	<u>40,355</u>	<u>18</u>	<u>30,488</u>

	Assets		Liabilities	
Deferred tax At 31 December	2025	2024	2025	2024
		(in thousand Baht)		
Total	22,810	21,102	(32,992)	(8,628)
Set off of tax	(22,810)	(8,628)	22,810	8,628
Net of deferred tax assets (liabilities)	<u>-</u>	<u>12,474</u>	<u>(10,182)</u>	<u>-</u>

Supreme Distribution Public Company Limited
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For the year ended 31 December 2025

Movements in deferred tax assets and liabilities during the years ended 31 December 2025 and 2024 were as follows:

		(Charged) / Credited to		
	At 1 January	Profit or loss (in thousand Baht)	Other comprehensive income	At 31 December
2025				
Deferred tax assets				
Trade receivables	5,958	-	-	5,958
Inventories	11	(2)	-	9
Investment properties	2,703	-	-	2,703
Equipment	-	837	-	837
Trade and other payables	877	521	-	1,398
Contract liabilities	2,584	788	-	3,372
Lease liabilities	4,794	(1,291)	-	3,503
Non-current provisions for employee benefits	4,175	2	853	5,030
Total	21,102	855	853	22,810
Deferred tax liabilities				
Finance and operating lease receivables	(6,387)	(23,732)	-	(30,119)
Contract assets	(672)	(1,785)	-	(2,457)
Right-of-use assets	(1,569)	1,153	-	(416)
Total	(8,628)	(24,364)	-	(32,992)
2024				
Deferred tax assets				
Trade receivables	5,958	-	-	5,958
Inventories	73	(62)	-	11
Investment properties	2,703	-	-	2,703
Trade and other payables	1,705	(828)	-	877
Contract liabilities	1,128	1,456	-	2,584
Lease liabilities	5,700	(906)	-	4,794
Non-current provisions for employee benefits	3,887	288	-	4,175
Total	21,154	(52)	-	21,102
Deferred tax liabilities				
Finance and operating lease receivables	(3,461)	(2,926)	-	(6,387)
Contract assets	(2,926)	2,254	-	(672)
Right-of-use assets	(2,276)	707	-	(1,569)
Others	(716)	716	-	-
Total	(9,379)	751	-	(8,628)

Supreme Distribution Public Company Limited
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18 Earnings per share

The calculation of basic EPS has been based on the profit attributable to ordinary shareholders of the Company and the weighted-average number of ordinary shares outstanding. The calculation is as follows:

	2025 (in thousand Baht/ thousand shares)	2024 (in thousand Baht/ thousand shares)
Profit attributable to ordinary shareholders of the Company (basic)	160,992	137,126
Ordinary shares outstanding		
Number of ordinary shares outstanding at 1 January	740,000	560,000
Number of ordinary shares outstanding at 26 April	-	122,951
Weighted average number of ordinary shares outstanding (basic) at 31 December	740,000	682,951
Basic earnings per share (in Baht)	0.22	0.20

19 Dividends

	Approval date	Payment schedule	Dividend rate per share (in Baht)	Amount (in million Baht)
2025				
2024 Annual dividend	24 April 2025	May 2025	0.11	81.40
2024				
Interim dividend	19 January 2024	January 2024	0.06	33.04

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Notes to the financial statements
For the year ended 31 December 2025

20 Financial instruments

(a) Carrying amounts and fair values

The following table shows the carrying amounts and fair values of financial assets, including their levels in the fair value hierarchy, but does not include fair value information for financial assets measured at amortised cost if the carrying amount is a reasonable approximation of fair value.

	Carrying amount		Fair value			
	Financial instruments measured at fair value through profit or loss	Financial instruments measured at amortised cost	<i>(in thousand Baht)</i>			
			Level 1	Level 2	Level 3	Total
At 31 December						
2025						
Financial assets						
Other current financial assets:						
Investment in debt instruments	-	18,000	-	18,169	-	18,169
Other non-current financial assets:						
Investment in debt instruments	-	33,000	-	35,411	-	35,411
Total other financial assets	-	51,000	-	53,580	-	53,580
2024						
Financial assets						
Other current financial assets:						
Investment in debt instruments	-	3,000	-	3,063	-	3,063
Other non-current financial assets:						
Investment in debt instruments	-	51,000	-	52,791	-	52,791
Total other financial assets	-	54,000	-	55,854	-	55,854

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The following tables present valuation technique of financial instruments measured at fair value in the statements of financial position.

Financial instruments measured at fair value in level 2

Type	Valuation technique
Debt securities	Determined based on clean price at the end of the reporting period adjusted by the accrued interest rate by the Thai Bond Market Association

(b) *Financial risk management policies*

Risk management framework

The Company's board of directors has overall responsibility for the establishment and oversight of the Company's risk management framework. The board of directors has assigned an authorisation to the risk management committee to be responsible for developing and monitoring the Company's risk management policies. The risk management committee reports regularly to the board of directors on its activities.

The Company's risk management policies are established to identify and analyse the risks faced by the Company, to set appropriate risk limits and controls and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Company's activities. The Company, through its training and management standards and procedures, aims to maintain a disciplined and constructive control environment in which all employees understand their roles and obligations.

The Company audit committee oversees how management monitors compliance with the Company's risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to the risks faced by the Company. The Company audit committee is assisted in its oversight role by internal audit. Internal audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the audit committee.

(b.1) Credit risk

Credit risk is the risk of financial loss to the Company if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Company's receivables from customers.

(b.1.1) Trade accounts receivable

The Company's exposure to credit risk is influenced mainly by the individual characteristics of each customer. However, the management also considers the factors that may influence the credit risk of its customer base, including the default risk associated with the industry and country in which customers operate.

The management has established a credit policy under which each new customer is analysed individually for creditworthiness before the Company's commercial terms and conditions are offered. The Company's review includes external ratings, if they are available, financial statements, credit agency information, industry information and in some cases bank references. Sale limits are established for each customer. Any sales exceeding those limits require approval from the management.

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The Company limits its exposure to credit risk from trade accounts receivables by establishing a maximum payment period of 90 days. Outstanding trade receivables are regularly monitored by the Company. An impairment analysis is performed by the Company at each reporting date. The provision rates of expected credit loss are based on days past due for individual trade receivables with similar credit risks to reflect differences between economic conditions in the past, current conditions and the Company's view of economic conditions over the expected lives of the receivables.

Information relevant to trade accounts receivables is disclosed in note 6.

(b.1.2) Cash and cash equivalent

The Company's exposure to credit risk arising from cash and cash equivalents is limited because the counterparties are banks and financial institutions which the Company considers to have low credit risk.

(b.1.3) Guarantees

The Company has issued guarantee to certain banks in respect of credit facilities according to the contract made with the government agencies as disclosed in note 22.

(b.2) Liquidity risk

At 31 December 2025, the Company's total current liabilities exceeded total current assets. To ensure funding needs and mitigate liquidity risks for the foreseeable future, the management continually monitors the Company's liquidity risk and implements procedures; maintaining a sufficient level of cash and cash equivalents deemed adequate by management to finance the Company's operations, rolling forecasting the Company's unutilized credit facilities.

The following table are the remaining contractual maturities of financial liabilities at the reporting date. The amounts are gross and undiscounted and include contractual interest payments and exclude the impact of netting agreements.

At 31 December	Carrying amount	Contractual cash flows			Total
		1 year or less	More than 1 year but less than 5 years	More than 5 years	
		(in thousand Baht)			
2025					
Non-derivative financial liabilities					
Trade accounts payable	1,982,871	1,982,871	-	-	1,982,871
Other payables	73,219	73,219	-	-	73,219
Lease liabilities	17,513	4,571	11,902	2,676	19,149
	<u>2,073,603</u>	<u>2,060,661</u>	<u>11,902</u>	<u>2,676</u>	<u>2,075,239</u>
2024					
Non-derivative financial liabilities					
Trade accounts payable	161,044	161,044	-	-	161,044
Other payables	30,058	30,058	-	-	30,058
Lease liabilities	23,968	7,294	13,683	5,352	26,329
	<u>215,070</u>	<u>198,396</u>	<u>13,683</u>	<u>5,352</u>	<u>217,431</u>

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Notes to the financial statements

For the year ended 31 December 2025

21 Capital management

The Board of Directors' policy is to maintain a strong capital base so as to maintain shareholders, creditor and to sustain future development of the business. The Board regularly monitors the return on capital, by evaluating result from operating activities divided by total shareholders' equity and also monitors the level of dividends to ordinary shareholders.

22 Commitments

	2025	2024
	<i>(in thousand Baht)</i>	
<i>Commitments with related parties</i>		
Capital commitments and purchase orders for goods	59	-
Service agreements commitments	67	113
Total	126	113
<i>Other commitments</i>		
Capital commitments and purchase orders for goods	628,255	42,086
Service agreements commitments	114,311	32,469
Short-term lease agreements commitments	914	732
Bank guarantees	561,047	119,251
Letter of credit for purchase of inventories	15,899	-
Total	1,320,426	194,538
Total commitments	1,320,552	194,651

Other commitments

As at 31 December 2025, the Company has taken the Company's assets as collateral for credit lines with financial institutions in Thailand include land with a net book value of Baht 17.8 million, debentures issued by private sector companies with a net book value of Baht 51.0 million and bank deposits with a net book value of Baht 68.6 million.

23 Significant litigation

During 2020, a local government agency submitted a dispute to the Central Administrative Court, demanding the Company to pay compensation amounting to Baht 52.7 million, regarding the purchasing and delivery leased equipment. In the same case, the Company submitted the objection, demanding this government agency to pay compensation amounting to Baht 81.6 million. Currently, the case is being processed by the Central Administrative Court.

The management of the Company believed that the Company had no obligation to pay compensation due to the Company had complied with the agreement. Therefore, the outcome of the disputes should be settled by favourably. However, the Company recognized an expected credit loss expense of Baht 29.8 million in the statement of income for the year ended 31 December 2020. The lawsuit has been in process as of the issuance of the financial statements.

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For the year ended 31 December 2025

24 Events after the reporting period

On 26 January 2026, the Company entered into a lease agreement for land and building with a related company for use in operations. The lease term is three years, with a monthly rental fee of Baht 0.6 million. The agreement grants the Company the option to renew the lease for additional three-year terms, with the rental rate to be determined based on an appraisal conducted by a property appraiser approved by the Securities and Exchange Commission.

At the Board of Directors of the Company's meeting held on 19 February 2026, the Board of Directors passed the resolution propose to annual general meeting of the Company's shareholders for approval of dividends payment by allocating from the Company's annual operating profits of 2025 at Baht 0.12 per share, totaling amount of Baht 88.8 million, which the dividend payment shall be paid by 21 May 2026.

Attachment

Back up attachment

Attachment 1 : Details of directors, executives, controlling persons, the person assigned to take the highest responsibility in Accounting and Finance, the person assigned to take direct responsibility for accounting supervision, the Company's secretary, and the representative for contact and coordination in case of a foreign company

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1858/2025/1774395066170.pdf>



Attachment 2 : Details of the directors of subsidiaries

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1858/2025/1774395066174.pdf>



Attachment 3 : Details of the Heads of the Internal Audit and Compliance Units

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1858/2025/1774395066178.pdf>



Attachment 4 : Assets for business undertaking and details of asset appraisal

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1858/2025/1774395066408.pdf>



Attachment 5 : Unabridged policy and guidelines on corporate governance and unabridged code of business conduct prepared by the Company

Link to attachment : <https://www.supreme.co.th/en/sustainability/corporate-governance>



Attachment 6 : Report of the Audit Committee

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1858/2025/1774395066190.pdf>



Attachment 7 :Report of the Executive Committee

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1858/2025/1774395066194.pdf>



Attachment 8 :Report of the Nomination and Remuneration Committee

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1858/2025/1774395066198.pdf>



Attachment 9 :Report of the Risk Management Committee

Link to attachment : <https://eonemedia.setlink.set.or.th/report/1858/2025/1774395066202.pdf>

