

# ESG Performance

Company Name : SINGER THAILAND PUBLIC COMPANY LIMITED      Symbol : SINGER

Market : SET      Industry Group : Services      Sector : Commerce

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## Environmental management

### Information on environmental policy and guidelines

#### Environmental policy and guidelines

Environmental policy and guidelines : Yes

Environmental guidelines : Waste management

Here is the English translation:

**Environmental Management Policy**, with the following guidelines:

1. Strictly comply with international and local environmental laws, as well as the Companys rules and regulations.
2. Conduct business with responsibility toward the environment and society by developing environmental management systems in accordance with international standards, ensuring that the Companys activities and operations comply with relevant environmental laws and standards.
3. Establish monitoring and evaluation of operational performance and environmental impacts arising from activities, along with continuous improvement measures by setting clear objectives, targets, and action plans, including environmental impact assessments.
4. Promote environmental awareness and provide continuous training to employees to ensure effective implementation of the environmental management system, as well as to enhance understanding of climate change, natural resource conservation, and the importance of preventing negative environmental impacts, including impacts on ecosystems that may affect biodiversity.

The Company will support environmental conservation initiatives for society and various organizations, as well as disseminate information to enhance its image and foster better understanding of environmental management.

### Information on review of environmental policies, guidelines, and/or objectives over the past years

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

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

Changes in environmental policies, guidelines, and/or goals : Electricity management, Waste management, Others : Reduce the purchase of paper for documentation purposes.

#### Electricity Consumption Reduction per Area (sq.m.)

##### Target:

Reduce electricity consumption per area (kWh/sq.m.) by **3%** from the 2025 baseline.

##### Implementation:

1. Turn off some lights in office areas during 12:00-13:00 hrs.

**Timeline:** Starting January 2026

##### Evidence:

1. Internal communications to employees regarding partial lighting shutdown during break time

2. Campaign materials promoting turning off lights and unplugging electrical equipment when not in use

**Reporting:**

Monthly electricity consumption reports (kWh/sq.m.), compared against the 2025 baseline

**Reduction in Paper Consumption****Target:**

Reduce paper usage compared to 2025

**Implementation:**

1. Reduce document printing by transitioning to digital systems

**Timeline:** Starting January 2026

2. Promote the reuse of paper

**Timeline:** Starting January 2026

**Evidence:**

1. Internal communications promoting paper reuse
2. Tracking printing volume via photocopier meter

**Reporting:**

Report paper usage in reams/kg (for CFO calculation purposes)

**Waste Management in Head Office****Target:**

Increase recycling and reuse of waste and materials

**Implementation:**

1. Promote waste segregation at the source

**Timeline:** Starting January 2026

2. Adjust sizes and categories of waste bins to match waste volume and prevent improper disposal

**Timeline:** Starting January 2026

**Evidence:**

1. Internal communications promoting waste segregation at the source
2. Campaign materials on turning off lights and unplugging electrical equipment after use

**Information on compliance with environmental management principles and standards****Compliance with waste management principles and standards**

Waste management principles and standards : 3Rs, 5Rs or 7Rs

## Information on other environmental management

Plans, performance, and outcomes related to other environmental management

## 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

## Energy management

### Disclosure boundary in energy management in the past years

Boundary type : Company  
Total number of disclosure boundaries : -  
Actual number of disclosure boundaries : -  
Data disclosure coverage (%) : 0.00

### Information on energy management

#### Energy management plan

The company's energy management plan : No

### Information on setting goals for managing energy

#### Setting goals for managing electricity and/or oil and fuel

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

#### Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased for consumption	2025 : purchased electricity for consumption 126,671.00 Kilowatt / m2	2026 : Reduced by 3% / m2

### Information on performance and outcomes of energy management

#### Performance and outcomes of energy management

Performance and outcomes of energy management : No

### Information on electricity management

Company's electricity consumption<sup>(\*)</sup>

	2023	2024	2025
<b>Total electricity consumption within the organization (Kilowatt-Hours)</b>	0.00	0.00	0.00
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	0.00	0.00	N/A
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	0.00	0.00	N/A
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	0.00	0.00	0.00

Additional explanation : <sup>(\*)</sup> Exclude electricity consumption outside of the Company

### Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m <sup>2</sup> )	0.00000000	0.00000000	N/A

### Electricity Expense <sup>(\*)</sup>

	2023	2024	2025
Total electricity expense (Baht)	2,751,241.00	N/A	1,064,034.75
Percentage of total electricity expense to total expenses (%) <sup>(**)</sup>	0.04	N/A	0.03
Percentage of total electricity expense to total revenues (%) <sup>(**)</sup>	0.09	N/A	0.03
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	1,871.59	N/A	1,240.13

Additional explanation : <sup>(\*)</sup> Exclude electricity expense outside of the Company

<sup>(\*\*)</sup> Total revenues and expenses from consolidated financial statement

### Information on fuel management

#### Company's fuel consumption

	2023	2024	2025
Jet fuel (Litres)	0.00	N/A	N/A
Diesel (Litres)	0.00	N/A	N/A
Gasoline (Litres)	0.00	N/A	N/A
Fuel oil (Litres)	0.00	N/A	N/A
Crude oil (Barrels)	0.00	N/A	N/A
Natural gas (Standard Cubic Feet)	0.00	N/A	N/A
LPG (Kilograms)	0.00	N/A	N/A
Steam (Metric tonnes)	0.00	N/A	N/A
Coal (Metric tonnes)	0.00	N/A	N/A

Additional explanation : Not include external fuel consumption

#### Company's fuel expense <sup>(\*)</sup>

	2023	2024	2025
Total fuel expense (Baht)	0.00	N/A	N/A
Percentage of total fuel expense to total expenses (%) <sup>(**)</sup>	0.00	N/A	N/A
Percentage of total fuel expense to total revenues (%) <sup>(**)</sup>	0.00	N/A	N/A

Additional explanation : <sup>(\*)</sup> Exclude electricity expense outside of the Company

<sup>(\*\*)</sup> Total revenues and expenses from consolidated financial statement

#### Information on total energy management (electricity + fuel)

##### Energy Consumption

	2023	2024	2025
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	2023	2024	2025
Total energy consumption within the organization (Megawatt-Hours)	0.00	0.00	N/A

### Energy Consumption Intensity

	2023	2024	2025
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) <sup>(*)</sup>	0.00000000	0.00000000	N/A
Intensity of total energy consumption within the organization (Megawatt-Hours / m <sup>2</sup> )	0.00000000	N/A	N/A

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

## Water management

### Disclosure boundary in water management over the past years

Boundary type : Company  
Total number of disclosure boundaries : -  
Actual number of disclosure boundaries : -  
Data disclosure coverage (%) : 0.00

### Information on water management plan

#### Water management plan

The Company's water management plan : No

### Information on setting goals for water management

#### Setting goals for water management

Does the company set goals for water management : No

#### Details of setting goals for water management

### Information on performance and outcomes of water management

#### Performance and outcomes of water management

Performance and outcomes of water management : No

### Information on water management

#### Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	0.00	0.00	N/A

	2023	2024	2025
Water withdrawal by third-party water (cubic meters)	0.00	0.00	N/A
Water withdrawal by surface water (cubic meters)	0.00	0.00	N/A
Water withdrawal by groundwater (cubic meters)	0.00	0.00	N/A
Water withdrawal by seawater (cubic meters)	0.00	0.00	N/A
Water withdrawal by produced water (cubic meters)	0.00	0.00	N/A
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	0.00	0.00	N/A
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) <sup>(*)</sup>	0.00	0.00	N/A

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

#### Water discharge by destinations

	2023	2024	2025
<b>Total wastewater discharge (cubic meters)</b>	0.00	0.00	N/A
Wastewater discharged to third-party water (cubic meters)	0.00	0.00	N/A
Wastewater discharged to surface water (cubic meters)	0.00	0.00	N/A
Wastewater discharged to groundwater (cubic meters)	0.00	0.00	N/A
Wastewater discharged to seawater (cubic meters)	0.00	0.00	N/A

#### Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	0.00	0.00	N/A

#### Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) <sup>(*)</sup>	0.00000000	0.00000000	N/A
Intensity of total water consumption (Cubic meters / m <sup>2</sup> )	0.00000000	0.00000000	N/A

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

#### Water withdrawal expenses

	2023	2024	2025
<b>Total water withdrawal expense (Baht)</b>	0.00	0.00	N/A
Total water withdrawal expense from third-party water (Baht)	0.00	N/A	N/A
Total water withdrawal expense from other sources (Baht)	0.00	N/A	N/A
Percentage of total water withdrawal expense to total expenses (%) <sup>(*)</sup>	0.00	0.00	N/A
Percentage of total water withdrawal expense to total revenues (%) <sup>(*)</sup>	0.00	0.00	N/A
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	0.00	0.00	N/A

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

## Waste management

### Disclosure boundary in waste management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	-
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

### Information on waste management plan

#### Waste management plan

The company's waste management plan : Yes

1. Promote waste segregation at the source

**Timeline:** Starting January 2026

2. Adjust the size of categorized waste bins to align with waste volume and prevent improper mixing of waste

**Timeline:** Starting January 2026

### Information on setting goals for waste management

#### Setting goals for waste management

Does the company set goals for waste management : No

#### Details of setting goals for waste management

### Information on performance and outcomes of waste management

#### Performance and outcomes of waste management

The company's performance and outcomes of waste management : Yes

The Company places importance on systematic and efficient waste management, including promoting employee awareness of waste-related issues and encouraging participation in waste reduction and proper waste segregation based on the **4R concept**, in order to effectively reduce waste within the organization.

1. Install food waste bins at 2 locations in male and female restrooms.
2. Install a waste separation station (1 point with 4 bins) at the restroom entrance area, categorizing waste into 4 types as follows:
  - a. General waste
  - b. Organic waste
  - c. Recyclable waste
  - d. Hazardous waste

## Information on waste management

### Waste Generation <sup>(\*)</sup>

	2023	2024	2025
<b>Total waste generated (Kilograms)</b>	0.00	N/A	N/A
<b>Total non-hazardous waste (kilograms)</b>	0.00	N/A	N/A
<b>Total hazardous waste (kilograms)</b>	0.00	N/A	N/A
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.00	N/A	N/A
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.00	N/A	N/A
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.00	N/A	N/A

Additional explanation : <sup>(\*)</sup> Exclude the total weight of waste generated outside of the Company, which is not responsible for the waste disposal or treatment cost

<sup>(\*\*)</sup> Total revenues and expenses from consolidated financial statement

### Waste reuse and recycling

	2023	2024	2025
<b>Total reused/recycled waste (Kilograms)</b>	0.00	N/A	N/A
<b>Reused/Recycled non-hazardous waste (Kilograms)</b>	0.00	N/A	N/A
<b>Reused/Recycled hazardous waste (Kilograms)</b>	0.00	N/A	N/A

Additional explanation : Exclude the total weight of reused/recycled waste outside of the Company, which is not responsible for the waste disposal or treatment cost

## Greenhouse gas management

### Disclosure boundary in greenhouse gas management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	-
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

### Information on greenhouse gas management plan

#### Greenhouse gas management plan

The company's greenhouse gas management plan : No

### Information on setting greenhouse gas emission goals

#### Setting greenhouse gas emission goals

Does the company set greenhouse gas management : No  
goals

### Information on performance and outcomes of greenhouse gas management

#### Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas : No  
management

### Information on greenhouse gas management

#### The company's greenhouse gas emissions

	2023	2024	2025
<b>Total GHG emissions (Metrics tonne of carbon dioxide equivalents)</b>	0.00	0.00	N/A
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	0.00	N/A	N/A
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	0.00	N/A	N/A
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	0.00	N/A	N/A

### Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) (*)	0.000000	0.000000	N/A
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	0.00	0.00	N/A
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / m <sup>2</sup> )	0.00000000	N/A	N/A

Additional explanation : (\*) Total revenues and expenses from consolidated financial statement

### Information on verification of the company's greenhouse gas emissions over the past year

#### Verification of the company's greenhouse gas emissions over the past year

Verification of the company's greenhouse gas : No  
emissions

### Information on reduction and absorption of greenhouse gas

#### Reduction of Greenhouse Gas

	2023	2024	2025
<b>Total reduced GHG (Metric tonnes of carbon dioxide equivalent)</b>	0.00	0.00	0.00
Care the Bear Project (Metric tonnes of carbon dioxide equivalent)	0.00	N/A	N/A
Care the Whale Project (Metric tonnes of carbon dioxide equivalent)	0.00	N/A	N/A

#### Absorption and removal of Greenhouse Gas

	2023	2024	2025
<b>Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent)</b>	0.00	0.00	0.00
Care the Wild Project (Metric kilograms of carbon dioxide equivalent)	0.00	N/A	N/A

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# ESG Performance

Company Name : SINGER THAILAND PUBLIC COMPANY LIMITED      Symbol : SINGER

Market : SET      Industry Group : Services      Sector : Commerce

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## Human rights

### Information on social and human rights policies and guidelines

#### Social and human rights policy and guidelines

Social and human rights policy and guidelines : Yes

Social and human rights guidelines : Employee Rights, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination

(1) Conducting Business with Fairness In order to ensure fairness in business operations, Singer Thailand Public Company Limited and its subsidiaries have determined the Company's policy by focusing on the importance of the rights of all groups of stakeholders, whether it is an inside stakeholder such as employees or management of the Company or the outside stakeholder such as customers, creditors, government agencies and other related agencies including community, society, and environment which is not only required by law only but also includes not taking any actions that violate/diminish of the rights of those stakeholders by defining ethical business

(2) Anti-corruption The Company has set a policy in the Company's management manual, the Company Code of Business Ethics Book, the policy does not allow any corruption (Zero Tolerance Policies). In addition, the Company has jointly signed the intent under the Thai Private Sector Collective Action Coalition Against Corruption by the Institute of Directors Association Thai Company (IOD) and is certified as a member of the Thai Private Sector Collective Action Coalition Against Corruption completely.

(3) Respect for Human Rights Human rights are rights that every human being deserves. To be happy as a human being and part of society, human rights protect the individual as well as the freedom and human dignity of that person. Therefore, respect for Human Rights is essential to society's security and peace. Therefore, the Company emphasizes respecting human rights and has realized the value of human resources, and wishes to make employees take pride in the organization, promoting a participatory working atmosphere and providing opportunities for equal career advancement. Therefore, the employees shall be developed to promote knowledge and competence thorough and continuous in order to create value and maintain excellence in business under the guidelines for personnel management

(4) Fair Treatment of Labor The Company believes in the power of all personnel in the organization as an important force in driving the organization towards its vision and mission effectively, appropriately, and in line with the business strategy. Therefore, the Company recruits and selects new personnel who have knowledge, abilities, skills, good attitude and are ready to join the company along with maintaining the existing personnel to have more knowledge, abilities, and skills for working together as a team that helps each other with love and connection that will achieve the goals of the Company effectively and efficiently and, above all, that the Company has always focused on is to let employees work happily and with love and pride to be part of the organization.

(5) Responsibility to Customers and Consumers In addition to complying with the law, the Company also has a policy for all employees to perform their duties in accordance with the principles of business ethics related to customers or trading partners as follows:

- **Customers**

1. Committed to strictly complying with business conditions with customers. To be fair and reliable.

2. Committed to providing complete, accurate, timely information and continuously promoting communication to build relationships with customers.

● **Partners and Contract Parties**

1. Committed to providing quality products and services under the principle of equal database competition, there are criteria for evaluating and selecting partners and contractual parties. Develop an appropriate contract format. To prepare the management and monitoring system to ensure full compliance with the terms of the contract and prevent corruption and misconduct at all stages of the procurement process and has a principle of payment to partners and the contract parties on time according to the agreed payment terms.

2. Committed to developing and maintaining sustainable relationships with suppliers and contract parties with clear objectives in the quality of a product or service that is worth the money, technical quality, and mutual trust.

3. Employees are prohibited from receiving any personal benefits from business partners and contract parties.

(6) Taking Care of the Environment The Company is considering the analysis of risks and impacts on the environment and safety in all business processes, including using resources efficiently and saving energy according to international principles. "Singer" is an organization that emphasizes the importance of taking responsibility for society and the environment. It has practice guidelines to reduce greenhouse problems (Carbon Footprint), which will result in toxic pollution and global warming problems, by setting up cooperation with partner organizations to reduce environmental impact. In terms of the responsibility of products by recruiting factory partners who have innovations to produce products with environmentally friendly materials.

(7) Community Development The Company realizes the importance of conducting business on the basis of ethics and good morals along with helping and contributing to the creation of a sustainable Thai society necessarily. The Company foresees that vocational training for Thai society is an important foundation of the society. Therefore, the Company has continuously participated in developing, promoting, and supporting career training for students, youths, and housewives, including female inmates, which is the origin of the career job project in that the Company cooperates with government agencies and the private sector to create jobs and careers.

(8) Preparation of Environmental Reports The Company shall disclose information of compliance with social responsibility guidelines as a benefit to all stakeholders by preparing a report to disclose social and environmental performance covering business operations environmental and safety and social issues, including creating information accurately and providing various information dissemination channels for stakeholders to access the information conveniently.

(9) Donations Charitable Contributions, Donations, and Aid Grant according to criteria about charitable donations and conducting donation activities on behalf of the Company or affiliated companies in accordance with company objectives, strategies, and the practice of Corporate Social Responsibility. The donation must be able to prove that there is a charitable project activity and actions were taken to support the achievement of the project objectives and cause real benefit to society or for the purpose of operating with responsibility for society, whether it is a charitable donation or a social contribution. Employees and the management of the Company are prohibited from donating to individuals, juristic persons, organizations, or other entities as follows:

1. Support political parties or secret political activities for individuals, juristic persons, organizations, or unlawful entities.
2. Have dishonest intentions for any purpose, even if it is the business outcome of the Company.
3. The person who represents the donation must hold the position of manager or above. If having to donate money or items valued over 5,000 baht (five thousand baht), it must be approved by the line director or managing director.
4. Withdrawing money, products, or things must strictly comply with the Company's regulations

## Information on review of social and human rights policies, guidelines, and/or goals over the past year

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

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

## Information on compliance with human rights principles and standards

### Compliance with human rights principles and standards

Human rights management principles and standards : The UN Guiding Principles on Business and Human Rights

## Information on Human Rights Due Diligence : HRDD

### Human Rights Due Diligence : HRDD

Does the company have an HRDD process : No

## 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)	4	5	4
Total number of cases or incidents leading to significant labor disputes (cases)	4	5	4
Total number of incidents or complaints related to consumer rights violations (cases)	0	0	0
Total number of incidents or complaints related to business partners rights violations (cases)	0	0	0

	2023	2024	2025
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

**Details of incidents and corrective measures for significant social and legal violations**

Year of incident	Details	Progress status
2025	<p><b>Incident</b></p> <p>Resulting from organizational restructuring</p> <p><b>Impact that occurred or is expected to occur</b></p> <p><u>Non-financial impact</u></p> <p>Corporate reputation risk arising from litigation initiated by former employees</p> <p><b>Corrective or remedial measures</b></p> <p>Compliance with labor laws.</p>	<p>Incident reviewed by the organization</p>

## Fair labor practice

### Disclosure boundary in fair labor practice in the past years

Boundary type : Company  
Data disclosure coverage (%) : 0.00

### Information on employees and labor management plan

#### Employees and labor management plan

The company's employee and labor management : Yes  
plan

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

#### ● Employee Potential Development

The company has a systematic personnel development process for employees at all levels, including potential development and the organization of more efficient employee development processes such as coaching, on-the-job training, mentoring, and being an integral part of the organization.

Due to the COVID-19 pandemic, the entire world has had to adapt to a new way of life. Consequently, the company has shifted its employee training and development format from classroom-based training to more online training. This online training also aligns with the company's new work model. Furthermore, online training facilitates employees' access to training and creates more learning opportunities. The company plans to continuously develop more online training courses to enhance learning opportunities and personnel development.

#### ● Wage Management, Remuneration, and Various Benefits

The company adheres to the principle of fair wage management, ensuring suitability for a happy livelihood. It provides financial support in the form of assistance and welfare loans, as well as numerous other benefits such as employee uniforms, annual health check-ups, annual company trips, etc., coupled with promoting work-life balance for employees in accordance with the philosophy of the Sufficiency Economy.

### Information on setting employee and labor management goals

#### Setting employee and labor management goals

Does the company set employee : No  
and labor management goals?

### Information on performance and outcomes for employee and labor management

#### Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor : No  
management

## Information on employment

### Employment

	2023	2024	2025
<b>Total Employment (Person)</b>	1,470	1,768	858
Percentage of employees to total employment (%)	100.00	100.00	100.00
<b>Total employees (persons)</b>	1470	1768	858
Male employees (persons)	558	738	354
Percentage of male employees (%)	37.96	41.74	41.26
Female employees (persons)	912	1030	504
Percentage of female employees (%)	62.04	58.26	58.74

### Number of employees categorized by age

	2023	2024	2025
Total number of employees under 30 years old (Persons)	249	315	134
Percentage of employees under 30 years old (%)	16.94	17.82	15.62
Total number of employees 30-50 years old (Persons)	901	1,097	490
Percentage of employees 30-50 years old (%)	61.29	62.05	57.11
Total number of employees over 50 years old (Persons)	320	356	234
Percentage of employees over 50 years old (%)	21.77	20.14	27.27

### Number of male employees categorized by age

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	80	115	52
Percentage of male employees under 30 years old (%)	14.34	15.58	14.69
Total number of male employees 30-50 years old (Persons)	320	434	185
Percentage of male employees 30-50 years old (%)	57.35	58.81	52.26
Total number of male employees over 50 years old (Persons)	158	189	117
Percentage of male employees over 50 years old (%)	28.32	25.61	33.05

**Number of female employees categorized by age**

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	169	200	82
Percentage of female employees under 30 years old (%)	18.53	19.42	16.27
Total number of female employees 30-50 years old (Persons)	581	663	305
Percentage of female employees 30-50 years old (%)	63.71	64.37	60.52
Total number of female employees over 50 years old (Persons)	162	167	117
Percentage of female employees over 50 years old (%)	17.76	16.21	23.21

**Number of employees categorized by position**

	2023	2024	2025
Total number of employees in operational level (Persons)	1,451	1,730	841
Percentage of employees in operational level (%)	98.71	97.85	98.02
Total number of employees in management level (Persons)	15	30	13
Percentage of employees in management level (%)	1.02	1.70	1.52
Total number of employees in executive level (Persons)	4	8	4
Percentage of employees in executive level (%)	0.27	0.45	0.47

**Number of male employees categorized by position**

	2023	2024	2025
Total number of male employees in operational level (Persons)	551	718	344
Percentage of male employees in operational level (%)	98.75	97.29	97.18
Total number of male employees in management level (Persons)	4	15	7
Percentage of male employees in management level (%)	0.72	2.03	1.98
Total number of male employees in executive level (Persons)	3	5	3
Percentage of male employees in executive level (%)	0.54	0.68	0.85

**Number of female employees categorized by position**

	2023	2024	2025
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	2023	2024	2025
Total number of female employees in operational level (Persons)	900	1,012	497
Percentage of female employees in operational level (%)	98.68	98.25	98.61
Total number of female employees in management level (Persons)	11	15	6
Percentage of female employees in management level (%)	1.21	1.46	1.19
Total number of female employees in executive level (Persons)	1	3	1
Percentage of female employees in executive level (%)	0.11	0.29	0.20

#### Significant changes in the number of employees

Significant changes in number of employees over the : Yes  
past 3 Years

Resulting from organizational restructuring

#### Employment of workers with disabilities

	2023	2024	2025
<b>Total employment of workers with disabilities ( persons)</b>	13	7	4
Percentage of disabled workers to total employment (%)	0.88	0.40	0.47
<b>Total number of employees with disabilities (Persons)</b>	13	7	4

	2023	2024	2025
Total male employees with disabilities (persons)	N/A	2	1
Total female employees with disabilities (persons)	N/A	5	3
Percentage of disabled employees to total employees (%)	0.88	0.40	0.47
<b>Total number of workers who are not employees with disabilities (persons)</b>	0	N/A	N/A

## Information on compensation of employees

### Employee remuneration by gender

	2023	2024	2025
<b>Total employee remuneration (baht)</b>	181,894,864.00	316,090,000.00	133,120,000.00
Total male employee remuneration (baht)	69,045,806.00	148,330,000.00	66,690,000.00
Percentage of remuneration for male employees (%)	37.96	46.93	50.10
Total female employee remuneration (baht)	112,849,058.00	167,760,000.00	66,430,000.00
Percentage of remuneration for female employees (%)	62.04	53.07	49.90
Average of remuneration of employees (Baht/persons)	123,738.00	178,783.94	155,151.52
Average of remuneration for male employees (Baht/persons)	123,738.00	200,989.16	188,389.83
Average of remuneration for female employees (Baht/persons)	123,738.00	162,873.79	131,805.56
Rate of average of remuneration between female employees and male employees	1.00	0.81	0.70

## Information on provident fund management

## Provident fund management policy and guidelines

Provident fund management policy and guidelines : No

Implementation of Investment Governance Code for Institutional Investors ("I Code") by Company's Provident Fund Committee : No

## Participation in provident fund membership

### Details of provident fund participation

#### Number of employees joining in PVD (persons)

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	1470	1768	858
Number of employees joining in PVD (persons)	209	193	63
Number of PVD members / Total employees (%)	14.22	10.92	7.34
Number of PVD members / Total eligible employees (%)	14.22	10.92	7.34

#### Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	4,887,361.00	2,740,443.00	2,406,839.00
Total amount of provident fund contributed by employee (baht)	6,478,716.00	3,413,001.00	3,108,723.00

### Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)

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 (%)
SINGER THAILAND PUBLIC COMPANY LIMITED	Yes	858	858	63	7.34	7.34

### Policy and guidelines on promoting savings through the provident fund for non-participating employees

Policy and guidelines on promoting savings through the provident fund for non-participating employees (PVD) : Providing education or information on selecting appropriate investment policies

### Providing education or information on selecting appropriate investment policies

Provide employees with knowledge and education on the Provident Fund (PVD)

### Information on employee development

#### Employee training and development

	2023	2024	2025
Employee development plans as part of annual performance reviews	Yes	Yes	Yes
Average employee training hours (Hours / Person / Year)	12.12	9.23	4.07
Total amount spent on employee training and development (Baht)	437,036.00	130,582.40	110,000.00
Percentage of training and development expenses to total expenses (%) <sup>(*)</sup>	0.000061	0.000058	0.000035
Percentage of training and development expenses to total revenue (%) <sup>(*)</sup>	0.000144	0.000051	0.000031

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

### Information on safety, occupational health, and work environment

### Number of working hours

	2023	2024	2025
Total number of hours work (Hours)	1,960.00	1,960.00	1,960.00
Total number of hours worked by employees (Hours)	1,960.00	1,960.00	1,960.00

### Statistic of accident and injuries of employees from work

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	0	0	0
Total number of employees that lost time injuries for 1 day or more (Persons)	0	0	0
Percentage of employees that lost time injuries for 1 day or more (%)	0.00	0.00	0.00
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (*) (Persons / 1 million-manhours)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (**) (Persons / 200,000 manhours)	0.00	0.00	0.00

Additional explanation : (\*) The company with the total number of employees over 100 or more

(\*\*) The company with the total number of employees less than or equal to 100

### Information on promoting employee relations and participation

#### Employee engagement

	2023	2024	2025
<b>Total number of employee turnover leaving the company voluntarily (persons)</b>	2142	2319	940
Total number of male employee turnover leaving the company voluntarily (persons)	800	497	362
Total number of female employee turnover leaving the company voluntarily (persons)	1342	1822	578
Proportion of voluntary resignations (%)	145.71	131.17	109.56
Percentage of male employee turnover leaving the Company voluntarily (%)	37.35	21.43	38.51
Percentage of female employee turnover leaving the Company voluntarily (%)	62.65	78.57	61.49

	2023	2024	2025
Evaluation result of employee engagement	-	-	Yes

**Employee internal groups**

Employee internal groups : Yes  
Types of employee internal groups : Welfare committee

## Responsibility to customers/ consumers

### Information on responsibility to customers/consumers policy

#### Consumer data privacy and protection policy and guidelines

Consumer data privacy and protection policy and guidelines : Yes

Consumer data privacy and protection guidelines : Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Company's measures for third parties' use of customer data, Security measures of personal data

#### Responsible sales and marketing policy and guidelines

Responsible sales and marketing policy and guidelines : No

Reference link for responsible sales and marketing policy and guidelines :

Page number of the reference link :

#### Policy and guidelines on communicating the impact of products and services to customers / consumers

Policy and guidelines on communicating the impact of products and services to customers / consumers : No

### Information on customer management plan

#### Customer management plan

Company's customer management plan : No

### Information on setting customer management goals

#### Setting customer management goals

Does the company set customer management goals : No

#### Details of setting customer management goals

### Information on performance and results of customer management

### **Performance and outcomes of customer management**

Performance and outcomes of customer management : No

### **Channels for receiving complaints from customers/consumers**

Company's channels for receiving complaints from customers/consumers : Yes

Telephone : 022347171

Fax : -

Email : -

Company's website : [www.singerthai.co.th](http://www.singerthai.co.th)

Address : -

## Responsibility to community/ society

### Information on community development and engagement policies

#### Community development and engagement policies

Community development and engagement policies : Yes

### Information on community and social management plan

#### Community and social management plan

Company's community and social management plan : Yes

Community and social management plan implemented by the company over the past year : Employment and professional skill development, Religion and culture, Occupational health, safety, health, and quality of life, Disadvantaged and vulnerable groups, Reducing inequality

#### ● Quality of life and Community

In order to create opportunities for underprivileged individuals to care for, rehabilitate, and develop themselves. This includes persons with disabilities and those with low incomes to receive vocational training and personal development support, enabling them to live with pride in society. To this end, the Company has collaborated with the Vocational Development Center for Persons with Disabilities in Pak Kret District, Nonthaburi Province to establish a project to promote employment for persons with disabilities within the organization. Currently, there are 4 persons with disabilities employed in the company's social activities department responsible for sewing products, which are used as souvenirs for the company's festivals and events, as well as for gift-giving. These products are also sold, contributing to the income of the group and improving their quality of life and stability. Additionally, every year, the Company holds recreational activities and annual health check-ups to ensure that employees with disabilities receive equal treatment to those without disabilities.

#### ● Community and Social development

Singer Thailand Limited Public Company Limited recognizes the importance of conducting business based on ethics and morality, along with the commitment for the devotion, assistance, and cultivation to the sustainable development of Thai society. The Company acknowledges that vocational training is a crucial foundation for Thai society and actively participates in the development, promotion, and support of vocational training programs for interested individuals. The Company, therefore, collaborates with government and private sectors to implement the "Create Jobs, Generate Careers" project. As part of this initiative, the company has dispatched skilled sewing instructors along with experienced members to teach the techniques of fabric cutting and sewing. The goal is to impart design and sewing skills, fostering creativity and developing various products that can be marketed as OTOP products or community-made goods. This approach aims to generate income for the participants. Additionally, as a leading figure in the fabric sewing industry with a longstanding reputation, the Company is known for its continuous efforts in innovation, designing user-friendly, high-quality products with distinctive features. This is in response to the needs of individuals passionate about sewing and embroidery work. Furthermore, the company has qualified instructors and staff proficient in teaching fabric cutting and crafting with Singer sewing machines. The company is fully prepared to conduct workshops and training sessions as part of ongoing job creation and career-building projects for those interested in pursuing these skills

#### ● Religious and Cultural Affairs

The Company is committed to promoting religious and cultural engagement as part of its social responsibility, with the aim of providing employees with spiritual well-being, fostering organizational unity, and preserving Thailand's rich cultural heritage.

The Company supports and organizes activities aligned with traditional Thai customs and Buddhist practices, including the **Songkran Festival**, **Loy Krathong Festival**, **Candle Offering Ceremony (Khao Phansa)**, and the **Kathin Ceremony**, as well as other religious observances that continue to be practiced in contemporary society.

In addition, the Company undertakes initiatives to strengthen family values and social cohesion, recognizing the importance of the family institution as a foundation of sustainable community development.

## Information on setting of community and social management goals

### Setting of community and social management goals

Does the company set community and social management goals : No

## Information on outcomes and results of community and social management

### Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

### Activities Supporting Social and Community Performance

- **Singer Shares Kindness for Society: Supporting Flood Relief Efforts in Southern Thailand**

Executives and employees of **Singer Thailand Public Company Limited** participated in a social contribution initiative by donating essential consumer goods and relief packages to support communities affected by flooding in Southern Thailand.

The donations were delivered through the donation center at the Department of Civil Affairs, Royal Thai Navy (Phra Nakhon), and subsequently transported via **HTMS Chakri Naruebet** and disaster relief naval units to assist those impacted by the flood situation.

- **Singer Shares Kindness for Society: Donations for Disaster Victims and Thai Border Security Personnel**

Executives and employees of **Singer Thailand Public Company Limited** extended their care and support by donating essential consumer goods to assist and alleviate the hardships of individuals affected by unrest in the Thai-Cambodian border areas.

This initiative aimed to support the operations of the Border Patrol Police and military personnel who selflessly safeguard national sovereignty, while also providing assistance to displaced communities residing in temporary shelters. The Company remains committed to standing alongside relevant authorities and supporting their efforts, as well as enhancing the well-being of affected communities to help them overcome the crisis.

- **Vocational Skills Development Program under Academic Collaboration**

The Company supported vocational education by donating five Singer sewing machines to **Surat Thani Technical College** to be used as instructional equipment for teaching and skills development.

As part of this academic collaboration, expert trainers from Singer conducted lectures and hands-on workshops for students in the Fashion and Apparel Technology program. The training focused on the proper use of portable sewing machines, along with practical demonstrations of garment construction, enabling students to further develop creative craftsmanship and enhance their future career opportunities.

- **Youth Knowledge Enhancement and Vocational Skills Development Program**

The Central Juvenile and Family Court of Bangkok, in collaboration with Singer Thailand Public Company Limited, organized the Youth Knowledge Enhancement and Vocational Skills Development Program. The program included training courses on basic air conditioner cleaning and basic repair and troubleshooting skills for household electrical appliances.

This initiative was designed to enhance participants potential by equipping them with practical knowledge, hands-on experience, and vocational skills aligned with labor market demands. The program aims to improve employability and support access to suitable job opportunities.

In addition, the initiative contributes to the positive development of youth behavior, fostering responsible individuals who can sustainably support themselves and become valuable members of society.

- **Blood Donation Initiative**

Singer Thailand Public Company Limited, in collaboration with **Thailand Post Public Company Limited** and the **Thai Red Cross Society**, organized a mobile blood donation campaign for Singer employees and the general public.

This initiative aims to provide critical support to patients in need, helping to save lives and ensure an adequate blood supply for emergency situations, thereby contributing to humanitarian assistance and public health sustainability.

### **Benefit from implementing social development project**

#### Financial benefits

Does the company measure the financial benefits : No  
from social development?

#### Non-financial benefits

Does the company measure the non-financial : No  
benefits from social development?

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# ESG Performance

Company Name : SINGER THAILAND PUBLIC COMPANY LIMITED      Symbol : SINGER

Market : SET      Industry Group : Services      Sector : Commerce

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## Corporate Governance Policy

### Information on overview of the policy and guidelines

#### Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

The company has established guidelines for creating sustainable value for the business, based on the following 8 core principles for the Board of Directors:

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

(Establish Clear Leadership Role and Responsibilities of the Board)

Principle 2: Define the company's main objectives and goals for sustainability

(Define the Objectives that Promote Sustainable Value Creation)

Principle 3: Strengthen an effective Board of Directors

(Strengthen Board Effectiveness)

Principle 4: Recruit and develop senior executives and manage personnel

(Ensure Effective CEO and People Management)

Principle 5: Promote innovation and responsible business operations

(Nurture Innovation and Responsible Business)

Principle 6: Ensure appropriate risk management and internal control systems

(Strengthen Effective Risk Management and Internal Control)

Principle 7: Maintain financial credibility and information disclosure

(Ensure Disclosure and Financial Integrity)

Principle 8: Support engagement and communication with shareholders

(Ensure Engagement and Communication with Shareholders)

#### Policy and guidelines related to the board of directors

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

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

#### Nomination of directors

The Board of Directors has appointed a Nomination, Remuneration, and Corporate Governance Committee to nominate, select, and propose individuals for the positions of Chairman of the Board, Director, Sub-committee member, Chief Executive Officer, senior executives, and Company Secretary, as well as to consider remuneration appropriate to their duties and responsibilities. For the nomination of individuals to serve as directors, in the event that a director position becomes vacant for any reason, the Nomination, Remuneration, and Corporate Governance Committee will proceed to nominate and select individuals for the director position and present them to the Board of Directors for consideration and approval. Furthermore, the company also provides shareholders with the opportunity to cast individual votes for the election of directors.

In nominating individuals for director positions, the following preliminary qualifications that directors must possess shall be considered:

1. Possess qualifications and not have prohibited characteristics as stipulated in the Public Limited Company Act, and must not exhibit characteristics indicating a lack of suitability to be entrusted with the management of the company by shareholders, as prescribed by the Securities and Exchange Commission.
2. Possess knowledge, skills, experience, or other attributes as deemed appropriate by the Board of Directors.
3. Be able to fully dedicate themselves, especially in critical decision-making and in performing duties for the benefit of the company.

#### **Determination of director remuneration**

##### **Regarding Remuneration Consideration**

1. Prepare criteria and policies for determining the remuneration of the Board of Directors, sub-committee members, and executives for submission to the Board of Directors and/or for approval at the Shareholders' Meeting, as the case may be.
2. Determine the necessary and appropriate remuneration, both monetary and non-monetary, for each member of the Board of Directors. The determination of remuneration for the company's directors and executives shall consider the suitability of their duties, responsibilities, performance, and be compared with companies in similar businesses, as well as the expected benefits from the company's directors and executives, for submission to the Board of Directors for consideration and presentation to the Board meeting for approval.
3. Consider and approve the annual remuneration of directors.
4. Be responsible to the Board of Directors and have the duty to provide clarification in response to questions regarding the remuneration of directors, sub-committee members, and senior executives of the company at the Shareholders' Meeting.
5. Report the policies, principles, and rationale for determining the remuneration of directors and executives in accordance with the regulations of the Stock Exchange of Thailand, by disclosing them in the annual registration statement (Form 56-1) and the company's annual report.
6. Perform any other duties related to remuneration determination as assigned by the Board of Directors. The management and various departments must report or present relevant information and documents to the Nomination, Remuneration, and Corporate Governance Committee to support the operations of the Nomination and Remuneration Committee in fulfilling its assigned duties.

##### **Independence of the board of directors from the management**

The Board of Directors has the authority to consider, appoint, and change the names of directors authorized to sign on behalf of the company. For efficient administration and management, the Board of Directors will delegate management and administrative authority to the management team and executives in a hierarchical manner.

##### **Sub-committees**

1. The Chairman of the Board of Directors does not serve as the chairman of any sub-committee to ensure the independence of the sub-committees in performing their duties.
2. The majority of members of the company's sub-committees are independent directors to ensure transparency and independence in the performance of their duties.

3. To ensure that the performance of duties by the sub-committees is efficient and achieves the objectives of the duties and responsibilities assigned by the Board of Directors. The Board of Directors holds at least 6 meetings per year to deliberate, discuss, and carry out any actions to fulfill its responsibilities.

#### **Director development**

The Board of Directors promotes and supports directors to continuously attend various training courses and seminars, whether organized by the Thai Institute of Directors (IOD), the Stock Exchange of Thailand (SET), the Securities and Exchange Commission (SEC), or other independent organizations.

#### **Board performance evaluation**

##### **Board Self-Assessment**

The Board of Directors conducts self-assessments in both collective and individual formats. The assessment results are then summarized and presented to the Board of Directors' meeting for acknowledgment and further action. The performance evaluation of the Board of Directors is structured into 6 main topics, following the guidelines of the Stock Exchange of Thailand, as follows:

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

#### **Corporate governance of subsidiaries and associated companies**

##### **Oversight of the operations of subsidiaries and associates**

- Currently, Singer Thailand Public Company Limited has one subsidiary in which the company holds approximately 99.99% of shares, namely SG Broker Co., Ltd. It also holds 99.96% of shares in SG Service Plus Co., Ltd., and holds shares representing 78.17% namely SG Capital Public Company Limited, which has no associates. To comply with the governance mechanism that enables control and oversight of management and responsibility for the operations of subsidiaries, and to safeguard the interests of the company's investments, the Board of Directors appoints individuals to represent the company as directors in subsidiaries, in accordance with the company's regulations approved by the Board of Directors' meeting.

The operating results of all three subsidiaries, which have been reviewed by external auditors, are presented to the Audit Committee and the Board of Directors for quarterly consideration.

#### **Policy and guidelines related to shareholders and stakeholders**

Policy and guidelines related to shareholders and stakeholders : Yes

Guidelines and measures related to shareholders and stakeholders : Shareholder, Employee, Customer, Business competitor, Business partner, Creditor, Government agencies, Community and society

#### **Shareholder**

##### **Responsibility towards Shareholders**

1.1 The Company is committed to operating efficiently, effectively, and transparently, generating good returns that grow continuously, stably, and appropriately for shareholders and stakeholders, as well as striving to fully preserve the organization's assets, reputation, and positive image.

1.2 To perform duties with honesty, integrity, and transparency, and to make decisions fairly and equally towards all shareholders for the utmost benefit of shareholders and all stakeholder groups collectively.

1.3 To manage the business for stable and sustainable growth, and to generate good returns for shareholders continuously in the long term.

1.4 To regularly, completely, and timely report the Company's current status and future operational trends to shareholders, reflecting the actual situation.

1.5 Not to seek personal gain for oneself or related parties by using any undisclosed company information, disclosing it to external parties, or engaging in any actions that may create a conflict of interest with the Company.

## **Employee**

### **Guidelines for operations to meet stakeholder expectations (Employees)**

- Maintain a working environment that is safe for life and property.
- Provide fair and appropriate compensation based on employees' abilities, responsibilities, and performance.
- Consider appointments, transfers, as well as rewards and disciplinary actions for employees with equality and based on fairness and appropriateness.
- Listen to comments, suggestions, and complaints from employees at all levels equally, and encourage employees to participate in determining the direction of work.
- Strictly comply with all laws and regulations related to employees.
- Manage operations by avoiding any unfair actions that may affect employees' job security.
- Treat employees with courtesy and respect for their individuality and human dignity.

Promote employees' understanding of the business ethics code and their roles and responsibilities to encourage ethical behavior.

## **Customer**

### **Guidelines for operations to meet stakeholder expectations (Customers)**

- Provide quality services according to customer needs, disclose complete, accurate, and up-to-date service information, and not distort facts.
- Provide communication channels for customers to lodge complaints regarding product quality.
- Do not impose unfair trade conditions on customers.
- Adhere to contracts, agreements, or various conditions transparently and equitably.

Prioritize the confidentiality of customer information and refrain from using such information for personal gain or for the benefit of other related parties.

## **Business competitor**

### **Guidelines for operations to meet the expectations of stakeholders (Business Competitors)**

- Adhere to the rules of fair competition and be based on fair returns for both parties.
- Do not seek confidential information of business competitors through dishonest or inappropriate means.
- Do not damage the reputation of business competitors by making defamatory accusations without factual information.
- Strictly adhere to contracts, agreements, and conditions with creditors.
- Consistently report the company's financial status to creditors with honesty, accuracy, and punctuality.
- Inform creditors in advance if unable to fulfill contractual obligations, and jointly seek solutions to prevent damage.

## **Business partner**

### **Guidelines for operations to meet stakeholder expectations (Partners)**

- Do not demand, accept, or offer any commercial benefits to partners in bad faith.
- Strictly adhere to contracts, agreements, and various terms with partners. In cases where conditions cannot be met, partners will be promptly informed in advance to jointly consider and find solutions based on the principle of reasonableness.

## **Creditor**

### **Guidelines for operations to meet stakeholder expectations (Creditors)**

- Strictly adhere to contracts, agreements, and conditions with creditors.
- Report the company's financial status to creditors with honesty, accuracy, and punctuality on a regular basis.

Inform creditors in advance if contractual obligations cannot be met, and collaboratively seek solutions to prevent damages.

## **Government agencies**

### **Operational guidelines to meet the expectations of stakeholders (Government agencies)**

The Company's Board of Directors has established a good corporate governance policy, one important aspect of which is compliance with laws, regulations, and various official requirements. The Company's corporate governance unit has provided training and necessary knowledge to the Company's employees appropriately and consistently.

## **Community and society**

### **Operational Guidelines to Address Stakeholder Expectations (Community and Society)**

- Consider options that minimize adverse impacts on society, the environment, and the quality of life of the public.
- Refrain from any actions that cause damage to natural resources and the environment beyond legal limits, and continuously instill a sense of social and environmental responsibility among employees at all levels.
- Promote efficient energy utilization and conservation for the benefit of the public and future generations.
- Do not support any activities that are detrimental to society or moral values, and/or promote vices.
- Establish a complaint system for issues that may affect the community, conduct investigations, implement corrective actions, and inform complainants of the outcomes in a timely manner.
- Comply with and cooperate, or ensure strict adherence, to the spirit of laws and regulations issued by regulatory authorities.
- Support community and social activities, focusing on fostering social, community, and environmental development, including support for youth education and public benefit activities.
- Provide a rapid and effective response to incidents affecting the community and environment arising from the company's operations, by fully cooperating with government officials and relevant agencies.

## **Information on business code of conduct**

### **Business code of conduct**

Business code of conduct : Yes

### **Creating Sustainable Value**

1. Establish a written business ethics code and key policies related to business operations, in accordance with good corporate governance principles, to serve as guidelines for corporate governance to ensure ethical and moral business conduct.

2. Conduct business ethically, in accordance with laws, regulations, and resolutions of shareholders' meetings, respecting rights and bearing utmost responsibility towards shareholders and all stakeholder groups.

3. Conduct business to achieve its goals, while simultaneously creating benefits for the organization, society, and the environment, emphasizing the creation of sustainable value for the enterprise.

4. Generate good and stable long-term performance, taking into account competitive impacts and the ability to adapt to various environmental changes, including economic, social, and political factors.

5. Disclose information and ensure transparency to directors, executives, and employees at all levels, ensuring they understand and can practically comply. This includes disseminating or communicating to foster understanding and establishing sufficient mechanisms to facilitate actual compliance, as well as monitoring performance through internal company announcements, orientations, and the company website, while regularly reviewing policies.

### **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, Prevention of 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, Human rights

#### **Prevention of Conflicts of Interest**

Conflict of Interests (Conflict of Interests)

The company has a conflict of interest policy to ensure proper conduct, whereby directors, executives, and employees at all levels must prioritize the organization's best interests within the framework of legal compliance and ethics, avoiding conflicts of interest, both internal and external to the organization, that may affect decision-making and job performance.

#### **Anti-corruption**

Anti-Corruption Policy

- Directors, executives, and employees of the company must not solicit, undertake, or accept corruption in any form, whether direct or indirect, for the benefit of the organization, themselves, family, friends, and acquaintances, or for business advantage, covering all businesses of the company, as well as all related entities of the company.

- The company must regularly review compliance with the anti-corruption policy, as well as review operational guidelines and requirements to align with changes in business, regulations, and legal requirements. Furthermore, if any violation or act that supports, assists, or cooperates with corruption occurs, penalties will be considered in accordance with the company's regulations.

#### **Whistleblowing and Protection of Whistleblowers**

Reporting Complaints and Whistleblowing

The Company prioritizes the receipt of complaints and whistleblowing reports by providing opportunities for employees and stakeholders to access channels for lodging complaints, expressing opinions, and reporting illegal acts, corruption, inaccuracies in financial reports, deficiencies in internal control systems, human rights violations, unequal treatment, imprudent and careless actions, as well as receiving complaints concerning corporate governance and the Company's business ethics, and behaviors that may indicate corruption, including appropriate protection measures for whistleblowers in accordance with the Whistle Blower Policy.

#### **Prevention of Misuse of Inside Information**

Directors, executives, and employees at all levels must prioritize the organization's best interests, within the framework of legal compliance and ethics.

Directors, executives, and employees must not seek personal gain for themselves or others by utilizing confidential company information, including important company data.

### **Money laundering prevention**

Anti-money laundering

The company will not accept the transfer or conversion of assets, nor will it support the acceptance of transfer or conversion of any assets related to illegal activities. This is to prevent any individual from utilizing the company's business channels to transfer, conceal, or disguise the origin of illicit assets, which could cause damage to the company and/or its various stakeholders.

### **Gift giving or receiving, entertainment, or business hospitality**

Cost of gifts (Gifts), cost of hospitality (Hospitality), and other related expenses.

The company has a policy prohibiting company employees from receiving or giving gifts, entertainment or hospitality services, and other expenses, including any form of benefits, to customers, business partners, government agencies or officials, or any party with business relations with the company, in order to obtain business or to induce government officials to act improperly for the benefit of the company, or to affect the company's operations.

### **Compliance with laws, regulations, and rules**

Directors, executives, and employees are required to adhere to the company's regulations and its business ethics code. This adherence is considered paramount and must be strictly observed to ensure the company earns the trust and confidence of all stakeholders. Furthermore, information and understanding regarding employee compliance must be disseminated throughout the entire company.

### **Information and assets usage and protection**

#### **Protection and maintenance of company assets**

Directors, executives, and employees at all levels have a duty and responsibility to safeguard and utilize the company's assets for the company's maximum benefit, without using them for their own or others' personal gain. The company's policy is to prepare business documents, record financial and accounting data, and produce financial reports with integrity, in a timely manner, accurately, completely in accordance with relevant laws, and in compliance with generally accepted accounting standards.

All directors, executives, and employees must appropriately control confidential information and must not communicate material and non-public information, which they have acquired through their duties, to other departments or external parties who are not authorized to know such information. They are also obligated to exert their best efforts to protect such confidential information, including the storage of confidential documents.

Furthermore, all principles and guidelines regarding the management of confidential information that constitutes personal data shall comply with the Personal Data Protection Policy.

#### **Anti-unfair competitiveness**

#### **Commercial competition with competitors**

The company has a policy to support and promote free and fair commercial competition. The company has no policy to engage in commercial competition by any means that illegally or unethically obtains information from competitors.

### **Information and IT system security**

#### **Use and Protection of Company Assets and Information (Use and Protection of Assets and Information)**

- Personnel are responsible for carefully maintaining and utilizing the organization's assets to their maximum benefit, adhering to the principle of protecting the company's trade secret information, with the exception of employees whose duty it is to disclose information as required by law and to maintain the security of the company's internal information technology data.

- The company is committed to protecting the confidentiality of its clients and maintaining client trust by establishing a system to monitor data usage and implementing a personal data protection policy (Personal Data Protection Act : PDPA) in accordance with the Personal Data Protection Act. This is to ensure that information related to clients' business activities remains confidential, and all data received from clients or related organizations is treated with the same level of care as those clients or organizations would treat their own data.

- The company is committed to maintaining the confidentiality of its partners, both strategic and business partners, as if it were the company's own confidential information.

## Human rights

### Human Rights

Violations of human rights are serious matters that affect Thai society as a whole. As a corporate citizen, the company adheres to universal human rights principles. It treats stakeholders with equality and fairness, upholding the principles of respect for labor rights and human rights, in accordance with the Universal Declaration of Human Rights of the United Nations.

## Promotion of compliance with the business code of conduct

Promotion for the board of directors, executives, and employees to comply with the business code of conduct : Yes

To ensure that the company's operations and the performance of the Board of Directors, Executive Committee, President, Line Directors, Managers, Officers, employees, and all departments comply with laws and business ethics, a mechanism has been established to disseminate, communicate, and support all personnel in strictly adhering to the prescribed business ethics in accordance with the core business strategy.

This Business Ethics Code has been developed to serve as a fundamental guideline for all personnel to adhere to, fostering an understanding of professional duties and promoting conduct in accordance with high business ethical standards. The company recognizes that performing duties with integrity, utilizing knowledge and abilities judiciously and appropriately, and with the diligence of every employee, are crucial factors that uphold the company's reputation and support its operations. Therefore, employees are obligated to strictly comply with this Business Ethics Code to maintain the company's reputation as a transparent and honest business entity. The Board of Directors expects all employees to be proud to be part of an organization committed to the highest standards of business conduct.

## Participation in anti-corruption networks

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

Anti-corruption networks or projects the company has joined or declared intent to join : Thai Private Sector Collective Action Against Corruption (CAC)  
CAC membership certification status : Certified  
Certification document of CAC membership status : IMG\_9945(1).jpg

## Information on material changes and developments in policy and corporate governance system over the past year

### 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 governance policy and guidelines, or board of directors charter : Yes

Material changes and developments in policy and guidelines over the past year : No

### Implementation of the CG Code for listed companies

Implementation of the CG Code as prescribed by the SEC : Fully implement

### Principles and best practices for good corporate governance

**Principle 1: Recognize the role and responsibilities of the board as organizational leaders who create sustainable value for the business**

**(Establish Clear Leadership Role and Responsibilities of the Board)**

**Principle 2: Define the main objectives and goals of the business that promote sustainability**

**(Define the Objectives that Promote Sustainable Value Creation)**

**Principle 3: Strengthen an effective board of directors**

**(Strengthen Board Effectiveness)**

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

**(Ensure Effective CEO and People Management)**

**Principle 5: Promote innovation and responsible business conduct**

**(Nurture Innovation and Responsible Business)**

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

**(Strengthen Effective Risk Management and Internal Control)**

**Principle 7: Maintain financial credibility and disclosure**

**(Ensure Disclosure and Financial Integrity)**

**Principle 8: Support engagement and communication with shareholders**

**(Ensure Engagement and Communication with Shareholders)**

Other corporate governance performance and outcomes

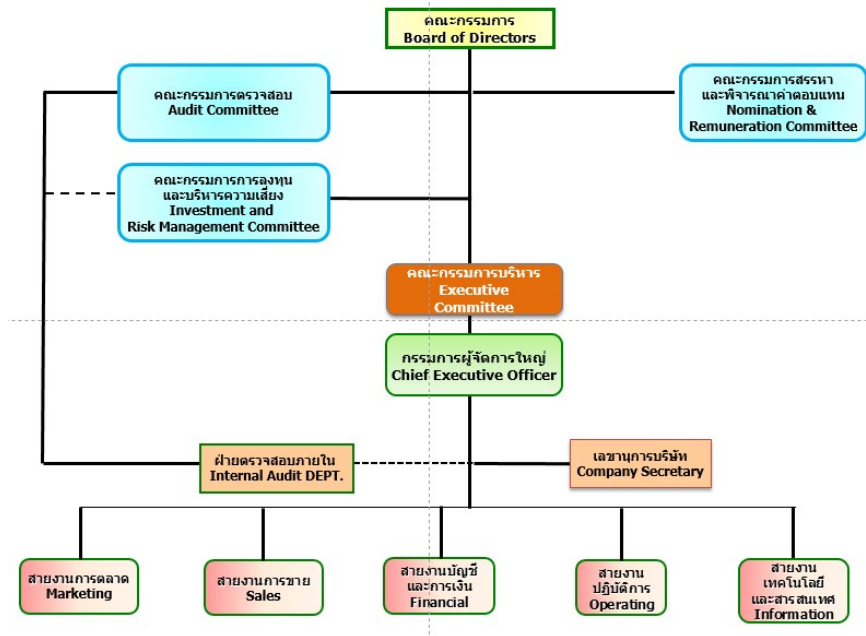
## Corporate Governance Structure

Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure diagram



Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2023		2024		2025	
	Male (persons)	Female (persons)	Male (persons)	Female (persons)	Male (persons)	Female (persons)
Total directors	9		9		9	
	7	2	7	2	7	2
Executive directors	1		1		1	
	1	0	1	0	1	0
Non-executive directors	8		8		8	
	6	2	6	2	6	2
Independent directors	4		4		4	
	3	1	3	1	3	1
Non-executive directors who have no position in independent directors	4		4		4	
	3	1	3	1	3	1

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	77.78	22.22	77.78	22.22	77.78	22.22
Executive directors	11.11		11.11		11.11	
	11.11	0.00	11.11	0.00	11.11	0.00
Non-executive directors	88.89		88.89		88.89	
	66.67	22.22	66.67	22.22	66.67	22.22
Independent directors	44.44		44.44		44.44	
	33.33	11.11	33.33	11.11	33.33	11.11
Non-executive directors who have no position in independent directors	44.44		44.44		44.44	
	33.33	11.11	33.33	11.11	33.33	11.11

Additional explanation : Displayed % (percentage) from proportion of total board of directors

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	61		62		63	
	60	64	61	65	62	66

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. ADISAK SUKUMVITAYA Gender: Male Age : 69 years Highest level of education : Master's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have DAP course : Yes DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 1,746,894 Shares (0.210000 %)</li> </ul>	<p>Chairman of the board of directors (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	12 May 2016	Economics, Business Administration, Leadership, Corporate Management, Marketing

List of directors	Position	First appointment date of director	Skills and expertise
<p>2. Mrs. NONGLAK LAKSANAPOKIN</p> <p>Gender: Female</p> <p>Age : 65 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Philosophy Program in Peace Studies</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	28 Apr 2016	Corporate Management, Law, Strategic Management, Risk Management, Internal Control
<p>3. Mr. PIYA PONG-ACHA</p> <p>Gender: Male</p> <p>Age : 55 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Management</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	12 May 2016	Strategic Management, Data Management, Corporate Management, Data Analysis, Leadership

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Mr. PREECHA PRAKOBKIT</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 : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p>	<p>Director</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	8 Aug 2016	<p>Strategic Management, Human Resource Management, Marketing, Finance, Business Administration</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mr. CHAN ITTHITHAVORN Gender: Male Age : 57 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years<sup>(*)</sup> : Doesnt Have DAP course : Yes DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 10,000 Shares (0.001200 %)</li> </ul>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	15 May 2020	Strategic Management, Audit, Data Analysis, Finance, Accounting

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Ms. SOMSRI SHALAPUKDEE  Gender: Female  Age : 66 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Accounting  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : No  DCP course : Yes</p>	<p>Director  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	1 May 2021	Audit, Data Analysis, Finance, Accounting, Economics
<p>7. ADM. NAVAPOL DAMRONGPONG  Gender: Male  Age : 67 years  Highest level of education : Master's degree  Study field of the highest level of education : Management  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p>	<p>Director  (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	17 Dec 2021	Law, Strategic Management, Corporate Management, Leadership

List of directors	Position	First appointment date of director	Skills and expertise
<p>8. Admiral PRACHACHART SIRISAWAT RTN. Gender: Male Age : 64 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have DAP course : No DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director)  Authorized directors as per the companys certificate of registration : No  Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	10 Mar 2023	Information & Communication Technology, Law, Data Analysis, Engineering, Strategic Management
<p>9. Mr. NARATHIP WIRUNECHATAPANT Gender: Male Age : 47 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have DAP course : No DCP course : Yes</p>	<p>Director (Executive directors)  Authorized directors as per the companys certificate of registration : Yes  Type of director : Existing director</p>	9 May 2023	Data Analysis, Digital Marketing, Brand Management, Strategic Management, Business Administration

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.

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

#### 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 companys certificate of registration
1. Mr. ADISAK SUKUMVITAYA	Chairman of the board of directors		✓		✓	
2. Mrs. NONGLAK LAKSANAPOKIN	Director		✓		✓	
3. Mr. PIYA PONG-ACHA	Director		✓		✓	✓
4. Mr. PREECHA PRAKOBKIT	Director		✓	✓		
5. Mr. CHAN ITTHITHAVORN	Director		✓	✓		
6. Ms. SOMSRI SHALAPUKDEE	Director		✓	✓		
7. ADM. NAVAPOL DAMRONGPONG	Director		✓		✓	
8. Admiral PRACHACHART SIRISAWAT RTN.	Director		✓	✓		
9. Mr. NARATHIP WIRUNECHATAPANT	Director	✓				✓
<b>Total (persons)</b>		<b>1</b>	<b>8</b>	<b>4</b>	<b>4</b>	<b>2</b>

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 companys certificate of registration
Total (persons)		1	8	4	4	2

#### Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	2	22.22
2. Information & Communication Technology	1	11.11
3. Law	3	33.33
4. Marketing	2	22.22
5. Accounting	2	22.22
6. Finance	3	33.33
7. Human Resource Management	1	11.11
8. Data Management	1	11.11
9. Data Analysis	5	55.56
10. Digital Marketing	1	11.11
11. Brand Management	1	11.11
12. Corporate Management	4	44.44
13. Engineering	1	11.11
14. Leadership	3	33.33
15. Strategic Management	7	77.78

Skills and expertise	Number (persons)	Percent (%)
16. Risk Management	1	11.11
17. Audit	2	22.22
18. Internal Control	1	11.11
19. Business Administration	3	33.33

**Information about the other directors** <sup>(\*)(\*\*)</sup>

	2023	2024	2025
The chairman of the board and the highest-ranking executive are from the same person	-	No	No
The chairman of the board is an independent director	-	No	No
The chairman of the board and the highest-ranking executive are from the same family	No	No	No
Chairman is a member of the executive board or taskforce	-	No	No
The company appoints at least one independent director to determine the agenda of the board of directors meeting	Yes	Yes	No

*Additional explanation :*

*(\*) Composition of the Board of Directors is calculated from the Board of Directors data in the year 2022 onwards*

*(\*\*) If a remark is specified, the remark from the most recent year will be displayed*

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

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

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

Board charter : Have

**Responsibilities of the Board of Directors**

The Board of Directors recognizes its roles and responsibilities in providing strategic direction and overseeing managements performance. The Board performs its duties with competence, transparency, prudence, and accountability to the Company and its shareholders, while maintaining independence from management.

### **Composition of the Board of Directors**

1. The Board of Directors is structured to be appropriate to the size and scale of the Companys operations, comprising no fewer than five (5) directors. At least half of the total number of directors must reside in the Kingdom of Thailand, and at least one director must possess expertise in accounting and finance.
2. The Board must include independent directors representing at least one-third (1/3) of the total number of directors, with a minimum of three (3) independent directors.
3. The Board comprises non-executive directors to perform oversight functions and ensure a balance of power between non-executive directors and executive directors. Of the total Board, at least one-third (1/3) must be independent directors.

### **Term of Office**

The term of office of the Companys directors is in accordance with the Public Limited Companies Act B.E. 2535 (1992) and the Companys Articles of Association. At each Annual General Meeting of Shareholders, one-third (1/3) of the total number of directors shall retire from office. Directors who have served the longest shall retire first. If the number of directors to retire cannot be evenly divided into three parts, the number closest to one-third shall retire.

Directors who retire may be re-elected. The Nomination, Remuneration and Corporate Governance Committee shall consider and nominate qualified individuals for directorship and propose them to the Board of Directors for consideration, and subsequently to the shareholders meeting for approval.

The Board of Directors has determined that members of the Audit Committee, the Nomination, Remuneration and Corporate Governance Committee, and the Risk Management Committee shall each serve a term of three (3) years and may be reappointed for additional terms as deemed appropriate by the Board.

## **Information on subcommittees**

### **Information on subcommittees**

### **Information on roles of subcommittees**

### **Roles of subcommittees**

#### **Audit Committee**

##### **Role**

- Audit of financial statements and internal controls

##### **Scope of authorities, role, and duties**

1. Conduct a comprehensive assessment to ascertain that the Company maintains precise and adequately dependable in accordance with accounting standards and financial reporting standards prescribed by law.
2. Conduct a comprehensive assessment to verify that the Company possesses an Internal Control System and an Internal Audit System that conform to globally accepted methodologies and standards and are suitable and efficient for the Company.
3. Consider the autonomy of the internal audit department and authorize the nomination, relocation, termination,

and evaluation of the performance of the Chief of the Internal Audit Department or any other department responsible for internal audits

4. Conduct an examination to ensure that the Company adheres to the laws governing securities and exchanges, encompassing regulations, declarations, rules, and/or guidelines issued by the Stock Exchange of Thailand Securities and Exchange Commission, and other legislation linked to the Company's operations.

5. Consider the selection and propose appointment of the auditors for the Company, which includes proposing their remuneration, taking into account their independence, credibility, adequacy of resources, the extent of their audit engagements, and the expertise of the personnel designated to audit the Company's accounts.

6. Attending the meeting with the auditor without the management participating in such meeting at least one (1) time per year.

7. Review the Company's financial statements, accounting policies, and adherence to accounting standards, as well as significant revisions in accounting principles, standards, or procedures. This includes making crucial accounting judgments that impact the Company's financial reports, assessing the feasibility of alternative options, and considering the rationality and consequences of such judgments

8. Consider the related-party transactions or transactions that may potentially lead to conflicts of interest to comply with the laws and regulations of the governing agencies. This assessment aims to ensure that such transactions are justified and in the best interests of the Company.

9. Review and approve or ratify any transaction between the Company and related parties as mandated by the disclosure requirements under the rules and regulations of the Securities and Exchange Commission.

10. Evaluate the Company's internal audit plan based on generally accepted methodologies and standards.

11. Undertake an examination to ascertain that the Company possesses an adequate and effective risk management system.

12. Report the performance of the Audit Committee to the Board of Directors at least four (4) times a year.

13. While carrying out responsibilities within the scope of duties, the Audit Committee is vested with the authority to summon the management, executives, or personnel of the associated company to provide their viewpoints, participate in meetings, or submit relevant or essential documents as deemed necessary.

14. Have the power to hire the services of a consultant or professional expert about the practice of auditing or a third party to give an opinion or advice whenever deemed necessary, at the Company's expense.

15. The Audit Committee must conduct a self-evaluation of its performance at least once (1) a year.

16. Review and update the Audit Committee Charter and present to the Board of Directors for consideration and approval of changes, if necessary.

17. Prepare the Corporate Governance Report of the Audit Committee by disclosing in the Company's annual report. The report must be signed by the Audit Committee Chairman and should comprise, at a minimum, the following details:

1) An opinion on the accuracy, completeness, and reliability of the Company's financial reports;

2) Opinions about the adequacy of the Company's internal control system;

3) Opinions on compliance with the Securities and Exchange Law. Regulations of the Stock Exchange of Thailand or laws related to the Company's business;

4) An opinion on the suitability of the auditor;

5) Comments on transactions that may have impose conflicts of interest;

6) Number of Audit Committee Meetings and the attendance of each audit Committee;

7) Overall opinions or observations received by the Audit Committee in the performance of duties under the Charter; and

8) Other items transactions that the shareholders and the general investors should know under the scope of duties and responsibilities assigned by the Board of Directors.

18. Conduct an investigation as informed by the auditor regarding suspicious circumstances involving any director,

manager, or personnel responsible for the company's operations committing an offense under the Securities and Exchange Act. The Audit Committee must provide a report on the findings of the preliminary audit to the Office of the Securities and Exchange Commission and the auditor within thirty days from the date of notification by the auditor.

19. Verify that the Company has established channels for receiving reports and complaints regarding inappropriate financial statement disclosures or other issues, and ensure that whistleblowers have confidence in the independence of the review process and that suitable follow-up actions are taken.

20. Carry out any other tasks as designated by the Board of Directors, with the approval of the Audit Committee by virtue of the Company's Articles of Association and applicable laws in performing the duties outlined above.

The Audit Committee is accountable directly to the Board of Directors, and the Board of Directors retains the responsibility for the Company's operations to external parties.

#### **Reference link for the charter**

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### **Executive Committee**

#### **Role**

- Others
- Supervise the Company's operations to ensure alignment with its strategy and business direction, and establish consistent operational systems across the Company and its subsidiaries.

#### **Scope of authorities, role, and duties**

1. Follow up the management and control the business of the Company in compliance with the objectives, rules, regulations, articles of association, orders, resolutions of the Board meetings and the shareholders meetings, and to formulate the guidelines or commitments for the Administration and Management and management through the Board's policy.
2. Review the business plan and the annual budget of the Company, and submit the same to the Board.
3. Consider the strategy for overall growth and investment of the Company.
4. Consider and approve the contract, expenditure and investment in stocks or any other securities, including any loans, which each transaction in the amount is significant to the Company's Financial Statements.
5. Cooperate and assist other subcommittees in the performance of their duties.
6. Consider and approve the employment, determine the wage, remuneration, welfare, bonus, to Executive Management of the Company.
7. If it is necessary, engage consultants or experts in the fields beneficial to business operation of the Company, at the Company's expense.
8. Perform other duties as entrusted by the Board.

#### **Reference link for the charter**

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### **Nomination Remuneration and corporate governance**

#### **Role**

- Director and executive nomination

#### **Scope of authorities, role, and duties**

Nomination

1. Determine the rules and policies for nominating company directors and sub-committees by considering the appropriateness of the number, structure, and composition of the Board by determining the qualifications of the directors

to propose to the Board of Directors and/or propose for approval to the shareholders' meeting as the case may be.

2. Consider the nomination, selection, and nomination of qualified persons to serve as the Company's directors whose term expires and/or there is a vacancy and/or appoint more as the case may be.

3. Consider the nomination and selection of the Company's executives, especially the position of Managing Director, covering the education, experience, knowledge, expertise-wise.

4. Prepare and review the succession plan of the top management of the Company to ensure a continuity plan to have the successor for the Company's management to be able to work continuously.

5. To perform any other nomination activities as assigned by the Board of Directors.

6. Assessing the performance of the top management of the Company in order to provide recommendations to the Board of Directors' meeting for consideration of appropriate remuneration.

#### Remuneration

1. Prepare rules and policies for determining the remuneration of the Board of Directors, sub-committees, and executives to propose to the Board of Directors and/or propose for approval to the shareholders' meeting as the case may be.

2. Determine necessary and appropriate monetary and non-monetary remuneration of the Board of Directors by individually setting the Board's remuneration and management of the Company, by considering the suitability of the duties, responsibilities, performance, and comparison with companies in similar businesses and expected benefits from directors and management of the Company, propose to the Board of Directors for consideration and present to the Board of Directors' meeting for approval.

3. Consider and approve the determination of the annual remuneration of directors.

4. Responsibility to the Board of Directors and has a duty to give explanations in answering questions about the remuneration of directors, sub-committees, and senior management of the Company at the shareholders' meeting.

5. Report on policies, principles, and reasons for the determination of remuneration for directors and executives according to the regulations of the Stock Exchange of Thailand. This will be disclosed in the annual registration statement (56-1) and the Company's annual report.

6. Perform any other acts related to the determination of remuneration as assigned by the Board of Directors which the management, and various agencies must report or present relevant information and documents to the Nomination, Remuneration and Corporate Governance Committee in order to support the performance of the Nomination and Remuneration Committee to achieve the assigned duties.

#### Corporate Governance

1. Prepare corporate governance policy, Business Ethics and Code of Conduct, Anti-Corruption Policy, Sustainability Policy under the law and regulations of the agency government sectors and organizations responsible for monitoring

the Company such as the Stock Exchange of Thailand and the Securities and Exchange Commission, and present to the Company's Board of Directors for consideration and approval.

2. Establish policies and guidelines for promoting innovation, conducting business with social and environmental responsibility and sustainable development planning.

3. Propose guidelines on corporate governance, practices related to the fight against corruption and sustainability management to the Board of Directors and provide advice and recommendations to the Board of Directors.

4. Encourage the Company to communicate with directors, executives, employees at all levels and related parties to realize and understand the policies and practices of corporate governance, Business Ethics and Code of Conduct Anti-Corruption Policy, Sustainability policies and related practices are adequate and continuous.

## Reference link for the charter

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## Investment and Risk Management Committee

### Role

- Risk management

### Scope of authorities, role, and duties

1. To determine relevant policies and associated criteria relating to the overall management of risks for the Group, that are in accordance with international principles and practices as well as with the regulations as specified by the SET; and then to propose such policies for approval by the Audit Committee.
2. To define appropriate and applicable risk management-related preventive measures and procedures for the Group.
3. To determine and deploy applicable risks assessment procedures, and to ensure that effective applicable warning systems are in place.
4. To oversee and monitor, on a regular basis, that all operational Divisions/Departments effectively manage their respective risks in accordance with established procedures and specified processes.
5. To oversee and ensure that the Groups operations fully comply with all relevant and applicable laws and regulations.
6. To prepare and submit reports to the Audit Committee, on a regular basis, in regards to any required improvements and corrective actions, in accordance with the established policies and strategies of the Group relating to identified risk factors and their potential occurrence, as well as any applicable risk management from such risks procedures or guidelines and also expected impacts.
7. To undertake any other activities as assigned by the Audit Committee.

## Reference link for the charter

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## Information on each subcommittee

### List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
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List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mr. CHAN ITTHITHAVORN<sup>(*)</sup></p> <p>Gender: Male</p> <p>Age : 57 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</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>	15 May 2020	Strategic Management, Audit, Data Analysis, Finance, Accounting
<p>2. Mr. PREECHA PRAKOBKIT<sup>(*)</sup></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 : 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 : Continuing director (Full term of directorship and being re-appointed as a director)</p>	8 Aug 2016	Strategic Management, Human Resource Management, Marketing, Finance, Business Administration

List of directors	Position	Appointment date of audit committee member	Skills and expertise
3. Ms. SOMSRI SHALAPUKDEE <sup>(*)</sup> Gender: Female Age : 66 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the audit committee (Non-executive directors, Independent director)  Director type : Existing director	1 May 2021	Audit, Data Analysis, Finance, Accounting, Economics

Additional explanation :

(\*) Directors with expertise in accounting information review

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

#### List of executive committee members

List of committee members	Position	Appointment date of executive committee member
1. Mr. PIYA PONG-ACHA Gender: Male Age : 55 years Highest level of education : Bachelor's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes	The chairman of the executive committee	23 Dec 2015

List of committee members	Position	Appointment date of executive committee member
<p>2. Mr. NARATHIP WIRUNECHATAPANT  Gender: Male  Age : 47 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes</p>	Member of the executive committee	9 May 2023
<p>3. Ms. Pimpisa Khonmeesat  Gender: Female  Age : 51 years  Highest level of education : Master's degree  Study field of the highest level of education : Accounting  Thai nationality : Yes  Residence in Thailand : Yes</p>	Member of the executive committee	1 Sep 2023
<p>4. Mr. Panupong Chantaklang  Gender: Male  Age : 47 years  Highest level of education : Master's degree  Study field of the highest level of education : Master of Computer Science  Thai nationality : Yes  Residence in Thailand : Yes</p>	Member of the executive committee	1 Sep 2023
<p>5. Mr. Nalin Harnmanorom  Gender: Male  Age : 45 years  Highest level of education : Master's degree  Study field of the highest level of education : Finance  Thai nationality : Yes  Residence in Thailand : Yes</p>	Member of the executive committee	17 Dec 2025

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

## Other Subcommittees

Subcommittee name	Name list	Position
Nomination Remuneration and corporate governance	Mr. PREECHA PRAKOBKIT	The chairman of the subcommittee (Independent director)
	Mr. ADISAK SUKUMVITAYA	Member of the subcommittee
	Mr. CHAN ITTHITHAVORN	Member of the subcommittee (Independent director)
Investment and Risk Management Committee	Ms. SOMSRI SHALAPUKDEE	The chairman of the subcommittee (Independent director)
	Mr. PIYA PONG-ACHA	Member of the subcommittee
	ADM. NAVAPOL DAMRONGPONG	Member of the subcommittee
	Mr. NARATHIP WIRUNECHATAPANT	Member of the subcommittee

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

Information on the executives

Information on the executives

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
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List of executives	Position	First appointment date	Skills and expertise
<p>1. Mr. NARATHIP WIRUNECHATAPANT</p> <p>Gender: Male</p> <p>Age : 47 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>	<p>Chief Executive Officer</p> <p>(The highest-ranking executive)</p>	<p>9 May 2023</p>	<p>Data Analysis, Digital Marketing, Brand Management, Strategic Management, Business Administration</p>
<p>2. Ms. Pimpisa Khonmeesat</p> <p>Gender: Female</p> <p>Age : 51 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	<p>Chief Operating Officer</p>	<p>1 Sep 2023</p>	<p>Accounting, Human Resource Management, Corporate Management, Leadership, Strategic Management</p>

List of executives	Position	First appointment date	Skills and expertise
3. Mr. Panupong Chantaklang Gender: Male Age : 47 years Highest level of education : Master's degree Study field of the highest level of education : Master of Computer Science Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Information Technology Officer	1 Sep 2023	Information & Communication Technology, Digital Marketing, Engineering, Leadership, Strategic Management
4. Mr. Nalin Harnmanorom (*)(**) Gender: Male Age : 45 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : Yes	Chief Financial Officer	16 Apr 2025	Economics, Finance & Securities, Commerce, Accounting, Finance

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 diagram of the highest-ranking executive and the next four executives from the top executive

Remuneration policy for executive directors and executives

## Remuneration

1. Prepare rules and policies for determining the remuneration of the Board of Directors, sub-committees, and executives to propose to the Board of Directors and/or propose for approval to the shareholders' meeting as the case may be.
2. Determine necessary and appropriate monetary and non-monetary remuneration of the Board of Directors by individually setting the Board's remuneration and management of the Company, by considering the suitability of the duties, responsibilities, performance, and comparison with companies in similar businesses and expected benefits from directors and management of the Company, propose to the Board of Directors for consideration and present to the Board of Directors' meeting for approval.
3. Consider and approve the determination of the annual remuneration of directors.
4. Responsibility to the Board of Directors and has a duty to give explanations in answering questions about the remuneration of directors, sub-committees, and senior management of the Company at the shareholders' meeting.
5. Report on policies, principles, and reasons for the determination of remuneration for directors and executives according to the regulations of the Stock Exchange of Thailand. This will be disclosed in the annual registration statement (56-1) and the Company's annual report.
6. Perform any other acts related to the determination of remuneration as assigned by the Board of Directors which the management, and various agencies must report or present relevant information and documents to the Nomination, Remuneration and Corporate Governance Committee in order to support the performance of the Nomination and Remuneration Committee to achieve the assigned duties.

Does the board of directors or the remuneration committee have an opinion on the remuneration policy for executive directors and executives : Doesnt Have

## Remuneration of executive directors and executives

### Monetary remuneration of executive directors and executives

	2023	2024	2025
<b>Total remuneration of executive directors and executives (baht)</b>	15,283,099.00	20,472,900.00	16,711,000.00
Total remuneration of executives (baht)	N/A	N/A	16,711,000.00

### Other remunerations of executive directors and executives

	2023	2024	2025
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	2023	2024	2025
Company's contribution to provident fund for executive directors and executives (Baht)	N/A	N/A	416,060.00
Employee Stock Ownership Plan (ESOP)	No	-	-
Employee Joint Investment Program (EJIP)	No	-	-

#### Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive directors and executives in the past year : 0.00

#### Other significant information

Other significant information

#### Assigned person

##### List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms. Noppawan Jobsri	noppawanj@singerthai.co.th	-

##### List of the company secretary

General information	Email	Telephone number
1. Ms. Pimpisa Khonmeesat	Pimpisak@singerthai.co.th	-

##### List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Mr. Kitiphats Suwannakit	Kittiphats@singerthai.co.th	-

##### List of the head of the compliance unit

#### Head of investor relations

Does the Company have an appointed head of investor relations : Have

List of the head of investor relations

General information	Email	Telephone number
1. Ms. Aunyajisaneep Pooputtarang	aunyajisaneep@singerthai.co.th	-

Company's auditor

Details of the companys auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
KPMG PHOOMCHAI AUDIT COMPANY LIMITED No. 1 Empire Tower Building, 50th Floor, Sathorn South Road. YAN NAWA SATHON Bangkok 10120 Telephone number 0 2677 2000	7,230,000.00	-	1. Ms. PANTIP GULSANTITHAMRONG Email: pantip@kpmg.co.th License number: 4208  2. Ms. THITIMA PONGCHAIYONG Email: thitimap@kpmg.co.th License number: 10728  3. Mr. CHOKECHAI NGAMWUTIKUL Email: chokechai@kpmg.co.th License number: 9728  4. Mr. SONGCHAI WONGPIRIYAPORN Email: songchai@kpmg.co.th License number: 10996

Details of the auditors of the subsidiaries

Audit fee (Baht)	Other service fees		
3,115,200.00	-		

Assigned personnel in case of a foreign company

Does the company have any individual assigned to : No  
be representatives in Thailand

List of designated individuals as representatives in Thailand



## Performance Report on Corporate Governance

Information about the 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

Selection, development and evaluation of duty performance of the board of directors

### Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
Mr. PREECHA PRAKOBKIT	Director	8 Aug 2016	Strategic Management, Human Resource Management, Marketing, Finance, Business Administration
Mr. CHAN ITTHITHAVORN	Director	15 May 2020	Strategic Management, Audit, Data Analysis, Finance, Accounting
Admiral PRACHACHART SIRISAWAT RTN.	Director	10 Mar 2023	Information & Communication Technology, Law, Data Analysis, Engineering, Strategic Management

List of newly appointed director to replace the ex-director

List of newly appointed director not being replaced the ex-director

Selection of independent directors

Criteria for selecting independent directors

1. A person owning not more than 1% of the total voting shares of the Company, including those shares owned by any related persons/parties, as well as those shares issued by any Subsidiary or JV Company of and any related companies

of the Company. However, in the case of Directors who are members of the Audit Committee, such shareholding is limited to only 0.5%.

2. A person who is not involved in any day-to-day management of the Company or who is not a Staff /Employee or a consultant receiving a permanent salary; as well as a person who is not a person with a controlling power over the Company, the parent Company, a Subsidiary Company, a JV Company, a Subsidiary Company of a parallel status, or over any juristic entity with possible legal conflicts; whereby such a status was valid within a 2 year period prior to being appointed as an Independent Director of the Company.

3. A person who is not related by blood or through a legal registration process - and thereby having a status of being a parent, spouse, siblings, or children and including spouses of the children - of a Management Member and a majority Shareholder, of a person with a controlling interest, of a person about to be nominated as a member of Management, or of someone with a power over the Company and/or its Subsidiary Companies.

4. A person who does not have any business relationships with the Company and/or with a juristic entity or a person considered as not being fully independent according to the qualifications of being an Independent Director and a Member of the Audit Committee as specified by the rules and regulations of the SEC. This includes any business relationships in providing professional services, or any other types of trade/business relationships that are considered to be related party transactions as defined by the SET. However, exceptions can be made for special or necessary situations as appropriate; whereby such business relationships do not occur repeatedly or on an ongoing basis, that require prior Board approval with a unanimous vote.

5. A person/Director that has not been appointed to act on behalf of a Director of the Company, of a majority shareholder or of a Shareholder connected to and associated with the majority shareholder of the Company - except in the event of being assigned by the Board of Directors to make decisions, on a collective basis only, regarding the operations of the Company, the parent Company, its Subsidiary Company, JV Company, a Subsidiary Company of a parallel status as well as a juristic entity with a possible conflict of interests.

6. A person/Director that has not been empowered by the Board of Directors of the Company to make decisions on the operations of the Company, the parent Company, its Subsidiary Company, JV Company, a Subsidiary Company of a parallel status, as well as a juristic entity with a possible conflict of interests.

7. A person who is not Director of the parent Company, its Subsidiary Company and JV Company, as well as a Subsidiary Company of a parallel status, that is public listed companies only.

8. A person being able to undertake the required duties, as well as having and expressing opinions, together with being able to report on the results of any such responsibilities as assigned by the Board of Directors, with full independence and free from any influence from the Executives/Management Group or the majority Shareholder of the Company or any related parties, and including any involved person/parties or relatives of such person/parties

### **Business or professional relationships of independent directors over the past year**

Business or professional relationships of independent directors over the past year : No

### **Selection of directors and the highest-ranking executive**

#### **Method for selecting directors and the highest-ranking executive**

Method for selecting persons to be appointed as : Yes

directors 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

#### Rights of minority shareholders on director appointment

-

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

### Information on the development of directors

#### Development of directors over the past year

#### Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. ADISAK SUKUMVITAYA (Chairman of the board of directors)	Non-participating	Thai Institute of Directors (IOD)  • 2008: Director Accreditation Program (DAP)
2. Mrs. NONGLAK LAKSANAPOKIN (Director)	Non-participating	Thai Institute of Directors (IOD)  • 2004: Director Accreditation Program (DAP)

List of directors	Participation in training in the past financial year	History of training participation
3. Mr. PIYA PONG-ACHA (Director)	Non-participating	-
4. Mr. PREECHA PRAKOBKIT (Director, Independent director)	Participating	Thai Institute of Directors (IOD)  • 2006: Director Accreditation Program (DAP)
5. Mr. CHAN ITTHITHAVORN (Director, Independent director)	Participating	Thai Institute of Directors (IOD)  • 2020: Advanced Audit Committee Program (AACP)  • 2019: Director Accreditation Program (DAP)
6. Ms. SOMSRI SHALAPUKDEE (Director, Independent director)	Participating	Thai Institute of Directors (IOD)  • 2021: Director Certification Program (DCP)
7. ADM. NAVAPOL DAMRONGPONG (Director)	Non-participating	Thai Institute of Directors (IOD)  • 2020: Director Accreditation Program (DAP)
8. Admiral PRACHACHART SIRISAWAT RTN. (Director, Independent director)	Participating	Thai Institute of Directors (IOD)  • 2025: Role of the Chairman Program (RCP)  • 2023: Director Certification Program (DCP)
9. Mr. NARATHIP WIRUNECHATAPANT (Director)	Participating	Thai Institute of Directors (IOD)  • 2025: Successful Formulation & Execution of Strategy (SFE)  • 2024: ESG in the Boardroom: A Practical Guide for Board (ESG)  • 2023: Director Certification Program (DCP)

## Information on the evaluation of duty performance of directors

### Criteria for evaluating the duty performance of the board of directors

1. The structure and qualifications of the Board of Directors

2. The roles, duties and responsibilities of the Board of Directors
3. Board meetings
4. The duties of the directors
5. The relationship with the management
6. The self-development and executive development

#### Evaluation of the duty performance of the board of directors over the past year

- Board of Directors Evaluation (Overall) **Result:** 84.58%
- Board of Directors Evaluation (Individual) **Result:** 92.37%
- Audit Committee Evaluation **Result:** 100%
- Nomination, Remuneration and Corporate Governance Committee Evaluation **Result:** 100%
- Investment and Risk Management Committee Evaluation **Result:** 96.18%

#### Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : No

#### Information on meeting attendance and remuneration payment to each board member

##### Meeting attendance and remuneration payment to each board member

#### Meeting attendance of the board of directors

##### Meeting attendance of the board of directors

Number of the board of directors meeting over the : 9  
past year (times)  
Date of AGM meeting : 23 Apr 2025  
EGM meeting : No

##### Details of the board of directors' meeting attendance

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)

1. Mr. ADISAK SUKUMVITAYA (Chairman of the board of directors)	9	/	9	1	/	1		/	
2. Mrs. NONGLAK LAKSANAPOKIN (Director)	8	/	9	1	/	1		/	
3. Mr. PIYA PONG-ACHA (Director)	9	/	9	1	/	1		/	
4. Mr. PREECHA PRAKOBKIT (Director, Independent director)	9	/	9	1	/	1		/	
5. Mr. CHAN ITTHITHAVORN (Director, Independent director)	8	/	9	1	/	1		/	
6. Ms. SOMSRI SHALAPUKDEE (Director, Independent director)	9	/	9	1	/	1		/	
7. ADM. NAVAPOL DAMRONGPONG (Director)	8	/	9	1	/	1		/	

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
8. Admiral PRACHACHART SIRISAWAT RTN. (Director, Independent director)	9	/	9	1	/	1		/	
9. Mr. NARATHIP WIRUNECHATAPANT (Director)	9	/	9	1	/	1		/	

#### Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. ADISAK SUKUMVITAYA (Chairman of the board of directors)	9/9 (100.00%)	1/1 (100.00%)	N/A
2. Mrs. NONGLAK LAKSANAPOKIN (Director)	8/9 (88.89%)	1/1 (100.00%)	N/A
3. Mr. PIYA PONG-ACHA (Director)	9/9 (100.00%)	1/1 (100.00%)	N/A
4. Mr. PREECHA PRAKOBKIT (Director)	9/9 (100.00%)	1/1 (100.00%)	N/A
5. Mr. CHAN ITTHITHAVORN (Director)	8/9 (88.89%)	1/1 (100.00%)	N/A
6. Ms. SOMSRI SHALAPUKDEE (Director)	9/9 (100.00%)	1/1 (100.00%)	N/A
7. ADM. NAVAPOL DAMRONGPONG (Director)	8/9 (88.89%)	1/1 (100.00%)	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
8. Admiral PRACHACHART SIRISAWAT RTN. (Director)	9/9 (100.00%)	1/1 (100.00%)	N/A
9. Mr. NARATHIP WIRUNECHATAPANT (Director)	9/9 (100.00%)	1/1 (100.00%)	N/A
<b>Average meeting attendance rate</b>	<b>96.30%</b>	<b>100.00%</b>	<b>N/A</b>

Detailed justification for the Company director's non-attendance at the Board of Directors' meeting

## Remuneration of the board of directors

### Types of remuneration of the board of directors

The Nomination, Remuneration and Corporate Governance Committee is responsible for determining the remuneration of the Company's directors. Director remuneration is clearly defined and transparently established, and is aligned with industry benchmarks.

In determining such remuneration, consideration is given to directors' experience, duties, scope of roles, and increasing responsibilities. The evaluation is benchmarked against director remuneration of listed companies on the Stock Exchange of Thailand, with reference to the *Director Remuneration Report 2024* published by the Thai Institute of Directors Association (IOD).

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	
<b>1. Mr. ADISAK SUKUMVITAYA (Chairman of the board of directors)</b>			<b>N/A</b>		<b>0.00</b>
Board of Directors (Chairman of the board of directors)	N/A	N/A	N/A	-	
Nomination Remuneration and corporate governance (Member of the subcommittee)	N/A	N/A	N/A	-	
<b>2. Mrs. NONGLAK LAKSANAPOKIN (Director)</b>			<b>N/A</b>		<b>0.00</b>
Board of Directors (Director)	N/A	N/A	N/A	-	
<b>3. Mr. PIYA PONG-ACHA (Director)</b>			<b>N/A</b>		<b>0.00</b>
Board of Directors (Director)	N/A	N/A	N/A	-	
Executive Committee (The chairman of the executive committee)	N/A	N/A	N/A	-	
Investment and Risk Management Committee (Member of the subcommittee)	N/A	N/A	N/A	-	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
<b>4. Mr. PREECHA PRAKOBKIT (Director, Independent director)</b>			<b>N/A</b>		<b>0.00</b>
Board of Directors (Director)	N/A	N/A	N/A	-	
Audit Committee (Member of the audit committee)	N/A	N/A	N/A	-	
Nomination Remuneration and corporate governance (The chairman of the subcommittee)	N/A	N/A	N/A	-	
<b>5. Mr. CHAN ITTHITHAVORN (Director, Independent director)</b>			<b>N/A</b>		<b>0.00</b>
Board of Directors (Director)	N/A	N/A	N/A	-	
Audit Committee (Chairman of the audit committee)	N/A	N/A	N/A	-	
Nomination Remuneration and corporate governance (Member of the subcommittee)	N/A	N/A	N/A	-	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
<b>6. Ms. SOMSRI SHALAPUKDEE (Director, Independent director)</b>			<b>N/A</b>		<b>0.00</b>
Board of Directors (Director)	N/A	N/A	N/A	-	
Audit Committee (Member of the audit committee)	N/A	N/A	N/A	-	
Investment and Risk Management Committee (The chairman of the subcommittee)	N/A	N/A	N/A	-	
<b>7. ADM. NAVAPOL DAMRONGPONG (Director)</b>			<b>N/A</b>		<b>0.00</b>
Board of Directors (Director)	N/A	N/A	N/A	-	
Investment and Risk Management Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
<b>8. Admiral PRACHACHART SIRISAWAT RTN. (Director, Independent director)</b>			<b>N/A</b>		<b>0.00</b>
Board of Directors (Director)	N/A	N/A	N/A	-	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
<b>9. Mr. NARATHIP WIRUNECHATAPANT (Director)</b>			<b>N/A</b>		<b>0.00</b>
Board of Directors (Director)	N/A	N/A	N/A	-	
Executive Committee (Member of the executive committee)	N/A	N/A	N/A	-	
Investment and Risk Management Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
<b>10. Ms. Pimpisa Khonmeesat (Member of the executive committee)</b>			<b>N/A</b>		<b>0.00</b>
Executive Committee (Member of the executive committee)	N/A	N/A	N/A	-	
<b>11. Mr. Panupong Chantaklang (Member of the executive committee)</b>			<b>N/A</b>		<b>0.00</b>
Executive Committee (Member of the executive committee)	N/A	N/A	N/A	-	
<b>12. Mr. Nalin Hammanorom (Member of the executive committee)</b>			<b>N/A</b>		<b>0.00</b>

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 (Member of the executive committee)	N/A	N/A	N/A	-	

#### 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	0.00	0.00	0.00
2. Audit Committee	0.00	0.00	0.00
3. Executive Committee	0.00	0.00	0.00
4. Nomination Remuneration and corporate governance	0.00	0.00	0.00
5. Investment and Risk Management Committee	0.00	0.00	0.00

#### Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	0.00	4,257,900.00	0.00
Other monetary remuneration (Baht)	4,257,900.00	0.00	0.00
Total (Baht)	4,257,900.00	4,257,900.00	0.00

#### Remunerations or benefits pending payment to the board of directors

Remunerations or benefits pending payment to the : 0.00  
board of directors over the past year  
(Baht)

#### Information on corporate governance of subsidiaries and associated companies

##### Corporate governance of subsidiaries and associated companies

## Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated companies	:	Yes
Mechanism for overseeing subsidiaries and associated companies	:	No / In progress
Mechanism for overseeing management and taking responsibility for operations in subsidiaries and associated companies approved by the board of directors	:	The appointment of representatives as directors, executives, or controlling persons in proportion to shareholding

## Information on the monitoring of compliance with corporate governance policy and guidelines

### The monitoring of compliance with corporate governance policy and guidelines

#### Prevention of conflicts of interest

### Operations for conflict of interest prevention over the past year

Has the company operated in preventing conflicts of interest over the past year : Yes

#### 1. Receipt of money or benefits

- The Directors, Executives, and Employee must not accept any personal monetary or non-monetary benefits, whether directly or indirectly, from customers, partners of the company, or any person due to work on behalf of the Company.
- The Directors, Executives, and Employee must not lend, borrow, or inquire money, or anything of value from customers or business partners of the Company, except for borrowing from banks or financial institutions as customers of those banks or financial institutions.

#### 2. Conducting other business than that of the Company

Conducting any other personal business than that of the Company of the Directors, Executives, and Employee shall not impact their duties in the Company and working hours. It is strictly prohibited to conduct or engage in any business that compete with the Company's business, whether such Directors, Executives, and Employee directly or indirectly benefits from such business or not.

#### 3. Conducting any business transactions with the Company

Any business transactions with the Company, whether on a personal basis with family members such as parents, spouses, cohabiting partners, siblings, children and their spouses, as well as adopted children, or in the name of any legal entity where the Directors, Executives, and Employees have a stake, must disclose their stakes to the Company prior to conducting the transaction. The Directors, Executives, and Employees who have a stake are prohibited from approving any transactions or performing any actions on behalf of the Company. Before any transactions are conducted, the Company's authorized person to conduct such transaction has a duty to examine the business

relationship to determine whether it is related to the Directors, Executives, and Employees to prevent any conflict of interest. This is based on the regulations for related party transactions stipulated by the Securities and Exchange Commission of Thailand, which assumes that the following parties are related to the Company's Directors, Executives, and Employees:

- In the case of a partner who is an individual, individuals who used to be a director, executive, or an employee but has been vacated from the Company for no more than one year, parents, spouses, cohabiting partners, siblings, children, and their spouses, as well as adopted children of such director, executive, or employee (including those who used to be director, executive, or an employee but have been vacated from the Company for no more than one year).
- If the partner is a juristic person, the partner is a juristic person who is a director, executive, or employee (including those who used to be a director, executive, or employee but have been vacated from the Company for no more than one year) of the Company or who is parents, spouses, cohabiting partners, siblings, children and their spouses, as well as adopted children, of the person under the first paragraph, is a director, executive, advisor, or shareholder, whether directly or indirectly, who, when combined, have the right to vote more than ten percent (10%) of the total shares of that juristic person.
- In the case where the partner has appointed an agent, sub-contractor, or any other person to participate in work received from the Company, if that person has the same characteristics as the person mentioned above, it is assumed that that person is a partner who is related to the director, executive, and employee of the Company.

#### 4. Gifts receiving and Business Hospitality

- Directors, Executives, and Employees should avoid accepting gifts, whether they are monetary or non-monetary items, services, or otherwise, from business partners or individuals associated with the Company, for personal benefit, either directly or indirectly, except in cases where the Company has established specific regulations.
- Directors, Executives, and Employees may accept business hospitality for the benefit of the Company but should avoid accepting hospitality that exceeds the norm or is inappropriate for normal relationships with individuals associated with the Company or potential business partners.

#### 5. Traveling to attend conferences, site visits, and field trips

Directors, Executives, and Employees cannot accept invitations to attend conferences, site visits, and field trips where the business partner is the one who provides travel and accommodation expenses, unless the Company has established regulations specifically allowing it. In case where the Company pays for the travel expenses of Directors, Executives, and Employees to attend conferences, site visits, and field trips, they are prohibited from accepting money or any other benefits from business partners, customers, creditors, or any party related to the Company's business

#### 6. Offering money, incentives, or rewards

The Company does not have a policy to offer money, incentives, rewards, or any special benefits in any form to customers, business partners, external agencies, or any individual to gain business, except for traditional business hospitality, trade discounts, and the Company's sales promotion programs.

#### 7. Human Rights

Violation of human rights is considered a serious issue that has a negative impact on Thai society as a whole. The Company, as a company that is a member of society, firmly adheres to the principles of human rights according to international standards by treating all stakeholders equally and with fairness, and respecting the rights of workers and human rights as stated in the Universal Declaration of Human Rights.

#### 8. Political activities

The Company maintains a neutral political stance and does not donate funds or engage in activities that may be perceived as endorsing any political party.

The Directors, Executives, and Employees at all levels are allowed to participate in political activities under the Constitution. However, the Directors, Executives, and Employees must not use their position or any company assets for any political activities and must avoid any activities that may be perceived as endorsing any political party.

The Directors, Executives, and Employees must resign from their position if they want to run for political office at the local or national level.

#### 9. Protection and maintenance of the Company assets

The Directors, Executives, and Employees at all levels have the responsibility and accountability to safeguard and maintain the Company's assets for the maximum benefit of the Company, without using them for their own or others' benefits. The Company has a policy to prepare business documents, record financial and accounting data, and produce financial reports with integrity, timeliness, accuracy, and completeness, and in accordance with relevant laws and generally accepted accounting standards.

All Directors, Executives, and Employees must appropriately control confidential information and not communicate any important information and disclose it to the public which receives from work positions to other organizations, or individuals who should not have access to such information. They must make their best efforts to prevent any disclosure of such confidential information, including the storage of documents containing such information.

In addition, the criteria and practices related to the management of confidential information in kind of personal data must comply with the personal data protection policy.

#### 10. Providing information or giving interviews to the media or the public

Any information provided regarding the Company must be based on true and accurate information and carried out with caution. Those who are not responsible or authorized cannot provide any news or give interviews to the media or the public that may relate to or defame the Company, in any way that may impact the reputation and business operations of the company.

#### 11. Inter-companies Transactions

In the case of transactions within the group companies, the Company will adhere to criteria and procedures for consideration and approval, taking into account the maximum benefits of the Company as a priority. It is considered as a transaction with external parties (on arms' length basis).

#### 12. Anti-Money Laundering

The Company will not accept any transfer or convert of property or support any transfer or convert of various properties related to any wrongdoing to prevent anyone from using the Company's business channels for illegal purposes, distributing, concealing, or disguising the sources of illegal assets, which may cause damage to the Company and/or its stakeholders.

#### 13. Anti-Corruption

The Directors, Executives, and Employees must not demand, engage, or accept all forms of corruption whether in direct or indirect ways for the benefit of the organization, themselves, their families, friends, or acquaintances, or for the benefit of the business, covering all aspects of the Company's operations, including all related units, and the Company must regularly verify compliance with its anti-corruption policy.

#### 14. Intellectual Property

Intellectual property, including copyrights, patents, trademarks, and trade secrets, is important for maintaining a competitive advantage in business competition, whether it belongs to the Company or to others. The Directors, Executives, and Employees are responsible for protecting and safeguarding the Company's rights to all intellectual property and using them responsibly, as well as respecting the intellectual property of others.

#### 15. Compliance with Laws, Regulations, and Rules

The Directors, Executives, and Employees must act within the requirements of laws, regulations, and rules and must not be involved in or assist in any acts that violate or breach laws, regulations, or rules.

### 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 : No / In progress  
inside information to seek benefits over the past year

### Number of cases or issues related to the use of inside information to seek benefits

	2023	2024	2025
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	0

### Anti-corruption action

#### Operations in anti-corruption in the past year

Has the company operated in anti-corruption over : Yes  
the past year

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, The participation in anti-corruption projects, Communication and training for employees on anti-corruption policy and guidelines

#### Combatting Corruption and Bribery:

The Company has established policies in its management manual and business ethics that do not tolerate corruption (Zero Tolerance Policies). Additionally, the Company has joined as a member of the Collective Action Coalition of the Thai private sector to combat corruption, along with the Institute of Directors (IOD) in Thailand. The Company reviews

the risks related to corruption, policy formulation, ethics related to combating corruption, communication of policies, guidelines, and other relevant information to employees, stakeholders, and interested parties. The Company also has an internal audit system to monitor and evaluate its compliance with policies and guidelines on combating corruption and bribery.

**Policy and Practice on Combating Corruption and Collusion:**

The Company has channels of communication for stakeholders to report indications, suggestions, or complaints related to corruption, and has practices for giving or receiving rewards, property, or other benefits, as well as for sponsorship, endorsement, or excessive expenses that do not comply with the Company's guidelines and for procurement and donation processes that are transparent, fair, and ethical according to the Company's regulations and procedures. Additionally, the Company has issued regulations and rules on the Company's operations to all executives and employees to acknowledge and sign as a commitment to comply with the rules strictly, especially the sales and field staff, in order to ensure that all employees of the Company understand and perform their duties correctly.

**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**

**Operations related to whistleblowing over the past year**

Has the company implemented whistleblowing : Yes  
procedures over the past year

**Reporting indications or complaints:**

The Company's Board of Directors has implemented a mechanism for receiving and addressing complaints, in cases where misconduct or violations are alleged, in accordance with the Whistle Blower Policy. The policy provides clear frameworks for reporting, receiving and addressing complaints, as well as for protecting and ensuring fairness to whistleblowers who report misconduct. The policy includes provisions for reporting financial irregularities, internal control deficiencies, or breaches of business ethics to the Company's Audit Committee. Complaints and whistleblowing information received by the Company will be kept confidential, and the policy includes measures for protecting the rights of employees, customers, and contractors who report grievances or complaints, in accordance with applicable laws and regulations. The details of the policy are set forth in the Company's corporate governance and compliance policies, as well as in the Whistle Blower Policy.

The person responsible for receiving complaints shall gather facts related to non-compliance or non-observance of regulations, report the facts to executives and/or the Audit Committee as appropriate, conduct an investigation into the facts, determine appropriate actions to be taken, and report investigation results to the whistle blower in case that

whistle blower disclosed themselves. For an important case, the results shall be reported to the Chairman of the Board and/or the Board of Directors. The Company shall provide a channel for receiving complaints and/or suggestions and shall also provide a direct email address for senior management. Anyone who has suffered harm may express their views through the Company's communication channels.

- Registered mail to Chairman of Audit Committee Singer Thailand Public Company Limited

Address: 72 NT Bangrak Building, 17th floor, Charoenkrung Road, Bangrak Sub-district, Bangrak District, Bangkok 10500 Tel. 0-2352-4777

- E-mail: [whistleblower@singerthai.co.th](mailto:whistleblower@singerthai.co.th)
- Through the Company's website, under section "Whistleblowing Channel".

#### 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

#### Information on report on the results of duty performance of the audit committee in the past year

##### Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 6

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. CHAN ITTHITHAVORN (Chairman of the audit committee)	6	/	6	6/6 (100.00%)

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
2 Mr. PREECHA PRAKOBKIT (Member of the audit committee)	6	/	6	6/6 (100.00%)
3 Ms. SOMSRI SHALAPUKDEE (Member of the audit committee)	6	/	6	6/6 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

### The results of duty performance of the audit committee

The Audit Committee has performed its duties and expressed independent opinions within the scope of responsibilities as defined in the Audit Committee Charter, which is reviewed annually to ensure alignment with current circumstances and approved by the Board of Directors. The key activities are summarized as follows:

1. Review of financial statements
2. Review of the effectiveness of the internal control system and internal audit function
3. Review of the effectiveness of information technology and systems
4. Review of risk management practices
5. Review of connected transactions or transactions that may involve conflicts of interest
6. Oversight of good corporate governance practices
7. Review and consideration of fraudulent activities
8. Evaluation of the Audit Committees performance
9. Consideration of the appointment of the external auditor
10. Other activities: In 2025, the Audit Committee conducted two site visits to the Companys retail branches and coin-operated fuel vending machines, together with the Head of Internal Audit and the Head of Business Development. The purpose was to assess overall operational practices, organizational culture, and product standards, as well as to understand challenges faced by branch and field staff. The findings were reported to the head office for consideration and support to enhance operational effectiveness. The visits also aimed to boost employee morale and provide recommendations to further improve operational standards in a targeted manner.

### Information on summary of the results of duty performance of subcommittees

#### Meeting attendance and the results of duty performance of subcommittees

#### Meeting attendance of Executive Committee

Meeting Executive Committee (times) : 14

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. PIYA PONG-ACHA (The chairman of the executive committee)	14	/	14	14/14 (100.00%)
2 Mr. NARATHIP WIRUNECHATAPANT (Member of the executive committee)	14	/	14	14/14 (100.00%)
3 Ms. Pimpisa Khonmeesat (Member of the executive committee)	14	/	14	14/14 (100.00%)
4 Mr. Panupong Chantaklang (Member of the executive committee)	14	/	14	14/14 (100.00%)
5 Mr. Nalin Harnmanorom (Member of the executive committee)	10	/	10	10/10 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

#### The results of duty performance of Executive Committee

1. Consider and establish the Company's business policies and strategic plans, including the appropriateness of the annual budget, to ensure operations align with objectives and support the Company's growth.
2. Review, monitor, and evaluate the Company's performance to ensure it is in line with the established plans.
3. Consider and provide opinions on investment in various projects, including evaluating investment opportunities to ensure optimal and value-enhancing decisions.
4. Review and monitor processes related to risk management to ensure alignment with the Company's operations across all functions.

#### Meeting attendance of Nomination Remuneration and corporate governance

Meeting Nomination Remuneration and : 5  
corporate governance (times)

List of Directors	Meeting attendance of Nomination Remuneration and corporate governance			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	

1 Mr. PREECHA PRAKOBKIT (The chairman of the subcommittee, Independent director)	5	/	5	5/5 (100.00%)
2 Mr. ADISAK SUKUMVITAYA (Member of the subcommittee)	5	/	5	5/5 (100.00%)
3 Mr. CHAN ITTHITHAVORN (Member of the subcommittee, Independent director)	5	/	5	5/5 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

#### The results of duty performance of Nomination Remuneration and corporate governance

1. Consider and nominate qualified individuals whose profiles align with the Board composition to serve as directors in place of those retiring by rotation, and propose such nominations to the Board of Directors and subsequently to the shareholders meeting for approval.
2. Consider the annual remuneration for non-executive directors for the year 2025, and propose it to the Board of Directors and the shareholders meeting for approval. The determination is based on Board performance evaluation, roles and responsibilities, appropriateness, and benchmarking against remuneration of companies in the same or comparable industries.
3. Consider adjustments to the annual remuneration of management at the level of Director and above for the year 2025.
4. Consider the appointment of the Executive Committee, taking into account qualifications, knowledge, and competencies.
5. Review and revise the Charter of the Nomination, Remuneration and Corporate Governance Committee.

#### Meeting attendance of Investment and Risk Management Committee

Meeting Investment and Risk Management : 7  
Committee (times)

List of Directors	Meeting attendance of Investment and Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Ms. SOMSRI SHALAPUKDEE (The chairman of the subcommittee, Independent director)	7	/	7	7/7 (100.00%)
2 Mr. PIYA PONG-ACHA (Member of the subcommittee)	7	/	7	7/7 (100.00%)
3 ADM. NAVAPOL DAMRONGPONG (Member of the subcommittee)	7	/	7	7/7 (100.00%)
4 Mr. NARATHIP WIRUNECHATAPANT (Member of the subcommittee)	7	/	7	7/7 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

#### The results of duty performance of Investment and Risk Management Committee

1. Consider and approve the incurrence of debt obligations of SGC in 2025.
2. Acknowledge and report the results of the enterprise-wide risk assessment.
3. Consider the annual business plan.
4. Consider and approve the Electric Vehicle (EV) Bike Project.
5. Acknowledge and report the results of the enterprise-wide risk assessment.
6. Review the risk management policy.
7. Review the Charter of the Investment and Risk Management Committee.
8. Provide opinions on the disposal of treasury shares (Treasury Stock).

## Corporate Sustainability Policy

### Information on policy and goals of sustainable management

#### Sustainability Policy

Sustainability Policy : Yes

##### Corporate Governance and Economic Aspect

1. Good corporate governance and ethical business operations, respecting rights and being responsible to stakeholders and shareholders, to generate and maintain strong performance, ensuring financial stability and sustainability for the company.
2. Committed to developing excellent products and services to meet and create customer satisfaction, focusing on customer relationship management.
3. Developing quality growth strategies by emphasizing enhanced efficiency in supply chain management and robust internal management that can adapt to various changes.

##### Environmental Aspect

1. Sustainable management of natural resources and the environment, emphasizing the use of natural resources and environmental conservation throughout the business operation process, by adopting appropriate technology to prevent potential environmental impacts from business activities.
2. Promoting environmental awareness among employees and providing opportunities for employees to participate in environmental management and care, which fosters a participatory atmosphere and allows employees to collectively demonstrate their commitment and consciousness towards environmental preservation.

##### Social/Community Aspect

1. Operating with social responsibility through activities implemented with maximum efficiency and effectiveness, leading to harmonious coexistence in society, alongside creating added value (Value Creation) for the business and all stakeholders, for an improved quality of life.
2. Prioritizing employee welfare, developing employee potential, and strengthening human capital to support the company's various strategies.

#### Sustainability management goals

Does the company set sustainability management goals : No

United Nations SDGs that align with the organization's sustainability management goals : Goal 2 Zero Hunger, Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 5 Gender Equality, Goal 6 Clean Water and Sanitation, Goal 7 Affordable and Clean Energy, Goal 10 Reduce Inequalities, Goal 11 Sustainable Cities and Communities, Goal 16 Peace, Justice and Strong Institutions

### Information on review of policy and/or goals of sustainable management over the past year

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

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

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

### 2.1 Sustainability Management Policies and Goals

Singer Thailand Public Company Limited is well aware of conducting business responsibly and considers all stakeholder groups, including customers, employees, partners, competitors, society, and communities, as well as aiming to develop the business towards sustainability. The company is committed to being a leader in the hire-purchase of electrical appliances and sales services that cover customer groups in all areas. The company focuses on growth by expanding its customer base through expanding its sales team of employees who have undergone recruitment processes in each area to provide services covering all areas nationwide, and to be able to understand the needs, culture, and language of customers in each area. Furthermore, the company's sales staff must undergo training processes in both theoretical and practical aspects to provide credit services to customers with an understanding of the company's products and services, and to treat all customers equally and fairly with politeness, humility, and respect, including expanding the service network through entrepreneurs and agents who have knowledge and expertise in the products, are close to customers, and have a good understanding of customer needs.

Therefore, for sustainable growth that can create added value for the business sector, society, and the environment, the company has established a Corporate Governance Policy and adheres to the principles of good corporate governance (Good Corporate Governance Policy), which emphasizes the rights of various stakeholder groups, such as shareholders, employees, customers, partners, competitors, etc. It also includes society, the environment, compliance with laws and regulations of relevant government agencies and state organizations, and anti-corruption and bribery in a fair, transparent, and compliant manner with relevant laws and regulations, to be a credit service provider responsible to customers, which aligns with the Bank of Thailand's announcement on the principles for fair customer service management (Market conduct). The company recognizes the value of sustainable development and is committed to truly elevating sustainable development by integrating various sustainability management issues into its

business operations and aligns with the company's business strategies, both short-term and long-term, for the future. Furthermore, the company also prioritizes the human rights of stakeholders by establishing a Human Rights Policy (Respect for Human Rights Policy) to focus on promoting and maintaining an organizational culture committed to respecting human rights, adhering to the core principles of the United Nations Guiding Principles on Business and Human Rights: UNGP), which consists of 3 pillars as follows:

**Pillar 1** Protection of Human Rights (Protect) means that the state has a duty to protect against human rights violations related to business operations, whether by state organizations themselves or private sector organizations.

**Pillar 2** Respect for Human Rights (Respect) refers to individuals and organizations conducting business, regardless of the country or size of the business, must bear the responsibility to respect human rights.

**Pillar 3** Remedy (Remedy) refers to correction, rehabilitation, or compensation when impacts or human rights violations occur due to business operations. Both the public and private sectors must have effective remedy mechanisms.

In this regard, the company has integrated operational goals for sustainability into the company's operational strategy, which focuses on balancing the company's development and growth, good corporate governance, risk management, increased operational efficiency, and value creation with the company's

stakeholders. Therefore, the company has established a management framework to serve as a guideline for compliance with international standards, with the following operational policies:

### Corporate Governance and Economic Aspect

1. Good corporate governance and ethical business conduct, respecting rights and being responsible to stakeholders and shareholders to create and maintain good performance that builds financial stability and sustainability for the company.
2. Committed to developing excellent products and services to meet and satisfy customer needs, focusing on customer relationship management.
3. Developing quality growth strategies by emphasizing increased efficiency in supply chain management and good internal management that can adapt to various changing circumstances.

### Environmental Aspect

1. Sustainable management of natural resources and the environment, emphasizing the use of natural resources and environmental protection throughout the business operation process, by adopting appropriate technologies to prevent potential environmental impacts from business activities.
2. Promote environmental awareness among employees, providing opportunities for employees to participate in environmental management and care, which helps create an atmosphere of participation and allows employees to collectively demonstrate their power and environmental consciousness.

### Social Aspect /Community

1. Conducting business with social responsibility through activities implemented with maximum efficiency and effectiveness, leading to harmonious coexistence in society, coupled with creating added value (Value Creation) for the business alongside all stakeholders for a better quality of life.
2. Prioritize employee welfare, develop employee potential, and enhance human capital capabilities to support the company's strategies in various aspects.

## Information on impacts on stakeholder management in business value chain

### Business value chain

#### Clause 1. Adherence to Corporate Social Responsibility

The company considers its social duties and responsibilities, aiming to improve the quality of life for employees, their families, and the communities surrounding our establishments, both locally and nationally. This is in accordance with our social responsibility policy concerning employment, occupational health and safety, community involvement, as well as customers and business partners.

#### Clause 2. Community Relationship

The company assumes responsibility for the communities where it operates, both locally and nationally, adhering to practices consistent with established community and national norms of that country, alongside its appropriate responsibilities to shareholders, employees, partners, and customers. The company will undertake the following appropriate actions:

- Provide financial or other assistance to institutions or any initiatives that promote quality of life in the community.
- Encourage employees to assist various community institutions or participate in community activities.
- Provide channels for communication with local communities regarding company activities that may affect those communities.

- Collaborate with strategic partners, commercial partners, and trading partners in missions responsible for good community relations.

### Clause 3. Adherence to Laws and Company Regulations (Compliance)

All employees must comply with laws and company regulations. Employees and the company shall not engage in any actions that contravene the provisions of laws related to our business, and shall specifically consider the following matters:

- Use of inside information for personal gain

Employees shall not seek personal gain from inside information regarding the company's performance that could affect the company's stock price or securities. Executives or departments with access to inside information are prohibited from disclosing such information to external parties or individuals not involved in official duties, and from trading the company's securities within one month before financial statements are publicly released.

- Bribery and corruption

Employees shall not engage in bribery and corruption in business operations. They shall not offer undue benefits, directly or indirectly, to obtain improper business advantages.

- Fair trade competition

Employees shall respect legal principles regarding fair trade competition.

Employees shall not engage in fraudulent and unethical conduct. The company has established a zero-tolerance policy for fraud to address deception and corruption. Without authorized power, no employee or salesperson of the company may intentionally remove money and assets from the company fraudulently or misuse them for personal gain.

- Whistleblowing, cooperation, investigation, or participation in addressing fraudulent acts

Employees must not neglect to report information regarding fraud they encounter or are involved in. Such reporting must not adversely affect the whistleblower's employment, unless the report is false.

- Intentionally undermining groups, causing damage to individuals and the company

If false accusations are made, the whistleblower may face disciplinary action, including termination of employment.

- Criminal offenses

Employees must not intentionally commit criminal offenses that cause damage to the company.

### Clause 4. Use and Protection of Company Assets and Information

- Employees are responsible for carefully maintaining and utilizing organizational assets to maximize benefits while minimizing costs associated with such assets.

- Employees shall protect the company's trade secrets, except for employees who are legally obligated to disclose information.

- Employees shall protect and maintain the security of the company's internal information technology data.

- We are committed to protecting the confidentiality of our company's clients and maintaining the trust they place in us by ensuring that information related to client business activities remains confidential. We strive to treat information received from each client or organization as if that client or organization would treat such information themselves, thereby fostering trust in the company.

- The company will maintain the confidentiality of its partners, both strategic and commercial, as if they were the company's own secrets.

### Clause 5. Avoidance of Conflicts of Interest

- Employees shall disclose information to the company if they encounter situations that create financial benefits or personal benefits that conflict with organizational policy.

- Employees should not be involved in decision-making for the company's benefit if the company's business activities involve their relatives.

- If an employee encounters a conflict of interest situation, the employee shall consult with their supervisor or the company's legal advisor to find the most appropriate course of action.

#### Clause 6. Gifts and Donations

Employees shall not offer, solicit, or accept gifts or donations of unusual value from business associates of the company. However, entertainment and minor gifts resulting from business hospitality, which are customary practices in Thai culture, are acceptable.

#### Clause 7. Accurate and Complete Record Keeping and Accounting

The company's business information must be prepared from accurate and reliable reports for submission to executives, shareholders, customers, government organizations, and other agencies. Therefore, information related to the company's business must be accurate, factual, and complete in content, without any limitations whatsoever. The accuracy of the information refers to both the accuracy of written documents and accuracy in accordance with business ethics.

The company does not permit the purchase, hire-purchase, or lease of products in a concealed manner, by using aliases or conducting transactions through third-party accounts.

Employees have the responsibility to store data honestly, in accordance with its purpose and factual accuracy. However, an employee's actions that constitute illegal or unethical business practices due to ignorance cannot be used as an excuse to cause company data to be erroneous or distorted, unless such actions are due to negligence and do not result in severe damage.

#### Clause 8. Transparent Communication

The company's decisions, operational methods, and communication policy formulation for stakeholders are clear and transparent. The company is committed to disclosing information transparently, neutrally, and promptly, allowing all stakeholders to verify information under applicable laws and the company's regulations, rules, and procedures related to preventing trade secrets from leaking to competitors.

#### Clause 9. Honesty

We are committed to doing what is right, performing duties with honesty, integrity, and straightforwardness under the law and company regulations. We adhere to these business ethics in all company activities and decisions. We will conduct business with integrity and consider risks that impact the organization.

#### Clause 10. Public Relations

The company upholds integrity as a fundamental principle in its operations. Therefore, to attract and enhance customer confidence in the company's services and products, deceptive propaganda, as well as ambiguous integrated marketing communication activities, are not to be undertaken.

The company adheres to fair trade business standards in advertising and public relations planning, selection and use of advertising media, and integrated marketing communication strategies. Therefore, the success of the company's services and products is based on quality and performance, as well as the company's reputation, not on providing false or distorted information.

### **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
<b><u>Internal stakeholders</u></b>			
<ul style="list-style-type: none"> <li>• Creditor</li> <li>• Competitors</li> <li>• Suppliers</li> <li>• Shareholders</li> <li>• Employees</li> <li>• Customers</li> <li>• Society</li> <li>• Government agencies and Regulators</li> </ul>	<p>1. Shareholders</p> <ul style="list-style-type: none"> <li>- Good operational performance and sustainable business growth</li> <li>- Fair and equitable treatment of shareholders</li> <li>- Accurate and complete disclosure of information</li> <li>- Transparent and auditable operations</li> <li>- Good corporate governance and risk management</li> </ul> <p>2. Customers</p> <ul style="list-style-type: none"> <li>- Prompt and accurate handling of complaints</li> <li>- Equal, fair, and impartial service</li> <li>- Strict, fair, and reliable adherence to business terms and conditions with customers</li> <li>- Provision of complete, accurate, and timely</li> </ul>	<p>1. Shareholders</p> <ul style="list-style-type: none"> <li>- Establish clear business plans for the short term (1-3 years) and medium term (3-5 years), focusing on offering high-quality financial products to the market to enable the company to consistently generate revenue, gain market share, maintain growth rates, and preserve profitability and competitiveness.</li> </ul> <p>2. Customers</p> <ul style="list-style-type: none"> <li>- Provide quality services that meet customer needs, disclose complete, accurate, and timely information and service news, and avoid misrepresenting facts.</li> <li>- Provide communication channels for customers to lodge complaints regarding product quality.</li> <li>- Do not impose unfair trade conditions on customers.</li> <li>- Adhere to contracts, agreements, and various terms transparently and equitably.</li> <li>- Prioritize the confidentiality of customer information and do not use such</li> </ul>	<ul style="list-style-type: none"> <li>• Visit</li> <li>• Press Release</li> <li>• Social Event</li> <li>• Online Communication</li> <li>• Internal Meeting</li> <li>• External Meeting</li> <li>• Annual General Meeting (AGM)</li> <li>• Complaint Reception</li> <li>• Training / Seminar</li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>information, and continuous promotion of communication to build customer relationships</p> <p>3. Business Partners</p> <ul style="list-style-type: none"> <li>- Fair and transparent procurement</li> <li>- Timely payment for goods and services</li> <li>- Sustainable joint business growth</li> <li>- Development of appropriate contract formats</li> <li>- Establishment of management and monitoring systems to ensure full compliance with contract terms, prevent corruption and misconduct at all stages of the procurement process, and ensure timely payment to business partners and contractors according to agreed payment</li> </ul>	<p>information for personal gain or for the benefit of other related parties.</p> <p>3. Business Partners</p> <ul style="list-style-type: none"> <li>- Do not solicit, accept, or pay any commercial benefits to business partners in bad faith.</li> <li>- Strictly adhere to contracts, agreements, and various terms with business partners. In cases where compliance is not possible, promptly inform business partners in advance to jointly consider reasonable solutions.</li> </ul> <p>4. Competitors</p> <ul style="list-style-type: none"> <li>- Operate within the framework of fair competition and based on the principle of fair returns for both parties.</li> <li>- Do not seek confidential information from competitors through dishonest or inappropriate means.</li> <li>- Do not damage the reputation of competitors by making disparaging accusations without factual basis.</li> </ul> <p>5. Creditors</p> <ul style="list-style-type: none"> <li>- Strictly adhere to contracts, agreements, and terms with creditors.</li> <li>- Report the company's</li> </ul>	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>terms</p> <ul style="list-style-type: none"> <li>- Maintenance of sustainable relationships with business partners and contractors with clear objectives</li> </ul> <p>4. Competitors</p> <ul style="list-style-type: none"> <li>- Fair and transparent business operations and competition</li> </ul> <p>5. Creditors</p> <ul style="list-style-type: none"> <li>- Full and timely debt repayment</li> <li>- Compliance with contracts, laws, or relevant agreements</li> </ul> <p>6. Employees</p> <ul style="list-style-type: none"> <li>- Equal and fair treatment, non-discrimination, and equal opportunities, such as in work assignments, learning and development, as well as compensation and benefits</li> <li>- Executives acting as good role models</li> </ul>	<p>financial status to creditors honestly, accurately, and punctually on a regular basis.</p> <ul style="list-style-type: none"> <li>- Inform creditors in advance if unable to fulfill contractual obligations, and jointly seek solutions to prevent damage.</li> </ul> <p>6. Employees</p> <ul style="list-style-type: none"> <li>- Maintain a working environment that is safe for life and property.</li> <li>- Provide fair and appropriate compensation based on employees' abilities, responsibilities, and performance.</li> <li>- Consider appointments, transfers, as well as rewards and punishments for employees with equality and based on fairness and appropriateness.</li> <li>- Listen to opinions, suggestions, and complaints from employees at all levels equally, and encourage employee participation in setting work directions.</li> <li>- Strictly comply with all laws and regulations related to employees.</li> <li>- Manage operations by avoiding any unfair actions that may affect</li> </ul>	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>for employees, such as demonstrating commitment and dedication in their work</p> <ul style="list-style-type: none"> <li>- Provision of safety, occupational health, and a good working environment, health, and well-being for employees</li> </ul> <p>7. Society and Environment</p> <ul style="list-style-type: none"> <li>- Environmental management, promotion of awareness, and continuous environmental training for employees</li> <li>- Environmentally and socially responsible business operations, and support for environmental conservation for society and various organizations</li> </ul> <p>8. Government Agencies /</p>	<p>employees' job security.</p> <ul style="list-style-type: none"> <li>- Treat employees with courtesy and respect for their individuality and human dignity.</li> <li>- Encourage employees to understand the business ethics code and their roles and responsibilities to promote behavior within the framework of the code of conduct.</li> </ul> <p>7. Society and Environment</p> <ul style="list-style-type: none"> <li>- Consider alternatives that minimize adverse impacts on society, the environment, and the quality of life of the public.</li> <li>- Do not engage in any actions that cause damage to natural resources and the environment beyond what is legally prescribed, and continuously instill a sense of responsibility towards society and the environment among employees at all levels.</li> <li>- Promote efficient energy use and conservation for the benefit of the public and future generations.</li> <li>- Do not support any activities that are harmful to society or good morals, and/or</li> </ul>	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>Public Sector Organizations</p> <ul style="list-style-type: none"> <li>- Compliance with all laws, regulations, and official requirements</li> </ul> <p>9. Regulatory Bodies</p> <ul style="list-style-type: none"> <li>- Good corporate governance and compliance with laws stipulated by regulatory bodies</li> </ul>	<p>promote vices.</p> <ul style="list-style-type: none"> <li>- Establish a grievance system for issues that may affect the community, and conduct investigations, make improvements, and inform complainants of the results in a timely manner.</li> <li>- Comply with and cooperate, or ensure strict compliance, with the spirit of laws and regulations issued by regulatory agencies.</li> <li>- Support community and social activities, focusing on developing society, communities, and the environment, including supporting education for youth and public benefit activities.</li> <li>- Respond quickly and effectively to incidents affecting the community and environment due to the company's operations, by fully cooperating with government officials and relevant agencies.</li> </ul> <p>8. Government Agencies / Public Organizations</p> <ul style="list-style-type: none"> <li>- The Board of Directors has established a good corporate governance policy, a key aspect of which is compliance with laws, regulations, and</li> </ul>	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<p>various official requirements. The company's corporate governance unit provides appropriate and regular training and necessary knowledge to the company's employees.</p> <p>9. Regulatory Agencies - Fully comply with and strictly cooperate with regulatory oversight.</p>	

**Information on organization's material sustainability topics**

**Organization's material sustainability topics**

The company has identified its sustainability : No  
materiality topics

Over the past year, the company has reviewed its :  
sustainability materiality topics

**Details of organization's material sustainability topics**

**Information on sustainability report**

**Corporate sustainability report**

Corporate sustainability report : Doesnt Have data

**Company sustainability disclosure aligned with standards**

## Sustainability risk management

### Information on risk management policy and plan

#### Risk management policy and plan

The Company promotes active participation in risk management across business units and relevant functions. Business units that engage in risk-generating activities are responsible for continuously managing associated risks to ensure that risk levels remain appropriate relative to expected returns and within the Company's defined risk appetite. Meanwhile, supporting functions are responsible for managing operational risks arising from business activities, in order to support business units in achieving common objectives.

- **Independent Risk Management and Control Functions:**

The Company has established a dedicated Corporate Governance and Risk Management function, operating independently and reporting directly to the Investment and Risk Management Committee. In addition, Risk Owners are appointed to independently assess, monitor, and provide reliable opinions on business risks, as well as ensure that risks are maintained within acceptable levels.

- **Clear Risk Management Policy:**

The Investment and Risk Management Committee is responsible for formulating the Company's risk management policy in alignment with the framework set by the Board of Directors.

- **Enterprise-wide Risk Management Approach:**

Risk management covers all types of risks arising from business operations and transactions, and is implemented across all levels of the organization.

- **Risk-adjusted Performance Measurement:**

Business units appoint Risk Owners to assess risks within their respective areas, implement operational adjustments based on risk assessment outcomes, and ensure effective risk management and control.

### Information on ESG risk factors management standards

#### ESG risk factors management standards

Standards on ESG risk management : No

### Information on ESG risk factors

#### Risk factors on business operation

#### Operational risk associated with the Company or the group of companies

##### Risk 1 Strategic Risk

Related risk factors : Strategic Risk  
• Economic risk

ESG risk factors : No

#### Risk characteristics

##### Risk from Domestic Expansion

The Company has implemented a nationwide branch expansion strategy. In 2025, the Company expanded its network by 12 branches, bringing the total number of branches to 110. In 2026, the Company plans to further expand by 146 branches, with an average investment of approximately THB 0.8 million per branch.

The continued expansion of branches may expose the Company to risks related to capital investment, operational management, and the ability of new branches to generate returns in line with expectations.

**Risk-related consequences**

The Company may face risks if the performance of newly established branches does not meet the defined targets, which could adversely affect the overall business performance. Such risks may arise from uncontrollable external factors, including domestic economic conditions, global economic trends, political changes, and shifts in consumer behavior.

**Information on business continuity plan (BCP)**

**Business Continuity Plan (BCP)**

Business Continuity Plan (BCP) : No

## Sustainable supply chain management

### Information on sustainable supply chain management policy and guidelines

#### Sustainable supply chain management policy and guidelines

Company's sustainable supply chain management : No  
policy and guidelines

### Information on sustainable supply chain management plan

#### Sustainable supply chain management plan

Company's sustainable supply chain management : No  
plan

### Information on new suppliers undergoing sustainability screening criteria

#### New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening : No  
criteria with new suppliers?

### Information on supplier code of conduct

#### Supplier code of conduct

Supplier code of conduct : Yes

### Information on key suppliers acknowledging compliance with the supplier code of conduct

#### Key suppliers acknowledging compliance with the supplier code of conduct

Does the company require key suppliers to : No  
acknowledge compliance with the supplier code of  
conduct?

## Innovation development

### Information on innovation development policy and guidelines in an organizational level

#### Research and development policy (R&D)

Company's research and development (R&D) policy : No

#### Additional explanation for research and development (R&D) expenses over the past 3 years

### Information on organizations innovation culture development and promotion process

#### Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's : No  
innovation culture

### Information on innovation development benefits and research and development (R&D) expenses

#### Benefits of innovation development

##### Financial benefits

Does the company measure the financial benefits : No  
from innovation development?

##### Non-financial benefits

Does the company measure the non-financial : No  
benefits from innovation development?

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