

ESG Performance

Company Name : ORNSIRIN HOLDING PUBLIC COMPANY LIMITED Symbol : ORN
Market : SET Industry Group : Property & Construction Sector : Property Development

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines	: Yes
Environmental guidelines	: Electricity management, Fuel management, Renewable/clean energy management, Water resources and water quality management, Waste management, Biodiversity management, Greenhouse gas and climate change management

Environmental Policy and Practices

The Company recognizes that environmental issues are becoming increasingly severe and affecting peoples way of life. The Company is therefore committed to planning and managing the use of natural resources to maximize ecological and economic benefits, while minimizing potential negative environmental impacts. This commitment is based on strict compliance with relevant laws and regulations, including rigorous Environmental Impact Assessment (EIA) processes. The Company has established environmental policies and practices covering various aspects of environmental management as follows:

- The Company strictly complies with the Enhancement and Conservation of National Environmental Quality Act and other relevant environmental laws, regulations, and requirements.
- The Company responds to climate change by setting targets to reduce net greenhouse gas emissions and is committed to being part of the transition toward a low-carbon society.
- The Company promotes the reduction of resource consumption and waste generation, with a target to reuse and recycle more than 50percent of office waste to maximize efficiency and sustainability.
- The Company implements energy reduction measures and monitors energy consumption, with improvement plans and investments in energy-efficient equipment and technologies, aiming to reduce the energy consumption rate by at least 10percent per year.
- The Company is committed to developing and creating environmentally friendly innovations and technologies to deliver products that meet diverse needs while creating opportunities for society and supporting shared growth based on sustainability.
- The Company promotes awareness and knowledge of environmental and climate issues among employees, customers, business partners, and all relevant stakeholders, and supports related activities to foster environmental responsibility and encourage the sustainable protection of natural resources for future generations.

Under the above environmental policies and practices, the Company has applied these approaches to project management across its operations. This includes addressing environmental issues arising from project development and building usage by residents and occupants. The Company emphasizes efficient energy and resource utilization, water conservation, and the expansion of green spaces within its projects to ensure that operations align with the Companys environmental management principles.

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 : Water resources and water quality management, Others : Policy and Guidelines on Pollution Management, Waste, and Resource Utilization

Water Management Policy and Guidelines: The Company recognizes that water is a natural resource of critical importance to both its business operations and the quality of life of all stakeholders. The Company is therefore committed to managing water resources efficiently across its entire operational value chain from office buildings and projects under construction to completed developments with due consideration for optimal water utilization, minimizing environmental impacts, and full compliance with all applicable laws and regulations.

Policy and Guidelines on Pollution Management, Waste, and Resource Utilization: The Company recognizes that its business operations may give rise to environmental impacts in the form of pollution, waste generation, and consumption of natural resources. The Company is therefore committed to managing these matters in a systematic manner across its entire operational value chain from office buildings and projects under construction to completed developments with emphasis on preventing impacts at the source, alongside continuous efforts to mitigate impacts and improve resource efficiency. This is carried out under strict compliance with all applicable laws and regulations, in order to support the sustainable growth of the Company and all stakeholders. To this end, the Company has established key guidelines to achieve these objectives.

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

Environmental management principles and standards : ISO 14001 - Environmental management systems

Compliance with energy management principles and standards

Energy management principles and standards : Other : Energy consumption data is collected and managed under the same system used for the organizations greenhouse gas inventory, which is prepared in accordance with ISO 14064-1.

Compliance with water management principles and standards

Water management principles and standards : 3Rs or 5Rs, Other : Water consumption data is collected and managed under the same system used for the organizations greenhouse gas inventory, which is prepared in accordance with ISO 14064-1.

Compliance with waste management principles and standards

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

Compliance with greenhouse gas or climate change management principles and standards

Greenhouse gas or climate change management : ISO 14064 - Greenhouse gases principles and standards

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

Air Pollution Management

The Company implements measures to control pollution arising from its business operations, particularly air pollution and particulate matter, which may affect the health of employees, residents, the environment, and surrounding communities. The Company has established guidelines and measures to control, prevent, and monitor pollution resulting from its operations in strict compliance with relevant laws, standards, and regulatory requirements. The Company focuses on reducing and preventing pollution at the source by improving operational processes, selecting equipment and methods that help reduce dust and air pollution, and ensuring proper maintenance of machinery and equipment. These measures aim to minimize environmental and community impacts to the lowest possible level.

Resource Management

The Company recognizes the importance of efficient resource utilization and has therefore established guidelines for resource management that are appropriate for its business operations, both in office buildings and in project development. The Company focuses on the efficient use of resources, minimizing unnecessary losses, and selecting materials that are durable, have long service life, and can be recycled or reused. Examples include the use of UPVC door panels and SPC flooring materials, which are strong and durable, feature patterns similar to natural materials, and help reduce the use of natural resources compared with materials derived directly from nature that require resource extraction and environmental disturbance. These practices also help control costs, reduce environmental impacts, and support sustainable business operations in the long term.

Biodiversity

The Company recognizes the potential direct and indirect impacts of its business operations on biodiversity. Therefore, it places importance on preventing and minimizing negative impacts that may arise from project development, while also promoting and creating positive impacts on biodiversity within project areas and surrounding environments. The Company has established appropriate management approaches and preparedness measures to address biodiversity-related issues that may arise. These efforts aim to support the balance of ecosystems, promote a healthy environment, and enhance the quality of life for surrounding communities, in line with the Company's environmental sustainability approach.

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	:	Business Group
Total number of disclosure boundaries	:	8
Actual number of disclosure boundaries	:	8
Data disclosure coverage (%)	:	100.00

Information on energy management

Energy management plan

The company's energy management plan : Yes

The Company places importance on appropriate energy management throughout its operations, including office buildings, projects under construction, and completed projects, in order to continuously support efficient energy use in the long term, as follows:

1. Electricity Management in Office Buildings

The Company has implemented measures to promote efficient electricity consumption within its office buildings by encouraging and communicating energy-saving practices to all employees through internal communications, notices, and awareness campaigns. These initiatives aim to foster awareness and encourage employees to comply with the Company's energy conservation measures. The Company has established energy-saving guidelines such as turning off lights when not in use or during lunch breaks, switching off air conditioning during lunch breaks and at least 30 minutes before the end of working hours, setting air conditioning temperatures at 25-26 C, replacing conventional lighting with LED lighting to reduce electricity consumption, setting computers to automatically turn off their screens after 15 minutes of inactivity, and setting photocopiers to standby mode after use. These measures help reduce electricity consumption and enhance resource efficiency within the office.

2. Electricity Management in Projects Under Construction

Uses electricity by requesting the installation of temporary electricity meters from the Provincial Electricity Authority to support construction-related activities and ensure sufficient and continuous electricity supply. The Company places importance on appropriate electricity usage and compliance with relevant laws to ensure that construction operations do not impact surrounding communities and nearby areas, while also considering the safety and stability of the electrical system in the surrounding area.

3. Electricity Management in Completed Projects

Install permanent electrical systems in accordance with applicable standards to supply electricity to residential units, condominium buildings, and common areas of the project, with a focus on efficient and sufficient energy management to meet operational demands. Incorporate renewable energy from solar power by installing Solar Rooftop panels in suitable areas of the project, in order to reduce electricity consumption from the transmission grid, lower energy costs, and support the mitigation of environmental impacts arising from project operations.

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	2024 : purchased electricity for consumption 651,253.44 Kilowatt-Hours	2025 : Reduced by 5%

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

1.The Company installed Solar Rooftop panels on the roof of its **office building** in 2018 to generate renewable electricity for internal use. In 2025, additional Solar Rooftop panels were installed on the office building roof, enabling the Company to generate a total of 32,012 kWh of electricity from solar energy. This renewable electricity is used to replace electricity from the grid, helping to reduce electricity consumption from conventional energy sources, lower energy expenses, and support the reduction of greenhouse gas emissions from the Company's operations.

2.For **sales offices** at various projects, the Company has installed Solar Rooftop panels on rooftops to generate renewable electricity for use within the sales offices. Currently, solar panels have been installed in 6 projects, generating approximately 141,527 kWh/year of solar energy, which helps reduce electricity expenses by approximately 770,067 Baht/year. The details are as follows:

- Belive Ruamchok Sales Office: Solar power capacity of 2.2 kW, generating 3,168 kWh/year, resulting in electricity cost savings of 14,256 Baht/year.
- Arise Charoenmuang Sales Office: Solar power capacity of 5 kW, generating 7,200 kWh/year, resulting in electricity cost savings of 32,400 Baht/year.
- Arise Hill Sales Office: Solar power capacity of 15 kW, generating 9,659 kWh/year, resulting in electricity cost savings of 115,911 Baht/year.
- Arise Vibe Phuket Sales Office: Solar power capacity of 10kW, generating 16,200kWh/year, resulting in electricity cost savings of 81,000Baht/year.
- Sales Office at Orsirin Headquarters: Solar power capacity of 50kW, generating 81,000kWh/year, resulting in electricity cost savings of 405,000Baht/year.
- Common Area of the Arise Charoenmuang: Solar power capacity of 15 kW, generating 24,300 kWh/year, resulting in electricity cost savings of 121,500 Baht/year.

3.Installation of solar-powered street lighting in the **main park** areas of 3 projects, namely Belive Wongwaen Sankampaeng, Belive Sansai Maejo, and Habitat Wongwaen Sankampaeng. The Company also plans to install solar street lighting in all new projects in the future.

4.Installation of Solar Rooftop panels on the roofs of **clubhouse buildings** in 5 projects

- Belive Sansai Maejo: Solar power capacity of 5kW, generating 8,100 kWh/year, resulting in electricity cost savings of 38,637Baht/year.
- Habitat Wongwaen Sankampaeng: Solar power capacity of 5 kW, generating 8,100 kWh/year, resulting in electricity cost savings of 38,637 Baht/year.

- Habitat Superhighway: Solar power capacity of 5 kW, generating 8,100 kWh/year, resulting in electricity cost savings of 38,637 Baht/year.
- Ornsirin Ville Sansai: Solar power capacity of 10 kW, generating 16,200 kWh/year, resulting in electricity cost savings of 77,274 Baht/year.
- Habitat Ruamchok: Solar power capacity of 15 kW, generating 24,300 kWh/year, resulting in electricity cost savings of 115,911 Baht/year.

5. Installation of Solar Rooftop panels on the rooftops of show houses and **customers houses** in three projects, which will be installed for every unit after ownership transfer to customers.

- The Escape Mahidol: 1 unit, with a solar power capacity of 6.6 kW/unit, generating 10,692 kWh/year, resulting in electricity cost savings of 51,000 Baht/year.
- Habitat Ruamchok: 11 units, with a solar power capacity of 3.3kW/unit, generating a total of 58,806kWh/year, resulting in electricity cost savings of 280,504Baht/year.
- Habitat Superhighway: 17 units, with a solar power capacity of 2.2 kW/unit, generating a total of 60,588 kWh/year, resulting in electricity cost savings of 289,004 Baht/year.

6. All internal roads within the Company's projects have replaced conventional lighting, such as mercury vapor lamps or fluorescent lamps, with LED lighting (LED: Light Emitting Diode) to improve energy efficiency. LED lighting has a longer lifespan and generates lower heat, enabling electricity cost savings of up to 2 times compared to conventional lighting, and LED lighting does not contain hazardous substances that may negatively impact human health and the environment.

Diagram of performance and outcomes in energy management





Information on electricity management

Company's electricity consumption ^(*)

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	465,398.35	723,423.25	797,045.71
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	419,758.35	651,253.44	639,858.27
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	45,640.00	72,169.81	157,187.44
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	3,231.93	4,438.18	3,450.41

Additional explanation : ^(*) Exclude electricity consumption outside of the Company

Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m ²)	48.13000000	75.79000000	37.65000000

Electricity Expense ^(*)

	2023	2024	2025
Total electricity expense (Baht)	2,261,269.01	3,321,392.54	3,110,917.60
Percentage of total electricity expense to total expenses (%) ^(**)	0.26	0.28	0.17
Percentage of total electricity expense to total revenues (%) ^(**)	0.20	0.24	0.15
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	15,703.26	20,376.64	13,467.18

Additional explanation : ^(*) Exclude electricity expense outside of the Company

^(**) Total revenues and expenses from consolidated financial statement

Information on fuel management

Company's fuel consumption

	2023	2024	2025
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	19,817.95	21,592.72	22,411.80
Gasoline (Litres)	15,387.04	14,709.64	17,964.81
Fuel oil (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard Cubic Feet)	0.00	0.00	0.00
LPG (Kilograms)	0.00	0.00	0.00
Steam (Metric tonnes)	0.00	0.00	0.00
Coal (Metric tonnes)	0.00	0.00	0.00

Additional explanation : Not include external fuel consumption

Company's fuel expense ^(*)

	2023	2024	2025
Total fuel expense (Baht)	1,128,049.06	1,244,488.65	1,211,298.30
Percentage of total fuel expense to total expenses (%) ^(**)	0.13	0.10	0.07
Percentage of total fuel expense to total revenues (%) ^(**)	0.10	0.09	0.06

Additional explanation : ^(*) Exclude electricity expense outside of the Company

^(**) Total revenues and expenses from consolidated financial statement

Information on total energy management (electricity + fuel)

Energy Consumption

	2023	2024	2025
Total energy consumption within the organization (Megawatt-Hours)	465.40	723.43	797.04

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) ^(*)	0.00041372	0.00052959	0.00037639
Intensity of total energy consumption within the organization (Megawatt-Hours / m ²)	0.05000000	0.07000000	0.04000000

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

Water management

Disclosure boundary in water management over the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	8
Actual number of disclosure boundaries	:	8
Data disclosure coverage (%)	:	100.00

Information on water management plan

Water management plan

The Company's water management plan : Yes

The Company has established a systematic water management plan covering office building, projects under construction, and completed projects under the Company's control. The plan defines measures for efficient water use, wastewater quality control, and water reuse in accordance with the operational characteristics of each area. The Company also requires continuous monitoring, inspection, and reporting of water management performance to ensure efficient water use, compliance with relevant legal requirements, and the ability to use operational results to improve water management practices appropriately in the long term. All projects are required to strictly comply with the Company's water management measures, which contribute to reducing water withdrawals from municipal and natural water sources, minimizing water losses from operational processes, and supporting sustainable water resource management. The details are as follows:

1. Water Management in Office Buildings

The Company has established a water management plan for office buildings to control and reduce water consumption efficiently. The plan emphasizes the use of water-saving equipment together with the implementation of operational guidelines and awareness-building among employees to encourage responsible water use and reduce unnecessary water loss. To comply with the water management plan, the Company has implemented key measures including the installation of water-saving sanitary ware and automatic water control devices, campaigns and communications to encourage appropriate water use among employees through activities and internal communication materials, regular inspection of water systems to detect leakage, and immediate corrective actions when leaks are identified. In addition, the Company promotes water-saving behaviors such as using only the necessary amount of water and ensuring taps are fully closed after use. The Company also monitors and reviews the performance of the office water management plan on a regular basis in order to further improve water management practices.

2. Water Management in Projects under Construction

The Company has established a water management plan for projects under construction to ensure that water is used sufficiently, appropriately, and without affecting the water usage of surrounding communities. All construction projects are required to install temporary water meters from the Provincial Waterworks Authority to serve as the primary water source for construction activities in a systematic manner and to reduce the risk of drawing water from shared community water sources in nearby areas. In addition, the Company requires construction contractors to implement wastewater management systems within the project site in compliance with applicable laws and regulations. Wastewater generated from construction activities must undergo water quality testing and meet the required standards before being discharged from the project area.

To comply with the water management plan, the Company has implemented key measures including the installation of temporary water meters from the Provincial Waterworks Authority, the installation of temporary prefabricated wastewater treatment systems capable of accommodating wastewater from construction areas and effectively treating wastewater to meet regulatory standards, regular inspections to ensure the efficiency of the

wastewater treatment systems, continuous monitoring of wastewater quality from prefabricated treatment tanks throughout the construction period, and the installation of temporary drainage pipes or channels around construction areas to facilitate water drainage and prevent flooding within the project. In addition, the Company promotes the reuse of used or treated water for appropriate and safe activities in order to reduce water withdrawals and consumption from municipal water sources.

3. Water Management in Completed Projects

The Company has established a water management plan for completed projects, with an emphasis on wastewater treatment and efficient water use to ensure compliance with legal requirements and to minimize environmental and community impacts.

To comply with the water management plan, the Company has implemented key measures including requiring all projects to install wastewater treatment systems prior to discharging water into the public drainage system, ensuring regular maintenance of wastewater treatment systems to keep them in proper operating condition and functioning efficiently, and controlling and monitoring wastewater quality to ensure it meets legal standards. In addition, the Company selects water-saving materials and equipment for use within projects and common areas, such as clubhouses, including the installation of water-saving sanitary ware, automatic water control devices, and dual-flush toilets with a water consumption of no more than 6 liters per flush, which significantly reduces water usage compared with conventional sanitary fixtures.

The Company also requires continuous monitoring and review of the water management plan for completed projects in order to use the results to improve water management practices appropriately and ensure alignment with the Company's sustainable development approach.

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management : Yes

Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	2024 : Water withdrawal 31,674.00 Cubic meters	2025 : Reduced by 10% Cubic meters

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : Yes

Promotion of Water Reduction with Suppliers and Relevant Stakeholders

The Company places importance on efficient water resource management by focusing on project-level operations while communicating appropriate water use practices to suppliers and relevant stakeholders. This approach supports the continuous reduction of water withdrawals from external sources. The Company has integrated the concept of efficient water use from the design stage and through area management by establishing the use of high-efficiency water-saving sanitary ware and equipment as a standard across all projects. Examples include dual-flush toilet systems and

faucets equipped with aerator technology. These devices are certified in accordance with relevant standards and water-saving labels, such as Thai Industrial Standards (TIS) and the No. 5 Energy Efficiency Label. Such equipment can reduce water consumption by approximately 20-30% compared with conventional fixtures. These measures enhance water use efficiency within buildings and common areas, reduce long-term utility costs for residents, and promote responsible water resource use in line with the Company's sustainable development approach. In addition, the Company has implemented water storage within the office buildings lake area and utilizes the stored water for various activities within the project, such as watering green spaces, landscape maintenance, and use in common areas. This practice helps reduce reliance on municipal water supply and natural water sources over the long term.

Diagram of performance and outcomes in water management





Information on water management

Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	7,993.00	31,674.00	25,384.00
Water withdrawal by third-party water (cubic meters)	7,993.00	31,674.00	25,384.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	55.51	194.32	109.89
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.01	0.02	0.01

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

Water discharge by destinations

	2023	2024	2025
Percentage of treated wastewater (%)	N/A	100.00	100.00
Total wastewater discharge (cubic meters)	N/A	31,540.01	25,384.00
Wastewater discharged to surface water (cubic meters)	N/A	31,540.01	25,384.00

Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	N/A	133.99	25,384.00

Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	N/A	0.00009809	0.01198736
Intensity of total water consumption (Cubic meters / m ²)	0.83000000	1.42000000	1.20000000

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

Water withdrawal expenses

	2023	2024	2025
Total water withdrawal expense (Baht)	245,874.00	950,220.00	872,725.92
Total water withdrawal expense from third-party water (Baht)	245,874.00	950,220.00	872,725.92
Percentage of total water withdrawal expense to total expenses (%) ^(*)	0.03	0.08	0.05
Percentage of total water withdrawal expense to total revenues (%) ^(*)	0.02	0.07	0.04
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	1,707.46	5,829.57	3,778.03

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

Waste management

Disclosure boundary in waste management over the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	8
Actual number of disclosure boundaries	:	8
Data disclosure coverage (%)	:	100.00

Information on waste management plan

Waste management plan

The company's waste management plan : Yes

The Company places importance on the systematic management of waste generated from its business operations, covering waste from office buildings, projects under construction, and completed projects. The Company has therefore established waste management measures in strict compliance with applicable laws, standards, and regulatory requirements. The Company is committed to reducing the volume of waste generated from operational processes, promoting waste segregation, encouraging the reuse and recycling of materials, and selecting materials and work methods that help reduce waste generation in order to improve resource efficiency and minimize environmental impacts.

1.Waste Management within Office Buildings

The Company places importance on waste management within office buildings by focusing on reducing waste generation while promoting awareness and employee participation through waste segregation and campaigns to reduce single-use plastic. These efforts enable certain types of waste to be reused appropriately and achieve maximum efficiency.

2.Waste Management in Projects under Construction

Waste generated from construction activities consists of waste from construction workers and construction debris from operational processes. If not properly managed in accordance with environmental hygiene standards, such waste may lead to accumulated waste problems, become a breeding ground for pathogens, affect the orderliness of construction areas, and create visual impacts on surrounding communities and people passing by the project area. To prevent and reduce such impacts, the Company has established systematic waste management measures for projects under construction and requires all contractors to strictly comply with the Company's measures throughout the construction period. Key measures are as follows:

- Clearly segregate waste into categories including organic waste, general waste, recyclable waste, hazardous waste, used face masks and ATK test kits, and construction debris, with appropriate management methods corresponding to each waste type.
- Provide appropriate waste containers for each waste category and ensure that waste collection intervals do not exceed three days. Waste bins must be installed in suitable locations, properly covered, and controlled to prevent waste dispersion or mixing of waste types.
- Construction debris must be segregated, collected, and stored in designated areas within the construction site. After construction is completed, all debris must be removed from the construction area in an orderly manner.
- Regularly inspect the condition of waste containers to ensure they remain in good condition. Damaged containers must be replaced immediately to prevent leakage and sanitation issues.
- Provide sufficient restroom facilities for construction workers, appropriately separated for male and female, equipped with a prefabricated wastewater treatment system prior to discharge and connected to utility systems in accordance with legal requirements.

- Provide personnel to regularly maintain cleanliness and order within the construction area to prevent environmental impacts and disturbances to surrounding communities.

3.Waste Management in Completed Projects

For completed projects, the Company places importance on systematic and continuous waste management to maintain environmental quality within the projects and reduce impacts on surrounding communities. The key measures are as follows:

- Provide appropriate and sufficient waste segregation points within the projects, including general waste, recyclable waste, and hazardous waste, to facilitate convenience for residents.
- Establish proper and hygienic procedures for waste collection and transportation by coordinating with local authorities or licensed service providers for lawful waste disposal.
- Promote waste reduction at the source, such as encouraging residents to segregate waste, reducing the use of single-use materials, and promoting the reuse or recycling of materials where possible.
- Maintain cleanliness in common areas regularly to prevent waste accumulation, unpleasant odors, and sanitation issues.
- Continuously monitor and review the effectiveness of waste management within the projects in order to improve the measures in line with the operational characteristics of the projects in the long term.

Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management : Yes

Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
Reduction of waste generation Waste type: Non-hazardous waste	2024 : non-hazardous waste 9,283.00 Kilograms	2025 : Reduced by 5%	<ul style="list-style-type: none"> • Reuse • Recycle

Information on performance and outcomes of waste management

Performance and outcomes of waste management

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

1.Waste Segregation Points

The Company has provided waste segregation points within the office building in accordance with appropriate waste management practices to support employee participation in systematic waste reduction and management. In 2025, the total waste generated within the office building amounted to 9,283 kg, consisting of 8,514 kg of general waste and 769 kg of recyclable waste, representing approximately 1%, equivalent to reducing carbon dioxide emissions by 610 tCO₂e

2.Food Waste Reduction

The Company places importance on reducing organic waste from food scraps within the office building by managing food waste using a Food Waste Composter to reduce the volume of food waste requiring disposal and to reduce methane and carbon dioxide emissions. The organic fertilizer produced is provided to customers together with air-purifying plants to help increase green space within residential areas, along with guidance on the appropriate use of organic fertilizer for plant care. In 2025, the Company managed 33.6 kg of food waste (equivalent to approximately 7 large bags of rice), which helped reduce greenhouse gas emissions, including carbon dioxide (CO₂) and methane, by 85.01 kgCO₂e.

3.Reduction of Plastic Bottle Use

The Company is committed to reducing environmental impacts from operations within office buildings by encouraging employees and visitors to adjust their consumption behavior to reduce the use of single-use plastic bottles. This is promoted through campaigns encouraging the use of personal drinking cups together with the installation of sufficient drinking water stations and standard water filtration systems. In 2025, employees consumed drinking water from water dispensers at an average of 3,825 liters per month, or approximately 55,000 liters per year, which helped reduce the use of 1.5-liter plastic bottles by more than 36,600 bottles per year. This represents a reduction of approximately 1,281 kg of plastic waste at the source and helps reduce greenhouse gas emissions by approximately 2,831 kgCO₂e per year, equivalent to planting approximately 315 trees for carbon absorption.

In addition, the Company recognizes the importance of sustainable plastic waste management. In 2025, the Company implemented a project to change the drinking water bottles provided to customers to label-less bottles, totaling 86,400 bottles. This initiative helps reduce plastic label waste by more than 60 kg per year and further reduces greenhouse gas emissions by approximately 181 kgCO₂e. This initiative forms part of the Companys efforts to drive the organization toward becoming a Low Carbon Organization and to promote the Circular Economy concept by enabling plastic bottles to enter the recycling process efficiently and achieve 100% recyclability.

4.ORN Earth Care Ting Hai Na

The Company is committed to continuously raising awareness and fostering an organizational culture of environmental management through the **ORN Earth Care Ting Hai Na** campaign, which has been implemented for the second consecutive year to enhance systematic and efficient waste management within the organization. The initiative focuses on waste segregation at source and the reuse of resources in accordance with Circular Economy principles. The project not only aims to raise environmental awareness among employees but also encourages active participation through an incentive mechanism in the form of a point-accumulation system that can be redeemed for souvenirs. This approach supports sustainable behavioral change in waste management at both the individual and organizational levels. The projects main objective is to reduce the volume of waste sent to landfill (Zero Waste to Landfill) while reducing greenhouse gas emissions from improper waste management processes, thereby supporting the transition toward a Low Carbon Society, in line with the Companys sustainability policy. In 2025, the project helped reduce greenhouse gas emissions by a total of 4,404.57 kgCO₂e.

5.Reduce waste from the construction process

In 2025, a pilot initiative was implemented at the Arise Hill project, where leftover cement and concrete debris were used to produce walkway blocks and wheel stoppers within the project. Some of the materials produced were also provided to nearby communities for use in public areas. In addition, the Company requires systematic segregation of construction debris within construction sites, including concrete debris, steel scraps, wood scraps, and other materials, so that they can be reused, sent for recycling, or disposed of properly according to material type. This approach helps reduce construction waste and decrease the use of new natural resources in a tangible manner.

Diagram of performance and outcomes of waste management



Waste Segregation Points



Food Waste Reduction



Reduction of Plastic Bottle Use



ORN Earth Care Ting Hai Na

Information on waste management

Waste Generation (*)

	2023	2024	2025
Total waste generated (Kilograms)	N/A	9,283.00	9,119.00
Total non-hazardous waste (kilograms)	N/A	9,283.00	9,119.00
Non-hazardous waste - Landfilling (Kilograms)	N/A	8,514.00	8,480.00
Non-hazardous waste Others (kilograms)	N/A	769.00	639.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	N/A	0.01	0.00
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	N/A	0.01	0.00

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

^(**) Total revenues and expenses from consolidated financial statement

Waste reuse and recycling

	2023	2024	2025
Total reused/recycled waste (Kilograms)	N/A	769.00	639.00
Reused/Recycled non-hazardous waste (Kilograms)	N/A	769.00	639.00
Percentage of total reused/recycled waste to total waste generated (%)	N/A	8.28	7.01
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	N/A	8.28	7.01

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	:	Business Group
Total number of disclosure boundaries	:	8
Actual number of disclosure boundaries	:	8
Data disclosure coverage (%)	:	100.00

Information on greenhouse gas management plan

Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

The Company recognizes the risks arising from climate change that may affect business operations, building quality, and long-term living conditions, such as rising temperatures, increased rainfall, and extreme weather events. Therefore, the Company integrates climate change adaptation into the project design and development process from the early stages by applying concepts of building resilience and durability. These include climate-responsive design, improved ventilation to reduce heat accumulation, the selection of weather-resistant materials and structures, and consideration of building components that can withstand heavy rainfall and extreme weather events, thereby enhancing long-term safety and living quality.

To achieve its greenhouse gas reduction targets in the short, medium, and long term, the Company has established greenhouse gas reduction measures and plan aligned with its business characteristics and core activities. The Company focuses on reducing greenhouse gas emissions from business operations, starting from project design and development, construction processes, and energy consumption, which are the Company's significant sources of greenhouse gas emissions. The reduction measures cover Scope 1, Scope 2, and Scope 3 emissions to support environmentally responsible business operations and strengthen the Company's long-term sustainability. The Company has established three key measures as follows:

1. Environmentally Friendly Building Design

The Company places importance on environmentally friendly building design, aiming to reduce environmental impacts throughout the building Life Cycle Assessment (LCA), from material selection and construction to operation and eventual demolition. This approach promotes efficient resource utilization, reduces waste, lowers greenhouse gas emissions, and enhances the quality of life for residents. The Company applies the following key principles in project design:

- Designing buildings for energy efficiency and promoting the use of renewable energy
- Selecting equipment and systems that help reduce water consumption
- Designing ventilation systems to improve indoor air quality
- Increasing green spaces and developing landscape designs that support sustainability

In 2025, the Company participated in the EDGE green building certification assessment, an international green building certification system developed by the International Finance Corporation (IFC). The assessment covers processes from design, construction, operation, and maintenance, with a focus on efficient use of natural resources alongside cost-effectiveness and environmental and social responsibility. The EDGE standard emphasizes efficiency in three key resource areas: Energy Efficiency, Water Efficiency and Material Efficiency

2. Energy Efficiency Improvement and Greenhouse Gas Emission Reduction

Following the implementation of environmentally friendly building design, the Company places importance on systematic energy management to reduce energy consumption from conventional sources and minimize greenhouse

gas emissions from operational activities and building usage. The Company has implemented measures to improve energy efficiency while promoting the use of clean energy in its projects. These measures include encouraging the use of clean energy through the installation of solar rooftop systems in various projects and supporting electric vehicle (EV) charging infrastructure to facilitate the transition toward clean energy and reduce greenhouse gas emissions from fossil fuel consumption.

In addition, the Company emphasizes the development of residential projects with high energy efficiency standards. Some projects have received the **Home Energy Label No.5** certification, an energy efficiency certification issued by the Electricity Generating Authority of Thailand (EGAT). In 2025, the Company submitted the Ornsirin Ville Sansai Project for assessment under the Home Energy Label No.5 criteria. This certification promotes the development of buildings with high energy efficiency performance. The evaluation criteria consist of two main components:

- **Energy Efficiency Criteria:** assessing building design and technologies that help reduce energy consumption within the building.
- **Innovation Criteria:** assessing the adoption of innovative approaches to enhance building efficiency and sustainability.

Projects must achieve a total score of more than 80% or over 100 points to obtain the certification. The assessment results show that the Company's project met the required criteria. Currently, the Company has 3 projects certified with the Home Energy Label No. 5, namely Habitat Superhighway, Habitat Ruamchok, and Ornsirin Ville Sansai. This reflects the Company's commitment to developing environmentally friendly real estate projects in alignment with sustainable development principles.

3. Collaboration with Partners, Suppliers, and Relevant Organizations to Support Greenhouse Gas Reduction

The Company promotes collaboration with partners, suppliers, and relevant organizations to continuously develop and support clean energy initiatives and greenhouse gas reduction efforts. This collaboration covers both internal operations and activities throughout the value chain. Examples include working with business partners to select environmentally friendly construction materials and adopting EV mixer trucks for concrete transportation to reduce environmental impacts from construction activities and minimize the use of natural resources. In 2025, the Company collaborated with partners, suppliers, and various organizations to support greenhouse gas emission reduction initiatives, such as:

- **Collaborated with SCG Roof Expert** to develop roofing systems that meet standards emphasizing energy efficiency, using high-quality steel structures and materials certified under the Green Choice standard. This helps reduce resource consumption and environmental impacts from construction processes while enhancing the long-term strength and durability of buildings.
- **Collaborated with CPAC** to deploy EV mixer trucks for concrete transportation, reducing fossil fuel consumption and greenhouse gas emissions from logistics activities. This initiative represents an important step for the construction industry in Northern Thailand in reducing air pollution, while supporting Green Logistics and greenhouse gas reduction across the supply chain.
- **Collaborated with UNISERV CMU** (University Academic Service Center) to develop and manage greenhouse gas management practices, promoting organizational collaboration in sustainable environmental management through capacity building, knowledge integration, and the development of organizational carbon footprint processes for residential projects, thereby strengthening the Company's greenhouse gas management system in a systematic manner.
- The Company has participated in the **Climate Care Platform**, a platform developed by the Stock Exchange of Thailand (SET), as a tool to support data management, planning, and the calculation of greenhouse gas emission reductions at the organizational level. The platform supports the Company's policies and operational approaches for systematic greenhouse gas management.

- The Company has participated in an initiative to support greenhouse gas emission reduction by digitalizing operational processes. The Company joined the **QR Code Sealer Service Adoption Project with Thailand Securities Depository Co., Ltd. (TSD)**, which replaces paper-based document preparation and delivery with electronic systems. This helps reduce resource consumption, lower energy use in document printing and transportation processes, and

decrease related greenhouse gas emissions. Participation in this project aligns with the Company's environmental policy and enhances operational efficiency while supporting organizational-level greenhouse gas reduction.

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : Yes

Company's existing targets : Setting net-zero greenhouse gas emissions targets

Setting net-zero greenhouse gas emissions targets

Details of setting net-zero greenhouse gas emissions targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1-3	2024 : Greenhouse gas emissions 7,364.00 tCO ₂ e	2027 : Reduced by 15% in comparison to the base year	2035 : Reduced by 40% in comparison to the base year	<ul style="list-style-type: none"> Thailand Greenhouse Gas Management Organization (TGO) : Net zero Science-based Targets (SBTi) : None

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

Building Green for Better Living

The Company promotes innovation by adopting the **EDGE (Excellence in Design for Greater Efficiencies)** green building certification system, developed by the International Finance Corporation (IFC), as a guideline for the development of real estate projects toward international standards. The approach focuses on design that emphasizes efficiency in energy, water, and materials to support sustainable development and reduce long-term environmental impacts. In addition, the Company encourages employees in the research and development department and other relevant departments to participate in training and knowledge exchange on green building standards and sustainability technologies on a continuous basis, in order to enhance understanding and strengthen capabilities in project development. The adoption of the EDGE system is not solely intended to obtain green building certification, but also to enhance the Company's organizational mindset and operational processes. The Company began applying the EDGE

system in project design and evaluation in April 2025 and plans to expand its application to all projects in the future to ensure that innovation is continuously implemented and can be measured in a tangible manner.

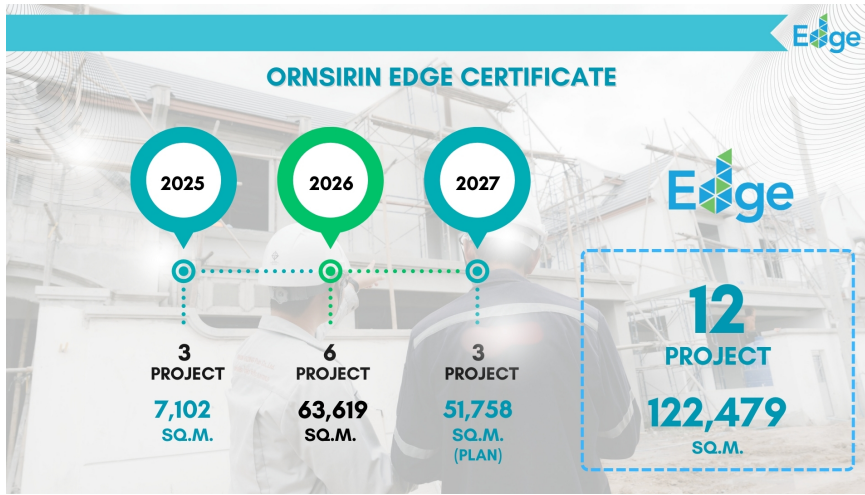
Habitat Mahidol, it is one of the Company's pilot projects that focuses on sustainable real estate development, integrating Green Design concepts with energy-efficient technologies to enhance residents' quality of life and reduce long-term environmental impacts. The project has received the EDGE Advanced Preliminary Certificate from Green Business Certification Inc. (GBCI), under the supervision of the International Finance Corporation (IFC), on 1 October 2025.

Assessment Category	Results	Details
Energy Efficiency	43 - 45%	Use of heat-reflective wall systems, insulated roofing, high-performance glazing, and energy-efficient electrical and air-conditioning systems
Water Efficiency	34 - 37%	Use of water-saving sanitary fixtures, water-efficient faucets and showerheads, and an automated water-saving irrigation system
Embodied Carbon Reduction	39 - 44%	Use of local materials such as autoclaved aerated concrete (AAC) blocks, precast concrete walls, and aluminum window frames

The EDGE Certified standard requires buildings to achieve at least 20% savings in all three resource categories compared with a Baseline Building. **In 2025, the Company submitted a total of 9 projects for EDGE certification assessment. Of these, 3 projects have already received EDGE certification, representing 33.3%, while 6 projects (66.7%) are currently under assessment.** In addition, the Company has set a target to expand the adoption of the EDGE standard to at least 80% of all new projects to obtain EDGE certification by 2027. This initiative aims to ensure the continuity of innovation implementation with measurable outcomes, while enhancing building quality and reducing long-term environmental impacts.

Diagram of performance and outcomes in greenhouse gas management





Information on greenhouse gas management

The company's greenhouse gas emissions

	2023	2024	2025
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	470.89	7,364.00	5,227.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	107.46	121.00	141.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	104.27	289.00	305.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	259.16	6,954.00	4,781.00

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) (*)	0.000419	0.005391	0.002468
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	3.27	45.18	22.63
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / m ²)	0.12200000	0.08139000	0.07872900

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 : Yes
emissions

List of greenhouse gas verifier entity : Other : Bureau Veritas Certification (Thailand) Ltd.

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2023	2024	2025
Total reduced GHG (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	2,036.67
Other projects (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	2,036.67
Building Green for Better Living (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	2,036.67

Absorption and removal of Greenhouse Gas

	2023	2024	2025
Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00

Remarks - This document is automatically generated based on information processed as received from the listed company on as is basis. The Stock Exchange of Thailand (SET) does not make any representations regarding accuracy, completeness, appropriateness, recency or reliability of the information contained in this document, nor does it make any guarantee of a result of the use of the information contained in this document. In no event shall SET be responsible for any loss or damage resulting from the use of this document or the information contained herein.

ESG Performance

Company Name : ORNSIRIN HOLDING PUBLIC COMPANY LIMITED Symbol : ORN
Market : SET Industry Group : Property & Construction Sector : Property Development

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, Migrant/foreign labor, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights

Human Rights Policy

Ornsirin is committed to conducting its business with integrity, adhering to the principles of corporate governance, and the Ornsirin Code of Ethics. In terms of human rights protection, Ornsirin complies with the law and strives to respect human rights in accordance with internationally accepted standards, particularly supporting and adhering to the Universal Declaration of Human Rights (UDHR) and the United Nations Guiding Principles on Business and Human Rights (UNGP). Ornsirin is also committed to following the ethical codes and human rights policies that the company has established.

To ensure that Ornsirins operations are free from human rights violations, the Board of Directors has decided to establish a human rights policy and practices to prevent any violations of human rights in all of Ornsirins business activities (Direct Activities), as well as within its business partners throughout the value chain.

The Board, executive and all employees at Ornsirin must recognize the importance of and respect human rights in every aspect for all individuals, the community, and society according to the laws of each country and the treaties that each country is obligated to follow. This includes:

- Treating everyone equally, without discrimination.
- Avoiding actions that violate human rights.
- Supporting and promoting human rights.
- Communicating, disseminating, educating, understanding, setting guidelines, monitoring, and supporting stakeholders.

Human Rights Practice Guidelines

1. Treat everyone with respect and dignity, ensuring equal treatment for all stakeholders and vulnerable groups, without discrimination based on physical or mental condition, race, nationality, origin, ethnicity, religion, gender, language, age, skin color, education, social status, culture, customs, or any other factor.

2. Take precautions in performing duties to prevent the risk of human rights violations in business operations, including preventing harassment in all forms, whether sexual harassment or other forms of abuse. Ornsirin is committed to non-discrimination and opposing any form of harassment. Any complaints received will be considered seriously, kept confidential, and handled with empathy. If allegations are confirmed, appropriate remedial actions, disciplinary measures, dismissal, or legal action will be taken.

3. Treat employees fairly and equally, managing compensation without discrimination, ensuring the quality of life and workplace safety, and complying with laws regarding child labor, forced labor, and foreign workers. The company also promotes the protection of employee safety and health in the workplace.

4. Respect customer rights by acting fairly and not violating customer's personal data

5. Give importance to safeguarding personal data of employees and job applicants, ensuring control over access and dissemination of personal information. Consent from employees is required for the company to access personal information.

6. Respect the rights of business partners by acting fairly, providing transparent procurement processes to promote fair competition, and encouraging business partners to adhere to human rights principles.

7. Respect community rights by recognizing the rights of the community, listening to their opinions, and supporting community participation.

8. Communicate and promote the policy, educate, and ensure understanding, set guidelines, and provide support to employees, business partners, and others involved in the value chain to ensure business operations align with human rights principles. Regularly review and provide training on human rights, including discrimination and harassment in the workplace.

9. Monitor and observe the respect for human rights, do not neglect or ignore any acts that may constitute human rights violations related to Ornsirin. Report any such incidents to supervisors or responsible individuals, and cooperate in the verification of facts. If there are any doubts or questions, consult with supervisors or responsible individuals through the designated channels.

10. Establish modern and effective channels for reporting tips and complaints, ensuring fairness and protection for individuals reporting human rights violations related to Ornsirin.

11. Continuously develop and implement a Human Rights Due Diligence Process from the start of investment to identify issues, assess risks and impacts of human rights violations, define affected groups or individuals covering all stakeholders, plan and establish corrective and preventive measures, manage and prevent human rights violations in accordance with the organization's risk management guidelines, including industry risks, and monitor results. Provide appropriate remedy and mitigation processes in cases of human rights violations.

12. Ornsirin is committed to building and maintaining a corporate culture that adheres to respect for human rights in accordance with this human rights policy.

13. For those who commit human rights violations, including discriminatory or harassing behavior, it is a violation of Ornsirin's code of conduct. The company must take corrective action or consider disciplinary action in accordance with Ornsirin's regulations. Additionally, consider legal action if the act is illegal.

14. Ornsirin is committed to communicating, reporting, and disclosing information on human rights operations, mitigation, and remedy, including incidents of discrimination and harassment, to the public in a complete and transparent manner.

15. Regularly review the human rights policy, taking into account significant changes to the organization.

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, : No
guidelines, and/or goals over the past year

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 : Yes

The Company has conducted Human Rights Due Diligence throughout its business operations and value chain, as part of its ongoing risk management process. The Company has assessed human rights risks in order to establish preventive measures and mitigate potential impacts that may arise from its business activities across the value chain. The Human Rights Due Diligence process consists of five key steps as follows.

Policy Declaration and Principles on Respect for Human Rights	The Company is committed to respecting human rights to ensure that all stakeholder groups receive fundamental rights equally and without discrimination. Internationally recognized human rights principles and standards have been adopted as guidelines for the Companys operations. Accordingly, the Company has established a clear Human Rights Policy, which has been publicly disclosed through the Companys website.
Assessment of Actual and Potential Impacts from the Companys Activities	The Company has conducted human rights risk assessments to identify human rights risk issues and prevent potential human rights violations or other adverse impacts that may occur or are likely to occur from the Companys business operations throughout the value chain. The assessment considers both internal and external stakeholder groups that may be directly or indirectly affected by the Companys business activities. The human rights risk assessment process includes the following steps: <ul style="list-style-type: none"> ● Defining the scope of human rights issues ● Identifying human rights risk issues ● Assessing the level of risk ● Prioritizing human rights issues
Integration of Actions	After assessing high-severity human rights risks, the Company establishes and improves control and mitigation measures to prevent or reduce the likelihood of incidents and potential impacts on stakeholders. The Company also evaluates residual risks to ensure that human rights management remains effective throughout the value chain.
Monitoring and Reporting	The Company has established communication, grievance, and whistleblowing channels to enable stakeholders to conveniently and safely report incidents related to human rights violations or other concerns. The Company will investigate and address such issues appropriately in order to prevent and mitigate potential adverse impacts arising from its business operations. The Company also discloses its human rights performance and related measures through the Annual Report.
Remediation Mechanism	The Company recognizes that business activities may potentially impact the human rights of stakeholders. Therefore, the Company has established measures to prevent, mitigate risks, and address issues that may lead to human rights violations, including providing appropriate remediation and mitigation processes for stakeholders who may be affected by the Companys operations. In cases where human rights violations occur, the Company will conduct fact-finding investigations and ensure the protection of the rights of complainants or whistleblowers. Violations of human rights are considered disciplinary offenses, and the Company will impose disciplinary actions accordingly. If such actions constitute legal violations, the Company will proceed in accordance with applicable laws.

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

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

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

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type	:	Business Group
Total number of disclosure boundaries	:	8
Actual number of disclosure boundaries	:	8
Data disclosure coverage (%)	:	100.00

Information on employees and labor management plan

Employees and labor management plan

The company's employee and labor management plan	:	Yes
Employee and labor management plan implemented by the Company in the past year	:	Fair employee compensation, Employee training and development, Promoting employee relations and participation, Migrant/foreign labor, Child labor, Safety and occupational health at work

The Company recognizes that employees are valuable resources and a key driving force for sustainable and stable business operations. Therefore, the Company is committed to managing human resources based on human rights principles, fairness, equality, and strict compliance with applicable labor laws. The Company places importance on protecting labor rights in all aspects. The Company has a policy prohibiting child labor and forced labor in its business operations and establishes guidelines to ensure that employment is lawful, voluntary, and fair, in accordance with local labor laws and internationally recognized human rights principles. The Company also promotes equality and non-discrimination in the workplace by respecting the diversity of all employees, regardless of race, religion, gender identity, age, sexual orientation, disability, nationality, or other personal characteristics, and strives to create an inclusive working environment that fosters mutual respect and equal opportunities.

In addition, the Company respects and supports employees freedom of association, expression, and participation in accordance with the law, as well as employees rights to engage in fair and good-faith collective bargaining. This enables employees to communicate their opinions and concerns appropriately without discrimination or obstruction. At the same time, the Company promotes a safe and healthy working environment that encourages learning and continuous development of employee potential, while fostering an organizational culture grounded in ethics, shared responsibility, and respect for human rights throughout the value chain. The topics are as follows:

1. Employment

The Company places importance on fair and responsible employment practices while respecting labor rights in accordance with applicable laws and labor standards. The Company strictly complies with local labor laws while considering employees quality of life, well-being, and dignity at all levels. The Company also strictly adheres to labor regulations related to working hours and overtime, while aiming to reduce overtime through improvements in work processes, work planning, and human resource management to ensure appropriate working conditions within the legal framework.

In addition, the Company emphasizes the enhancement of labor standards by adhering to internationally recognized labor frameworks. The Company has established policies and guidelines for employees and communicates them comprehensively in both Thai and English to ensure that employees clearly understand and consistently comply with them across the organization. In 2025, the Company did not employ temporary workers in its operations.

2. Compensation and Benefits

The Company places importance on managing compensation and benefits in a fair, equitable, and transparent manner, recognizing the value and equality of all employees. Compensation is provided in accordance with minimum wage requirements, and the Company aims to offer wages above the minimum wage at a reasonable level sufficient for employees living expenses and savings. Compensation is determined based on performance, knowledge, capability, and job responsibilities, while also considering market wage benchmarks, economic conditions, and business needs to ensure appropriateness for each position and role. The Company also conducts annual salary adjustments based on performance evaluations and promotions, and provides comprehensive and appropriate employee benefits aligned with working conditions. These measures aim to enhance employees quality of life, stability, and engagement with the organization, while fostering motivation and long-term job security.

In addition, the Company has established clear policies and guidelines regarding compensation by using capability, job characteristics, and performance as key criteria for determining remuneration. These policies and guidelines are communicated to employees to ensure transparency, understanding, and confidence in the Company's compensation system.

3. Employee Development and Career Advancement

The Company has a policy to continuously promote and support employee training and development in order to enhance knowledge, capabilities, and skills necessary for job performance, as well as to strengthen long-term potential in alignment with the Company's strategy and business direction. The Company aims to provide employees at all levels with equal opportunities for learning and development through both internal and external training programs, enabling them to perform their duties effectively, advance in their careers, and contribute sustainable value to the organization.

In 2025, the Company conducted a systematic training needs assessment and analysis to support knowledge development and enhance employee capabilities in line with job responsibilities and the Company's business direction. The assessment considered job positions, KPI-based performance evaluation results, and evolving business trends. Questionnaires were used as the primary tool to identify training needs, covering the evaluation of knowledge and skills required for job performance, as well as knowledge related to laws, regulations, and relevant policies. The results of the assessment were analyzed and used to develop training plans and programs to ensure that employee development aligns with actual needs, enables employees to apply acquired knowledge effectively in their work, and supports the sustainable development of the organization.

4. Employee Engagement

The Company places importance on strengthening employee engagement, as it is a key factor reflecting work efficiency, employee morale, and long-term workforce stability. This is supported by appropriate compensation and benefits management at each level to foster a positive organizational culture. The Company regularly reviews its compensation and benefits structure to ensure alignment with job responsibilities, performance results, and evolving employee expectations. The Company also provides opportunities for employees to share their views through an employee engagement survey, enabling the results to be analyzed and used to continuously improve human resource management practices.

5. Health and Safety

The Company recognizes that health and safety in the workplace are critical issues directly related to business operations and may affect employees, contractors, customers, and other stakeholders in both office buildings and construction project areas. The Company has therefore established occupational health and safety policies and measures in a systematic manner to prevent accidents, reduce operational risks, and create a safe and appropriate working environment. Contractors, suppliers, and other relevant external stakeholders are required to comply with the same safety standards and guidelines as the Company, with continuous monitoring and supervision.

The Company is also committed to continuously improving its health and safety management system to enhance safety standards in line with best practices and sustainable growth.

Information on setting employee and labor management goals

Setting employee and labor management goals

Does the company set employee : Yes
and labor management goals?

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Employee training and development	Average training hours (hours/person/year)	-	2025: Average training hours of at least 12 hours per person per year
• Promoting employee relations and participation	Employee Satisfaction	-	2025: Employee engagement score of at least 70%
• Safety and occupational health at work	Lost Time Injury Frequency Rate (LTIFR)	2023: The LTIFR for employees in 2023 was 0.11 (per 200,000 working hours) / The LTIFR for contractors in 2023 was 32.05 (per 1,000,000 working hours).	2025: Reduce by 5% compared with the base year (2023)

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 : Yes
management

1. Employment Performance

In 2025, the Company did not employ temporary workers in its operations. As of 31 December 2025, the Company employed a total of 231 permanent employees, consisting of 91 male employees and 140 female employees. Employment is based on knowledge, capability, and suitability for each position while providing equal employment opportunities without discrimination, regardless of gender, age, or other factors.

In addition, the Company supports community and social development through responsible employment by providing opportunities for disadvantaged groups or individuals with limited educational or social opportunities to access employment or internship opportunities. The Company also implements initiatives to support youth development and enhance the capabilities of the new workforce generation by collaborating with various educational institutions through an Internship Program, which allows university students to gain practical work experience in fields related to their studies. This program aims to strengthen students skills, knowledge, and readiness before entering the future labor market. In addition, the Company places importance on considering applicants place of residence and willingness to work, particularly for positions that require assignment at the Companys projects in various locations. This approach aligns with employees living conditions and family needs.

In 2025, a total of 17 employees voluntarily resigned, consisting of 6 male employees and 11 female employees. The voluntary turnover rate was 7.36%, with 35.29% male and 64.71% female employees among those who resigned

voluntarily. Compared with 2024, the Companys voluntary turnover rate decreased by 3.68%, reflecting the effectiveness of the Companys human resource management, improvement of the working environment, and appropriate employee care. When compared with the average turnover rate in Thailands real estate development industry in 2025, which was approximately 16.9% per year, the Companys turnover rate was significantly lower than the industry average

Furthermore, in 2025, the Company did not identify any incidents of non-compliance with labor standards, labor laws, or other relevant laws, and there were no significant labor-related cases or disputes.

2. Compensation and Welfare Performance

In 2025, the Company provided total employee compensation, including salaries and other remuneration, amounting to Baht 87.47 million across the Group. Of this, Baht 54.53 million was allocated to female employees and Baht 32.94 million to male employees, representing a female-to-male compensation ratio of 1.08. This reflects the Companys commitment to promoting equality and fairness in compensation without gender discrimination.

The Company places importance on enhancing employees long-term financial security by establishing a Provident Fund to encourage savings discipline and support post-retirement stability. Participation in the fund is voluntary. In addition, the Company implemented an Employee Joint Investment Program (Employee Joint Investment Program: ORN-EJIP) for 2025 to provide employees with the opportunity to participate in business ownership, strengthen employee engagement, and enhance work motivation alongside generating long-term returns.

In terms of employee welfare, the Company provides a wide range of benefits to support employees and maximize the value of being part of the organization. These benefits cover working conditions, health, safety, and financial security, enabling employees to perform effectively while maintaining a good quality of life. Examples include life and family assistance, group insurance, annual staff parties, per diem allowances, accommodation and travel expenses for domestic and overseas assignments, employee uniforms, provident fund, work-related expenses, special housing discounts, and annual health check-ups.

3. Employee Development and Career Advancement Performance

2025 Targets	2025 Performance
Employee training participation rate of at least 95% of total employees	98% of total employees
Average training hours of at least 12 hours per person per year	Average of 17.81 hours per person per year, with a total of 4,115 training hours
At least 53 internal and external training courses	96 courses

In 2025, in addition to organizing orientation training for new employees to help them understand the organizational structure, roles and responsibilities, as well as company regulations, the Code of Conduct, and relevant operational policies, the Company also remained committed to developing employees skills, knowledge, and professional expertise in alignment with the Companys operational strategy and growth direction. Key training programs aimed at enhancing employee capabilities in various areas are as follows: AI 2025 Program, Teamwork Program, Professional Selling Program, Construction Standards Program, Generative AI for Graphic Design Program, and Sustainable Organizational Management through the ESG DNA Program, etc.

4. Employee Engagement Performance

In 2025, a total of 106 employees (excluding employees from the international school business) participated in the employee engagement survey. The targets and survey results are as follows:

2025 Target	2025 Performance
Employee engagement score of at least 70%	76.00%

The Company has utilized the results of the employee engagement survey to systematically analyze and develop employee care initiatives in order to strengthen engagement and improve scores in key areas as follows:

- **Career Path Development:** The Company places importance on systematically developing employee potential and career advancement. The Company has implemented the Management Trainee Program to prepare high-potential employees for future leadership roles and to cultivate a new generation of leaders capable of driving the Company's strategies sustainably.
- **Workplace and Work Tools:** The Company emphasizes the importance of a supportive work environment and adequate work tools. In collaboration with the Information Technology department, the Company reviews the adequacy of both hardware and software systems to ensure they are appropriate for operational needs. The Company has also implemented projects to renovate and expand office space, including the development of additional work areas and meeting rooms, to support workforce expansion and promote effective collaboration.
- **Compensation and Performance Evaluation System:** The Company conducts surveys on bonus payments and annual salary adjustments to benchmark against labor market compensation levels. These insights are used to determine appropriate and competitive bonus and salary adjustment rates for the long term. The Company has also enhanced the 360-degree performance evaluation system by expanding individual assessments for employees at the manager level and above, promoting a culture of collaboration, constructive feedback, and continuous performance improvement.

5. Health and Safety Performance

Indicator	2025 Target
Workplace accident rate	Zero accidents
Lost Time Injury Frequency Rate (LTIFR) for employees and contractors	Reduce by 5% compared with the base year (2023) ^{1/}
Number of fatalities from operations for employees and contractors	Zero fatalities

Indicator	Performance		
	2023	2024	2025
Workplace accident rate	2 cases	2 cases	0 cases
Lost Time Injury Frequency Rate (LTIFR)			
Employees	0.11 (per 200,000 working hours)	0.10 (per 200,000 working hours)	0.00 (per 200,000 working hours)
Contractors	32.05 (per 1,000,000 working hours)	32.05 (per 1,000,000 working hours)	0.024 (per 1,000,000 working hours)
Fatality			
Employees	0 cases	0 cases	0 cases
Contractors	0 cases	0 cases	0 cases

Based on the performance in 2025, the Company successfully achieved all of its occupational health and safety targets. Over the past three years (2023-2025), no fatalities involving employees or contractors were reported, resulting in a fatality rate of zero, which is lower than the average for the real estate and construction industry.

In 2025, the Company conducted monthly safety inspections across all construction sites. Safety performance was continuously monitored, analyzed, and reported. Although some work-related accidents involving contractors were identified, no serious incidents or events affecting the lives or property of employees, contractors, or surrounding

communities were reported. The Company carried out thorough investigations to determine root causes and implemented improvements in risk control measures, while strengthening on-site supervision to prevent recurrence and continuously enhance safety standards.

In addition, in 2025, the Company organized training programs to promote workplace safety for employees. These included basic fire-fighting training and annual evacuation drills, safety training for new employees, safe driving and traffic discipline training for social well-being, and Care & Connect: First Aid Training, among others.

Diagram of performance and outcomes for employee and labor management



Professional Selling Training Program



AI 2025 Training Program



Construction Standards Training Program

Information on employment

Employment

	2023	2024	2025
Total Employment (Person)	144	163	231
Percentage of employees to total employment (%)	100.00	100.00	100.00
Percentage of non-employee workers to total employment (%)	0.00	0.00	0.00

	2023	2024	2025
Total employees (persons)	144	163	231
Male employees (persons)	53	61	91
Percentage of male employees (%)	36.81	37.42	39.39
Female employees (persons)	91	102	140
Percentage of female employees (%)	63.19	62.58	60.61
Total of workers who are not employees (Person)	0	0	0
Male workers who are not employees (Person)	0	0	0
Percentage of male non-employee workers (%)	0.00	0.00	0.00
Female workers who are not employees (Person)	0	0	0
Percentage of female non-employee workers (%)	0.00	0.00	0.00

Number of employees categorized by age

	2023	2024	2025
Total number of employees under 30 years old (Persons)	24	33	34
Percentage of employees under 30 years old (%)	16.67	20.25	14.72
Total number of employees 30-50 years old (Persons)	104	114	182
Percentage of employees 30-50 years old (%)	72.22	69.94	78.79
Total number of employees over 50 years old (Persons)	16	16	15

	2023	2024	2025
Percentage of employees over 50 years old (%)	11.11	9.82	6.49

Number of male employees categorized by age

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	8	10	12
Percentage of male employees under 30 years old (%)	15.09	16.39	13.19
Total number of male employees 30-50 years old (Persons)	39	43	70
Percentage of male employees 30-50 years old (%)	73.58	70.49	76.92
Total number of male employees over 50 years old (Persons)	6	8	9
Percentage of male employees over 50 years old (%)	11.32	13.11	9.89

Number of female employees categorized by age

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	16	23	22
Percentage of female employees under 30 years old (%)	17.58	22.55	15.71
Total number of female employees 30-50 years old (Persons)	65	71	112
Percentage of female employees 30-50 years old (%)	71.43	69.61	80.00
Total number of female employees over 50 years old (Persons)	10	8	6

	2023	2024	2025
Percentage of female employees over 50 years old (%)	10.99	7.84	4.29

Number of employees categorized by position

	2023	2024	2025
Total number of employees in operational level (Persons)	139	158	226
Percentage of employees in operational level (%)	96.53	96.93	97.84
Total number of employees in management level (Persons)	4	4	4
Percentage of employees in management level (%)	2.78	2.45	1.73
Total number of employees in executive level (Persons)	1	1	1
Percentage of employees in executive level (%)	0.69	0.61	0.43

Number of male employees categorized by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	49	56	86
Percentage of male employees in operational level (%)	92.45	91.80	94.51
Total number of male employees in management level (Persons)	3	4	4
Percentage of male employees in management level (%)	5.66	6.56	4.40
Total number of male employees in executive level (Persons)	1	1	1

	2023	2024	2025
Percentage of male employees in executive level (%)	1.89	1.64	1.10

Number of female employees categorized by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	90	102	140
Percentage of female employees in operational level (%)	98.90	100.00	100.00
Total number of female employees in management level (Persons)	1	0	0
Percentage of female employees in management level (%)	1.10	0.00	0.00
Total number of female employees in executive level (Persons)	0	0	0
Percentage of female employees in executive level (%)	0.00	0.00	0.00

Number of employees categorized by department over the past year

Department / Line of work / Unit / Business group	Number of employees (persons)
Executives	5
Project Management Group	50
Sales and Marketing Group	36
Corporate Support Group	39
Accounting Group	18
Financial Management Group	9

Department / Line of work / Unit / Business group	Number of employees (persons)
Business Development Department	5
Information Technology Department	2
Secretary	4
International School Business	59
Retail Business	4
Total number of employees	231

Significant changes in the number of employees

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

In 2025, Mill Hill International School Thailand commenced its first academic term in September 2025, resulting in a significant increase in the number of employees within the international school business to support its operations. Meanwhile, the number of employees in the Companys core business and its subsidiaries remained at a level comparable to the previous year, with no significant structural changes.

Number of male employees working in Thailand

	2023	2024	2025
Total male employees working in Thailand (Person)	N/A	56	91
Bangkok Metropolitan (Person)	N/A	1	2
Northern (Person)	N/A	54	88
Central (Person)	N/A	0	0
Northeastern (Person)	N/A	1	1

	2023	2024	2025
Southern (Person)	N/A	0	0
Eastern (Person)	N/A	0	0

Number of female employees working in Thailand

	2023	2024	2025
Total female employees working in Thailand (Person)	N/A	102	140
Bangkok Metropolitan (Person)	N/A	2	4
Northern (Person)	N/A	98	131
Central (Person)	N/A	0	2
Northeastern (Person)	N/A	0	0
Southern (Person)	N/A	1	2
Eastern (Person)	N/A	1	1

Number of employees working abroad

	2023	2024	2025
Total employees working abroad (Person)	0	0	0
Total male employees working abroad (Person)	0	0	0
Total female employees working abroad (Person)	0	0	0

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	0	0	0

	2023	2024	2025
Percentage of disabled workers to total employment (%)	0.00	0.00	0.00
Total number of employees with disabilities (Persons)	0	0	0
Total male employees with disabilities (persons)	0	0	0
Total female employees with disabilities (persons)	0	0	0
Percentage of disabled employees to total employees (%)	0.00	0.00	0.00
Total number of workers who are not employees with disabilities (persons)	0	0	0
Percentage of disabled non-employee workers to total non-employee workers (%)	0.00	0.00	0.00
Contributions to empowerment for persons with disabilities fund	No	No	No

Information on compensation of employees

Employee remuneration by gender

	2023	2024	2025
Total employee remuneration (baht)	54,568,461.13	70,419,608.67	87,469,536.26
Total male employee remuneration (baht)	20,642,698.34	43,405,614.25	32,935,998.79
Percentage of remuneration for male employees (%)	37.83	61.64	37.65
Total female employee remuneration (baht)	33,925,762.79	27,013,994.42	54,533,537.47
Percentage of remuneration for female employees (%)	62.17	38.36	62.35

	2023	2024	2025
Average of remuneration of employees (Baht/persons)	378,947.65	432,022.13	378,656.00
Average of remuneration for male employees (Baht/persons)	389,484.87	711,567.44	361,934.04
Average of remuneration for female employees (Baht/persons)	372,810.57	264,843.08	389,525.26
Rate of average of remuneration between female employees and male employees	0.96	0.37	1.08

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : No

The company has established the "Thai Mankong Master Pool Fund," which is registered under the Provident Fund Act B. E. 2530 (including amendments). The company and its subsidiaries will deduct contributions to the fund at a rate of 3% -15% of the employee's salary, based on the employee's length of service. Members can change their contribution rate at least once a year, and the process for selecting or changing the contribution rate must follow the specific guidelines set by the fund. The fund is managed by Krung Thai Asset Management Public Company Limited, and the policy has been effective since March 30, 2023.

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

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	144	163	172
Number of employees joining in PVD (persons)	120	140	152
Number of PVD members / Total employees (%)	83.33	85.89	65.80
Number of PVD members / Total eligible employees (%)	83.33	85.89	88.37

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	1,137,464.96	1,782,878.26	2,252,000.45
Total amount of provident fund contributed by employee (baht)	1,413,484.33	2,326,225.18	3,197,325.10

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 (%)
ORNSIRIN HOLDING PUBLIC COMPANY LIMITED	Yes	231	172	152	65.80	88.37

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

Policy and guidelines on promoting savings : Other promotional measures through the provident fund for non-participating employees (PVD)

Other promotional measures

Measures to Promote Employees Retirement Savings

The Company recognizes the importance of enhancing employees long-term financial security and continuously promotes retirement savings, including for employees who have not yet enrolled in the Provident Fund (PVD). The key measures are as follows:

- Encouraging disciplined savings through the establishment of a Provident Fund (PVD), which employees may voluntarily join, with contributions made by both employees and the Company in accordance with the Company's policy
- Implementing an Employee Joint Investment Program (EJIP) to support long-term returns and foster employees' participation in the Company's growth
- Promoting financial literacy and retirement planning awareness through internal communications, enabling employees to make informed financial decisions
- Providing employee welfare benefits, including health insurance and annual health check-ups, to help reduce long-term financial burdens and support overall financial well-being

The Company aims to foster sustainable savings behavior and enhance employees' financial preparedness for retirement.

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)	23.27	21.48	17.81
Total amount spent on employee training and development (Baht)	763,803.67	559,988.90	807,662.55
Percentage of training and development expenses to total expenses (%) ^(*)	0.000865	0.000471	0.000443
Percentage of training and development expenses to total revenue (%) ^(*)	0.000679	0.000410	0.000381

Additional explanation : ^(*) 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)	305,365.00	329,899.00	421,030.00
Total number of hours worked by employees (Hours)	305,365.00	329,899.00	421,030.00
Total number of hours work by non-employee (Hours)	0.00	0.00	0.00

Statistic of accident and injuries of employees from work

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	2	2	0
Total number of employees that lost time injuries for 1 day or more (Persons)	3	2	0
Percentage of employees that lost time injuries for 1 day or more (%)	2.08	1.23	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)	9.82	6.06	0.00
Lost time injury frequency rate (LTIFR) (**) (Persons / 200,000 manhours)	1.96	1.21	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
Total number of employee turnover leaving the company voluntarily (persons)	22	18	17
Total number of male employee turnover leaving the company voluntarily (persons)	6	5	6
Total number of female employee turnover leaving the company voluntarily (persons)	16	13	11
Proportion of voluntary resignations (%)	15.28	11.04	7.36
Percentage of male employee turnover leaving the Company voluntarily (%)	27.27	27.78	35.29
Percentage of female employee turnover leaving the Company voluntarily (%)	72.73	72.22	64.71

	2023	2024	2025
Evaluation result of employee engagement	Yes	Yes	Yes

Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare committee

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 : Yes
- Responsible sales and marketing guidelines : Marketing communications that respect the law, adhere to relevant regulations, and consider consumer rights., Not supporting advertisements or promotional activities that encourage illegal acts or immoral conducts
- 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 : Yes
- Policy and guidelines on communicating the impact of products and services to customers / consumers : Appropriate marketing communications through digital channels

Information on customer management plan

Customer management plan

- Company's customer management plan : Yes
- Customer management plan implemented by the company in the past year : Responsible production and services for customers, Development of customer satisfaction and customer relationship, Consumer data privacy and protection

The Company is committed to continuously developing its products, goods, and services, while effectively managing customer relationships to consistently deliver satisfaction beyond expectations. The Company emphasizes ethical treatment of customers, efficient and secure management of customers personal data, and transparent disclosure of policies and practices related to data protection in order to build confidence and trust among all customers.

1.Enhancing Customer Satisfaction Based on Survey Results

The Company utilizes the results of customer satisfaction surveys as key information for the continuous improvement and development of its products and services. This approach enables the Company to better respond to customer needs, strengthen customer confidence, and enhance long-term customer satisfaction. The key implementation approaches are as follows:

- Improvement of Project Design and Development: The Company incorporates customer feedback into the design of new projects to enhance living quality and reduce potential issues in the future. This includes the selection of materials and construction techniques that help reduce noise problems and improve building durability, as well as the design of common areas to support diverse uses and better meet the needs of residents.
- Enhancement of Service Quality: The Company has improved the unit inspection process to ensure greater rigor and systematic procedures. Additional digital communication channels have also been introduced to facilitate customer contact, complaint submission, and follow-up, enabling faster and more efficient services. In addition, the Company has enhanced its juristic person management system to ensure transparency and appropriateness in the management of common area fees.
- Enhancement of Customer Experience: The Company strives to create positive experiences for customers by organizing resident activities that strengthen relationships and foster a strong community within the projects. The Company also provides privileges to existing customers who refer new customers, in order to continuously promote customer engagement and satisfaction.

2.Product and Service Development

The Company is committed to developing residential projects under the concept of Living Perfect Sensation, emphasizing customers quality of life in all aspects, including safety, convenience, and environmental sustainability. This is achieved through the selection of high-quality materials, modern design, and project development in accordance with environmental standards.

- Customer-Centric Development: The Company places customers at the center of project development by collecting feedback and suggestions through surveys, interviews, and online channels to improve products and services in line with actual customer needs. The Company also develops housing designs and functional spaces to accommodate diverse lifestyles, such as Pet-Friendly Units, Co-working Spaces, and flexible functional layouts. In addition, Smart Home technologies and energy-saving materials are incorporated to enhance the living experience.
- Enhancement of Living Experience and After-Sales Services: The Company prioritizes delivering the best experience to customers by developing digital platforms, including websites and applications that allow customers to conveniently access project information, such as Virtual Tours of housing units and notification systems for important housing-related information.
- Community Building and Customer Engagement: The Company aims to build quality communities and maintain long-term relationships with customers by organizing activities for residents, such as annual gatherings, social responsibility activities, and health and environmental workshops. Online communication channels are also provided to allow residents to conveniently communicate and report issues. In addition, the Company manages juristic person operations in accordance with established standards to ensure customer satisfaction and the best possible living experience.

3.Development of Health-Safe Products

The Company is committed to developing products and services that are safe for customers health and well-being, while enhancing the quality of living within its real estate projects. The Company places emphasis on design and development that focuses on quality, safety, and health promotion in order to continuously improve customers quality of life.

Project development and construction are carried out in accordance with building safety standards and in strict compliance with relevant laws, regulations, and requirements to ensure that the Companys products and services are of high quality, safe, and capable of meeting customers needs sustainably. The Company has established safety and

health promotion standards for customers that cover every stage of the process, including the procurement and selection of construction materials that are safe for customers, effective management of waste and wastewater from projects, control of emissions to remain within regulatory standards, and inspection of building safety systems such as electrical systems, fire protection systems, and fire suppression systems. Responsible personnel closely supervise these processes to ensure that every project meets the required standards, quality, and safety requirements.

In addition, the Company places importance on the health and well-being of customers and residents in all projects. The Company has initiated the Knock the Door Health Check program, which provides home-based health check-up services for elderly residents. The program highlights innovation, business feasibility, and the potential for systematic development to enhance the quality of life and health safety of residents.

4.Customer Relationship Building

The Company places importance on building and maintaining relationships with customers throughout every stage of the purchasing and living process. The focus is on fostering trust, satisfaction, and positive experiences from pre-sales, during sales, and post-sales stages to ensure that customers receive the best service and feel a sense of belonging to the community developed by the Company.

- Pre-Sales Relationship Building, Objective: To create brand awareness and build trust, enabling customers to become familiar with the projects and feel confident before making a purchase decision. The Company emphasizes communication through online channels by producing informative content such as location reviews, investment trends, and residential lifestyle insights. Social media platforms, including Facebook and Line OA, are used as the primary channels to communicate project information, news, and updates. In addition, reviews from actual customers and residents are presented to strengthen credibility and confidence among potential customers.
- During Sales Relationship Building, Objective: To create confidence and satisfaction throughout the purchasing process. The Company provides personalized services by analyzing customers needs and recommending units that suit their lifestyle and budget. The Company also facilitates the purchasing process by coordinating mortgage arrangements, preparing documentation, and offering 360-degree Virtual Tours for customers located in other areas. Regular communication on project progress is also maintained to enhance transparency and build customer confidence.
- Post-Sales Relationship Building, Objective: To strengthen brand loyalty and encourage positive word-of-mouth. The Company focuses on building long-term relationships with residents through activities organized within the projects to promote engagement and strengthen the community. In addition, the Company has implemented the Friend Get Friend program, which allows existing customers to refer potential buyers and receive incentives. This initiative helps expand the customer base while reinforcing long-term brand engagement.

5.Customer Confidentiality

The Company places importance on protecting customers personal data and maintaining the confidentiality of customer information in strict compliance with the Personal Data Protection Act B.E. 2562 (2019) and other relevant laws. Customer information is not disclosed to external parties unless consent has been obtained or disclosure is required by law. The Company has established a Customer Personal Data Protection Policy to ensure that employees at all levels acknowledge and strictly comply with the policy. In 2025, all employees formally acknowledged this policy.

In addition, the Company has implemented personal data security measures covering administrative, technical, and physical safeguards to prevent unauthorized access, use, or disclosure of personal data. These measures ensure that customer information is collected, used, and disclosed in a secure, transparent, and fair manner.

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : Yes

Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Development of customer satisfaction and customer relationship	--Customer Satisfaction with Products - Customer Satisfaction with Services - Net Promotor Score	-	2025: Not less than 90

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

The Company places importance on continuously supporting the health and quality of life of residents by creating a safe, livable environment that promotes well-being under the concept of Living Perfect Sensation. This concept reflects the Companys intention to develop residences that are more than just homes, but spaces of happiness and warmth for everyone in the community. In 2025, the Company carried out activities to enhance the quality of life of residents as follows:

- **Collaboration between the Company and Bangkok Hospital Chiang Mai:** To promote sustainable health and quality of life for residents and the Companys employees, special privileges are provided, including discounts on medical treatment for both outpatient (OPD) and inpatient (IPD) services, as well as preventive health check-up packages. In addition, the Company collaborates with Bangkok Chiang Mai Physical Therapy Clinic, Sansai Branch, to provide convenient access to standardized physical therapy services. This initiative reflects the Companys commitment to promoting health and quality of life alongside safe and comfortable living. Furthermore, the Company organized the Healthy Aging: Stay Sharp, Stay Strong, Stay Positive activity, which included health assessments and exercise programs for elderly residents, provided free of charge.
- **First Prize Winner - Business Plan Competition for the Aging Society:** The Company collaborated with Health Home Care Co., Ltd. to develop the elderly-focused business plan Knock the Door Health Check, a home-based health check-up service for elderly residents. The project won first prize in the Business for Aging Society program, reflecting the Companys commitment to promoting the quality of life and healthcare of elderly residents within the Groups residential projects. This initiative is part of the Companys mission to develop a quality society that supports sustainable living in both physical and mental well-being.
- **Collaborated with Thonglor Animal Hospital Chiang Mai:** The Company collaborated with Thonglor Animal Hospital Chiang Mai to offer special privileges for residents, including free pet health check-ups covering up to 10 items by professional veterinarians. This initiative is available to residents across all condominium and single-house projects under the Ornsirin Group, helping pet owners access high-quality veterinary services, reduce expenses, and promote proper pet care within a warm and pet-friendly community.
- **Valentines Day Customer Appreciation Activity:** To express appreciation to all customers who participated in the activity, the Company is delighted to be part of creating happiness, memorable experiences, and delivering smiles to every customer.

Diagram of performance and outcomes of customer management



Collaboration between the Company and Bangkok Hospital Chiang Mai



First Prize Winner - Business Plan Competition for the Aging Society



Collaborated with Thonglor Animal Hospital Chiang Mai



Valentines Day Customer Appreciation Activity

Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers

Companys channels for receiving complaints from : Yes
customers/consumers

Telephone : 053 333 666

Fax : -

Email : Orsiringroup@ornsirin.co.th

Companys website : <https://ornsirin.co.th/ornsirin-contact/>

Address : 79 Moo 8, San Pu Loei Subdistrict, Doi Saket District, Chiang Mai Province

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

The Company places importance on conducting its business with due consideration of impacts on surrounding communities and society, guided by the principles of stakeholder engagement and shared value creation. This approach is embedded in the Company's operations across community development surrounding project areas, promotion of local economic activities, and support for social and educational development. Accordingly, community and social initiatives are aligned with the Company's business strategy and project development approach. The Company is also committed to promoting procurement from local entrepreneurs, where appropriate, to support the local economy, while encouraging employees at all levels to participate in such initiatives in a consistent and appropriate manner, as follows:

- Conduct business with due regard to impacts on communities and society, and strictly comply with applicable laws, regulations, and relevant practices.
- Promote and undertake activities that create value for communities, society, and the environment on a continuous basis, either independently or in collaboration with Government Agencies, private sector partners, and civil society.
- Foster awareness, communicate, and provide education to employees on social responsibility, and encourage their participation in public benefit activities.
- Respect and take into account the lifestyles, cultures, and needs of communities in areas where the Company operates, ensuring alignment with the social context and mutual benefit.
- Listen to community feedback, provide opportunities for stakeholder participation, and respond to community concerns with transparency and constructive engagement.

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social : Yes
management goals

Details of community and social management goal setting

Target(s)	Indicators(s)	Base year(s)	Target year(s)
• Others : No violations of laws and regulations related to communities and society	Violations of laws and regulations related to communities and society	-	2025: No violations of laws and regulations related to communities and society
• Others : No damages or penalties arising from impacts on communities and society	Damages or penalties arising from impacts on communities and society	-	2025: No damages or penalties arising from impacts on communities and society
• Others : Organize at least 10 CSR activities for communities and society	CSR activities for communities and society	-	2025: Organize at least 10 CSR activities for communities and society

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

- **Project Development for Communities and Society:** Prior to the development of each project, the Company conducts surveys to gather opinions and concerns from surrounding communities that may be positively or negatively affected by its operations. The survey results are analyzed and incorporated into project planning and the preparation of project communication materials. In addition, the Company organizes public consultation processes with relevant stakeholders, including residential groups, educational institutions, business operators, government agencies, and community leaders located within a 1,000-meter radius of the project area, prior to commencing project development in accordance with the measures specified in the Environmental Impact Assessment (EIA) report. This process enables the Company to appropriately assess and manage potential impacts on the community, reduce conflicts or damages, foster mutual understanding and cooperation between the Company and local communities, and support smooth and sustainable project development.

- **Promotion of Local Economy through the Use of Local Construction Materials and Employment:** The Company is committed to promoting local economic development alongside its business operations by prioritizing the use of locally sourced construction materials and the engagement of local contractors and labor. This approach aims to generate income, distribute economic opportunities, and strengthen relationships with communities surrounding project areas. The Company has established guidelines to prioritize sourcing construction materials from local manufacturers or suppliers, subject to quality and standard requirements, and to promote the hiring of local contractors and labor. These practices are systematically integrated into the Company's procurement processes. In 2025, the Company implemented this approach in key projects, such as Belive Wongwaen Sankamphaeng, Mill Hill International School Thailand, and The Backyard Mahidol, resulting in tangible benefits for both the community and the Company.

- **Collaboration between Academia and Industry:** The Company has entered into a Memorandum of Academic Cooperation with the Faculty of Engineering, Chiang Mai University to strengthen collaboration between academia and industry. Under this partnership, the Company supports masters and doctoral students in conducting research aligned with the Company's needs, contributing to knowledge development and enhancing the Company's long-term

competitiveness. In addition, the Company promotes joint research with the Frontier Research Urban Intelligence group of the Faculty of Engineering, Chiang Mai University to develop research outputs that can be practically applied in the industrial sector. The Company also provides internship opportunities for undergraduate students to gain hands-on experience and prepare for future careers. This collaboration reflects the shared commitment of both organizations to developing human capital and creating shared value for academia, communities, and industry in a sustainable manner.

- **Giving Together, Saving Lives:** The Company organized a blood donation campaign in collaboration with Regional Blood Centre No. 10, Chiang Mai, with participation from employees and residents at the head office. The initiative aimed to support the blood supply of the Thai Red Cross Society. In 2025, a total of 42 participants joined the campaign, contributing 33 units of donated blood. In addition, the Company further encouraged employees to participate in two additional blood donation activities with local healthcare providers to promote continuous social engagement. Blood donation activities have also been established as one of the Companys ongoing CSR initiatives.

- **Canal Dredging for Flood Prevention and Community Development:** The Company collaborated with the Royal Irrigation Department, Ton Pao Subdistrict Municipality, and local community leaders of Ban San Pong to dredge a canal along the outer ring road 3 in Chiang Mai. This initiative enhanced water drainage efficiency and reduced flood risks for more than 300 households in nearby communities. The project represents a collaborative effort between the public sector, private sector, and local communities. The Company supported coordination and necessary resources to address flood risks through preventive measures and to strengthen the safety of basic public infrastructure. This reflects the Companys ongoing commitment to community and social development under the concept of Co-creating and Sharing for Society.

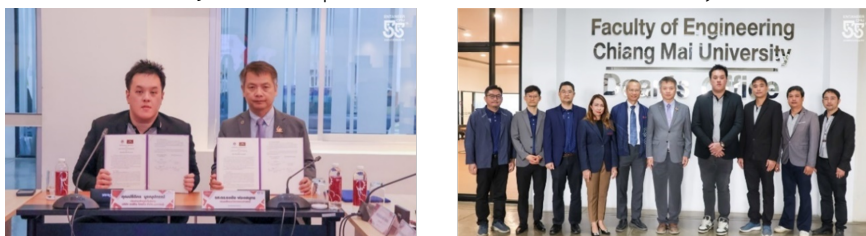
- **Preserving Songkran Tradition and Promoting Travel Safety:** The Company participated in preserving the Songkran tradition to promote Thai cultural heritage, while collaborating with local authorities to support the operations of more than 30 personnel during the Songkran festival. The Company coordinated the preparation and delivery of essential supplies, such as drinking water, dry food, cooling towels, and first aid kits, to nearby checkpoints. This initiative aimed to facilitate the work of officers and enhance travel safety for the public.

- **Supporting Disaster-Affected Communities:** The Company implemented a relief initiative to support individuals affected by natural disasters, such as floods, storms, and landslides, as well as incidents of unrest. The Company coordinated with government and local authorities to assess urgent needs and provided essential supplies, including drinking water, dry food, and daily necessities, to alleviate immediate hardship and reduce the impact on the livelihoods of affected individuals in the initial phase.

Diagram of performance and outcomes in community and social management



Project Development for Communities and Society



Collaboration between Academia and Industry



Giving Together, Saving Lives



Canal Dredging for Flood Prevention and Community Development

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?

Expenses from social and environmental development project

	2023	2024	2025
Total financial contribution to community/social development projects or activities (Bath)	43,561.00	175,548.00	83,312.00
Percentage of financial contribution for community/social development projects or activities to total expense (%) ^(*)	0.004934	0.014780	0.004569
Percentage of financial contribution for community/social development projects or activities to total revenue (%) ^(*)	0.003872	0.012851	0.003934

Additional explanation : ^(*) Total revenues and total expenses from total financial statement

Remarks - This document is automatically generated based on information processed as received from the listed company on as is basis. The Stock Exchange of Thailand (SET) does not make any representations regarding accuracy,

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ESG Performance

Company Name : ORNSIRIN HOLDING PUBLIC COMPANY LIMITED Symbol : ORN
Market : SET Industry Group : Property & Construction Sector : Property Development

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 a Corporate Governance Policy as a key framework for its business operations, in alignment with the **Corporate Governance Code for Listed Companies 2017 (SEC Thailand)**. The policy aims to ensure transparency, accountability, auditability, and the creation of sustainable value for shareholders and all stakeholders.

The policy covers eight core principles as follows:

1. Roles and Responsibilities of the Board of Directors

The Board provides leadership and oversight, sets strategies and objectives, and monitors performance, while adhering to the principles of Duty of Care and Duty of Loyalty for the best interest of the Company.

2. Setting Sustainable Objectives and Goals

The Board establishes vision, mission, strategies, and business plans that support long-term sustainable growth and consider all stakeholders.

3. Effective Board Structure

The Board is appropriately structured with independence and diversity, supported by transparent nomination processes, appropriate remuneration, and regular performance evaluations.

4. Executive Selection and Development

The Company has a structured process for appointing qualified executives, along with succession planning and continuous personnel development.

5. Responsible and Sustainable Business Conduct

The Company promotes innovation alongside ethical business practices, environmental and social responsibility, and fair treatment of stakeholders.

6. Risk Management and Internal Control

The Company maintains enterprise-wide risk management and internal control systems, supported by the Audit Committee, with clear policies on conflict of interest, anti-corruption, and whistleblowing mechanisms.

7. Financial Integrity and Disclosure

The Company ensures accurate, timely, and sufficient financial reporting and disclosure, and maintains effective investor relations communication.

8. Shareholder Rights and Engagement

The Company protects shareholders rights equally, facilitates participation in meetings, voting rights, and ensures adequate and transparent information disclosure.

Governance Mechanisms

The Company's governance framework is supported by the Board of Directors and sub-committees (e.g., Audit Committee, Nomination, Remuneration and Governance Committee, Risk and Sustainability Committee), together with key policies such as the Code of Conduct, Anti-Corruption Policy, and Conflict of Interest Policy, as well as internal control and whistleblowing systems.

Monitoring and Review

The Corporate Governance Policy is reviewed at least annually, with continuous monitoring of implementation to ensure alignment with applicable laws, regulatory requirements, and best practices for listed companies.

Policy and guidelines related to the board of directors

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

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 Nomination, Remuneration and Governance Committee has been established to support good corporate governance, with key responsibilities in formulating policies, criteria, and processes relating to nomination, remuneration, and the development of the Companys governance framework in compliance with applicable laws and best practices.

Nomination

- Establish policies, criteria, and procedures for the nomination of qualified individuals to serve as directors, sub-committee members, and the Chief Executive Officer, taking into account the appropriate size, structure, and composition of the Board. Define qualifications for directors, sub-committee members, and top executives for proposal to the Board of Directors and/or shareholders meeting, as the case may be, and disclose such policies and criteria to ensure transparency.
- Consider, nominate, and select qualified individuals for appointment as directors, sub-committee members, and the Chief Executive Officer upon the expiration of their terms. The nomination process may include reappointment of existing directors, nominations from shareholders, or recommendations from directors.
- Review and shortlist candidates to ensure alignment with the established qualification criteria.
- Verify that nominated individuals possess qualifications in accordance with applicable laws and regulatory requirements.
- Propose qualified candidates to the Board of Directors for consideration and inclusion in the notice of the shareholders meeting for approval.
- Consider criteria and procedures for the nomination and appointment of senior executives in conjunction with the Chief Executive Officer.
- Review the structure, size, and composition of the Board of Directors and sub-committees, and determine appropriate qualifications to align with the Companys strategy and evolving business environment.
- Oversee the preparation of a succession plan for the Chief Executive Officer and senior executives to ensure business continuity in the event of retirement, resignation, or inability to perform duties. The Committee shall report progress on the succession plan to the Board of Directors at least once a year and ensure the Company maintains adequate human resources with appropriate knowledge, skills, experience, and motivation.
- Review nomination policies and procedures annually to ensure continued appropriateness in light of changing circumstances.
- Review and summarize the effectiveness of succession planning and management continuity for senior executives on an annual basis and report to the Board of Directors.
- Assess the independence of each independent director to ensure full compliance with required qualifications.

- In the case of re-nomination of directors whose terms have expired, provide details of meeting attendance at Board and shareholders meetings to support shareholders consideration.
- Consider and establish development plans for directors, sub-committee members, and senior executives to enhance their understanding of the Company's business, roles and responsibilities, and key developments such as economic conditions, industry trends, and relevant laws and regulations.
- Perform other duties as assigned by the Board of Directors with the approval of the Nomination, Remuneration and Governance Committee.

Determination of director remuneration

Remuneration Consideration

- Review and establish policies and criteria for determining remuneration of the Board of Directors, sub-committees, and senior executives, and propose such matters to the Board of Directors and/or the shareholders meeting, as the case may be. This includes ensuring appropriateness through periodic reviews of existing criteria, benchmarking against peer companies within the same industry, and setting remuneration frameworks that are competitive and capable of attracting and retaining qualified directors to effectively perform duties as entrusted by shareholders, while appropriately rewarding individuals for their knowledge, expertise, and contributions to the Company's governance in alignment with its policies.
- Determine the structure of all forms of remuneration, including fixed remuneration, performance-based remuneration, and meeting allowances, in both monetary and non-monetary forms, on an individual basis for directors, sub-committee members, and senior executives. Such determination shall take into account industry practices, the Company's performance and business size, as well as the responsibilities, qualifications, competencies, and experience required by the Company, and shall be proposed to the Board of Directors and/or the shareholders meeting for approval, as applicable.
- Periodically review the appropriateness of remuneration policies and criteria for directors, sub-committee members, and senior executives in response to changes in the Company's operating environment and circumstances.
- Report the remuneration policy and the rationale for determining remuneration of directors and executives in accordance with the Stock Exchange of Thailand's requirements, with disclosure in the Company's annual report.
- Establish policies and criteria for performance evaluation of the Board of Directors, sub-committees, and senior executives to support annual remuneration consideration, and propose such matters to the Board of Directors for approval.
- Disclose the policies and criteria for determining remuneration and other benefits, and prepare the remuneration report for inclusion in the Company's annual report.
- Consider and approve, as appropriate, any proposal for the issuance of new securities to directors and employees, ensuring fairness to shareholders while providing incentives for directors and employees to enhance long-term shareholder value and retain high-quality personnel.
- Perform other duties as assigned by the Board of Directors, with the approval of the Nomination, Remuneration and Governance Committee. The Committee shall also review and propose revisions to its scope of authority, duties, and responsibilities to ensure alignment with prevailing circumstances.

Independence of the board of directors from the management

The Board of Directors shall conduct a preliminary consideration of the qualifications of candidates to be appointed as independent directors, taking into account the qualifications and prohibited characteristics of directors as prescribed under the Public Limited Companies Act, the Securities and Exchange Law, as well as relevant notifications of the Office of the Securities and Exchange Commission, the Capital Market Supervisory Board, the Stock Exchange of Thailand, and other applicable regulations.

In addition, the Board shall consider candidates based on their expertise, professional experience, and overall suitability. The selected candidates shall then be proposed to the shareholders meeting for appointment as directors of the Company.

The Company has a policy to appoint independent directors in a proportion of at least one-third (1/3) of the total number of directors, and not less than three persons. The tenure of independent directors shall not exceed nine (9) consecutive years from the date of their first appointment. In the event that an independent director is to be reappointed beyond such term, the Board must reasonably consider the necessity of such reappointment.

An independent director must possess the following qualifications:

1. Holding not more than one percent (1%) of the total voting shares of the Company, its parent company, subsidiaries, associates, major shareholders, or controlling persons, including shares held by related persons of such independent director.
2. Not being, or having previously been, an executive director, employee, staff member, salaried advisor, or controlling person of the Company, its parent company, subsidiaries, associates, fellow subsidiaries, major shareholders, or controlling persons, unless such status has ceased for at least two (2) years prior to the appointment. This restriction excludes cases where the independent director previously served as a government official or advisor to a government agency that is a major shareholder or controlling person of the Company.
3. Not having any familial relationship, whether by blood or legal registration, including as parents, spouse, siblings, children, or spouses of children, with executives, major shareholders, controlling persons, or persons nominated to become executives or controlling persons of the Company or its subsidiaries.
4. Not having, or having previously had, any business relationship with the Company, its parent company, subsidiaries, associates, major shareholders, or controlling persons in a manner that may interfere with the exercise of independent judgment, and not being, or having been, a significant shareholder or controlling person of any entity having such business relationships with the Company, unless such relationship has ceased for at least two (2) years prior to the appointment.

Such business relationships include normal commercial transactions, lease or rental of real estate, transactions relating to assets or services, or financial assistance through borrowing, lending, guarantees, or provision of collateral, or other similar arrangements resulting in obligations between the Company and its counterparty of three percent (3%) or more of the Company's net tangible assets, or twenty million Baht (THB 20 million), whichever is lower. The calculation of such obligations shall be in accordance with the rules on connected transactions prescribed by the Capital Market Supervisory Board, *mutatis mutandis*, and shall include obligations incurred within one (1) year prior to the date of such relationship.

5. Not being, or having previously been, an auditor of the Company, its parent company, subsidiaries, associates, major shareholders, or controlling persons, and not being a significant shareholder, controlling person, or partner of an audit firm with which the auditor of the Company is affiliated, unless such status has ceased for at least two (2) years prior to the appointment.
6. Not being, or having previously been, a provider of any professional services, including legal or financial advisory services, receiving service fees exceeding two million Baht (THB 2 million) per year from the Company, its parent company, subsidiaries, associates, major shareholders, or controlling persons, and not being a significant shareholder, controlling person, or partner of such service provider, unless such status has ceased for at least two (2) years prior to the appointment.

Director development

The Company provides an orientation program for all newly appointed directors on each occasion, which includes briefings on the Company's rules, regulations, key policies, roles and responsibilities of directors, nature of the business, as well as the annual business plan and key projects. This ensures that new directors gain a clear understanding of the Company's operations, while also providing an opportunity to offer recommendations and exchange views that are beneficial to the Company's business development. In 2025, the Company did not appoint any new directors.

In addition, the Company supports directors in attending training programs that enhance their effectiveness in performing their duties, as well as participating in knowledge-sharing sessions with directors and senior executives from other organizations on a continuous basis. Core training programs attended by the Company's directors are those organized by the Thai Institute of Directors Association (IOD), including the Directors Certification Program (DCP) and/or

the Directors Accreditation Program (DAP), to strengthen knowledge and experience in corporate governance and apply such knowledge to the Company's development. All directors have completed the DCP and/or DAP programs.

Board performance evaluation

The company has a policy to ensure that the board of directors undergoes self-assessment at least once a year to assist in reviewing their performance, issues, and challenges during the past year, and to enhance the effectiveness of the board in accordance with good corporate governance principles. The company secretary will distribute evaluation forms to all directors for their annual performance assessment, both collectively and individually. Once each director completes their assessment, the evaluation forms will be returned to the company secretary for consolidation of the scores and summary analysis of the board's performance for the year. A report will then be submitted to the board of directors for consideration to achieve the aforementioned objectives.

The evaluation criteria will be calculated as a percentage of the full marks for each item as follows:

- Score above 85% = Excellent
- Score between 76-85% = Good
- Score between 66-75% = Fairly Good
- Score between 50-65% = Adequate
- Score below 50% = Needs Improvement

Evaluation Results for the Year 2025

Evaluation of the performance of the entire Board of Directors

The average score is 96%, which falls within the "Excellent" range.

Evaluation of the performance of each sub-committee

The average score is 96%, which falls within the "Excellent" range.

Evaluation of the performance of individual Board members

The average score is 97%, which falls within the "Excellent" range.

Corporate governance of subsidiaries and associated companies

The company has established a policy for the governance and management of subsidiaries and associated companies engaged in core business activities. This is to ensure alignment with good corporate governance principles, specifically in setting up frameworks and mechanisms to govern policies and operations within subsidiaries and other entities in which the company has significant investments, at a level appropriate for each business. The objective is to provide frameworks and mechanisms to govern policies and operations of subsidiaries and associated companies in a manner that is suitable for protecting the company's investments effectively and enhancing the confidence of the company's shareholders.

In 2025, the company implemented the policy for the governance and management of subsidiaries and associated companies engaged in core business activities. No violations or non-compliance with the policy were found. Additionally, the company has established procedures for monitoring compliance with the governance and management policy of subsidiaries and associated companies. It has set requirements that certain actions or transactions by subsidiaries or associated companies must be approved by the company's board of directors or shareholders' meeting (as applicable) before the subsidiary or associated company holds their own board meeting and/or shareholders' meeting to consider approval of the action or transaction.

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, |

Shareholder

The Company recognizes the importance of shareholders and is committed to protecting their rights, as well as promoting the exercise of such rights in accordance with applicable laws. The Board of Directors, executives, and employees are required to respect shareholders rights and treat all shareholders equitably and fairly. The Company ensures that shareholders are provided with appropriate opportunities to exercise their rights, with the following practices in place:

1. The Company shall disclose information in a fair, transparent, and comprehensive manner, avoiding selective disclosure or providing insider information to certain shareholders prior to others.
2. The Company facilitates the exercise of shareholders rights by organizing shareholders meetings in the province where the head office is located for ease of access, and by providing the option to attend meetings via electronic means, as appropriate. Efficient, convenient, and verifiable systems for registration, identity verification, and voting are also implemented. In cases where shareholders are unable to attend in person, the Company allows shareholders to appoint an independent director or any other person as proxy, using the proxy form attached to the meeting invitation.
3. The Company promotes shareholders rights to express opinions by allowing them to raise questions, provide comments, and request information relevant to the meeting agenda. Shareholders are also encouraged to propose agenda items and nominate qualified individuals for directorship in advance, in accordance with the prescribed criteria.
4. The Company treats all shareholders equally in matters relating to dividend consideration and other entitlements.
5. The Company provides additional channels for shareholder engagement beyond the Annual General Meeting, including investor communication activities such as Opportunity Day, disclosures through Investor Relations (IR) channels, and electronic platforms for submitting inquiries and feedback, enabling shareholders to appropriately express their views and obtain relevant information.

Employee

The Company recognizes that employees are valuable resources and a key driving force in achieving long-term sustainable success. The Company is therefore committed to fair, transparent, and human rights-based human resource management practices in all aspects, including fair employment, appropriate compensation, non-discrimination, and the provision of a safe and learning-oriented working environment. In addition, the Company places strong emphasis on continuous employee development and fostering a corporate culture grounded in integrity, mutual respect, and shared responsibility. The Company has established the following practices:

1. Treat all employees equally and fairly, with respect for human rights, without discrimination based on race, color, gender, age, religion, marital status, health condition, disability, or political beliefs.
2. Promote a working environment free from all forms of harassment, abuse, or intimidation.
3. Provide appropriate compensation, benefits, and welfare in compliance with labor laws and aligned with industry standards.
4. Ensure a safe and healthy working environment, and provide appropriate employee welfare and benefits, such as a provident fund, group insurance, annual health check-ups, marriage assistance, and employee housing discounts.
5. Encourage employees at all levels to continuously develop their knowledge, skills, and capabilities.
6. Establish a transparent and fair performance evaluation system that supports appropriate career advancement based on individual capabilities.
7. Foster a corporate culture based on transparency, accountability, and professionalism, while promoting mutual respect among employees at all levels.
8. Provide clear, comprehensive, and open internal communication channels to ensure timely and effective information dissemination and shared understanding across the organization.

9. Encourage employees to express opinions or raise concerns constructively and in good faith, with assurance of protection from retaliation, harassment, or unfair treatment.
10. Establish secure and confidential whistleblowing and complaint channels, with appropriate protection measures for whistleblowers against retaliation, harassment, or discrimination. The Company ensures that all complaints are investigated transparently and addressed promptly and appropriately.

Customer

The Company is committed to continuously developing its products, goods, and services, as well as managing customer relationships to consistently deliver satisfaction beyond expectations. The Company places importance on ethical treatment of customers, effective and secure management of customers personal data, and transparent disclosure of data protection policies and practices to build trust and confidence among all customers. The Company has established the following practices:

1. Treat customers equally and fairly, avoiding all forms of discrimination, particularly those that violate human rights, while promoting services that respect customer diversity.
2. Deliver products, goods, and services in accordance with the quality standards set by the Company.
3. Provide customers with accurate, complete, and clear information regarding products and services to support informed and well-considered decision-making.
4. Implement strict measures to protect personal data and maintain customer confidentiality in compliance with the Personal Data Protection Act and relevant laws. Customer data shall not be used for personal gain or disclosed to unauthorized parties. The Company also discloses its data protection policies and practices clearly through its website to ensure transparency and enhance customer confidence.
5. Conduct customer satisfaction surveys both before and after property transfer, while fostering strong relationships among residents across all projects and supporting customers participation in social and environmental responsibility initiatives on a continuous and sustainable basis. Survey results are utilized to improve and enhance products and services, enabling the Company to effectively respond to customer needs and strengthen long-term satisfaction and trust.
6. Provide channels for receiving customer complaints and suggestions to support the continuous improvement of the Companys products and services. Feedback received shall be carefully considered and incorporated into operational improvements to better align with customer needs.

Business competitor

The Company places importance on conducting business in a fair and constructive competitive environment, which is essential to maintaining its corporate reputation and promoting sustainable industry growth. The Company focuses on continuously enhancing the quality of its products and services to build long-term competitive advantages. The Company has established the following practices:

- Operate in accordance with generally accepted rules and principles of fair competition.
- Promote cooperation for mutual benefit and the advancement of industry standards, such as supporting construction safety standards and overall construction quality, as well as participating in industry organizations or associations (e.g., real estate associations) to advocate for fair regulations and sustainable competition.
- Compete fairly by refraining from discrediting competitors or providing misleading information, and avoiding predatory pricing strategies that may distort the market.
- Focus on value creation and innovation by developing differentiated and distinctive projects, avoiding imitation of competitors, and applying new technologies and innovations (e.g., smart home systems) to enhance customer value and experience, as well as selecting niche locations and designing projects aligned with target customer needs.
- Uphold integrity and transparency in marketing communications by providing accurate and complete project information, avoiding negative comparisons with competitors, and emphasizing the strengths of the Companys projects.

Business partner

The Company places importance on conducting business with its partners, including contractors, agents, and suppliers, by fostering fair, transparent, and auditable collaboration, alongside mutual capability development and long-term

relationship building. This approach supports efficient and sustainable business operations. The Company has established clear procurement policies and supplier engagement guidelines, encompassing ethical standards, transparency, and shared responsibility throughout the value chain. The Company has adopted the following practices:

1. Conduct supplier selection through open, transparent, and non-discriminatory processes, considering partners capabilities for sustainable business operations, while adhering to business ethics, avoiding unfair practices, providing accurate and clear information, and treating all partners equitably.
2. Establish fair agreements and contracts based on principles of fairness and equality, with due respect for internationally recognized human rights.
3. Promote joint development and capability enhancement by supporting the improvement of knowledge, skills, and quality of suppliers and relevant personnel, thereby strengthening the supply chain and advancing mutual business sustainability.
4. Strictly comply with agreed terms and conditions and maintain clear and transparent communication with partners. In cases where the Company is unable to comply with such terms, it shall promptly notify the relevant partners and work collaboratively to identify appropriate solutions.
5. Encourage suppliers to conduct business ethically, with good governance, and to actively prevent all forms of corruption, while respecting human rights across all processes.
6. Provide channels for suppliers to submit complaints or feedback, and utilize such information to continuously improve operational processes and strengthen sustainable relationships.

Creditor

The Company places importance on managing relationships with creditors, including trade creditors and financial institutions, by operating with transparency, fairness, and accountability to build trust and achieve mutual and sustainable benefits. The Company strictly complies with all terms and conditions agreed with its creditors, including the use of funds, debt repayment, collateral maintenance, and other contractual obligations. The Company has established the following practices:

1. Disclose financial information accurately and transparently to creditors and stakeholders, enabling effective assessment of the Company's debt repayment capability.
2. Treat creditors with respect and avoid any form of unfair treatment or exploitation.
3. Fulfill debt obligations in full and on a timely basis in accordance with contractual terms.
4. Maintain an appropriate debt-to-equity ratio in compliance with financial covenants set by creditors and financial institutions.
5. Maintain regular communication with creditors and transparently disclose necessary information regarding the Company's financial position.
6. Continuously assess debt servicing capability and prepare financial plans that can support debt obligations under all circumstances.
7. Comply with all applicable laws and regulations relating to debt repayment and creditor treatment, as well as principles of good corporate governance.
8. Conduct internal audits to assess compliance with creditor conditions and enhance the effectiveness of debt management.
9. In the event of financial difficulties or circumstances that may materially affect the Company's financial position, the Company shall implement appropriate and fair remediation plans for creditors, including consideration of debt restructuring or extension of repayment terms in alignment with prevailing conditions.

Government agencies

The Company places importance on strict compliance with applicable laws, regulations, rules, notifications, and requirements of relevant regulatory authorities. The Company is committed to promoting awareness among directors, executives, and employees to ensure adherence to legal and regulatory requirements at all times. No actions shall be undertaken that are unlawful or contrary to public order or good morals. The Company has established the following practices:

- Conduct business in strict compliance with applicable laws, regulations, rules, and the Company's code of conduct.
- Perform duties with honesty, integrity, transparency, and fairness, taking into account the best interests of the Company.
- Regularly study and understand laws, regulations, and internal policies relevant to one's roles and responsibilities to prevent unintentional non-compliance.
- Avoid any involvement in, or support of, unlawful activities, whether directly or indirectly, including participation in corruption or failure to act upon known misconduct.
- Promote ongoing training and awareness programs for employees on relevant laws, regulations, and ethical standards to ensure proper conduct and compliance in the performance of their duties.

Community and society

The Company places importance on conducting business with due consideration of impacts on surrounding communities and society. It is committed to promoting quality of life, supporting local economic development, and contributing to public-benefit activities. The Company believes that long-term sustainability can only be achieved through balanced and ethical growth alongside society. In addition to operating with integrity and delivering quality products and services, the Company recognizes its role in continuous social development. The Company has therefore established the following practices:

- Conduct business with due consideration of impacts on communities and society, while strictly complying with applicable laws, regulations, and relevant guidelines.
- Promote and implement activities that create value for communities, society, and the environment on an ongoing basis, either independently or in collaboration with government agencies, private sector entities, and civil society.
- Foster awareness, communicate, and provide knowledge to employees on social responsibility, while encouraging participation in public-benefit activities.
- Respect and take into account the lifestyles, cultures, and needs of local communities where the Company operates, ensuring alignment with the social context and the creation of shared value.
- Engage with communities by listening to their views, encouraging participation, and responding to concerns in a transparent and constructive manner.

Anti-Corruption Policy

The Company conducts its business with integrity, transparency, and adherence to ethical standards, and places the highest importance on preventing and combating all forms of corruption, including bribery, abuse of authority, and any improper gain arising from one's position. To strengthen good corporate governance and align with international standards, the Company has established a clear anti-corruption policy and promotes a corporate culture grounded in integrity and accountability. Directors, executives, employees, and related parties are required to strictly comply with the following practices:

- Directors, executives, and employees must strictly comply with the Company's anti-corruption policy and are prohibited from engaging in or accepting any form of corruption, whether directly or indirectly. This includes giving or receiving money, gifts, hospitality, donations, sponsorships, contributions to government agencies, political support, or any other benefits intended to improperly influence business-related decisions.
- All business units are required to implement appropriate anti-corruption measures in line with the Company's policy, applicable practices, and relevant laws. The Company shall regularly review, update, and improve its systems and controls to reflect changes in the business environment, including conducting ongoing corruption risk assessments to establish effective prevention and mitigation measures.
- Directors, executives, and employees must not ignore or overlook any suspected or actual acts of corruption related to the Company. Such matters must be promptly reported to supervisors or relevant parties. In case of uncertainty regarding compliance with the anti-corruption policy, guidance may be sought from supervisors or through the Company's designated whistleblowing channels.

- The Company provides secure and accessible whistleblowing channels for both internal and external parties to report suspected corruption. Whistleblowers, complainants, and individuals cooperating in good faith are protected under the Company's Whistleblower Protection and Confidentiality Measures.
- The Company shall not demote, penalize, or impose any adverse consequences on employees who refuse to engage in corruption, even if such refusal results in the loss of business opportunities.
- The Company communicates its anti-corruption policy continuously through various channels, including electronic communications, the Company's website, notice boards, and the annual registration statement (Form 56-1 One Report). Clear reporting channels are disclosed, and regular training on anti-corruption is provided to directors, executives, and employees. The policy is also incorporated into new employee orientation programs to instill ethical values from the outset.
- The Company promotes awareness and understanding of anti-corruption practices among external parties involved in its operations, including business partners and stakeholders, to foster a culture of transparency and integrity.
- The Company has adopted a No Gift Policy during festive seasons and special occasions, and clearly communicates this policy to directors, executives, employees, and business partners to ensure appropriate and transparent business practices.

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

The Company has established a corporate governance policy to support its business operations in alignment with its vision of sustainable growth, based on principles of integrity, ethics, and international standards. This serves as a framework for directors, executives, and employees to perform their duties appropriately, transparently, and responsibly. The Company has therefore adopted a **Code of Conduct** as a guideline for ethical business practices and accountability toward all stakeholders, covering the following areas:

- Compliance with laws and Company regulations
- Treatment of shareholders
- Treatment of employees
- Treatment of customers
- Treatment of creditors
- Treatment of suppliers
- Treatment of competitors
- Treatment of business partners
- Treatment of communities and society
- Anti-corruption
- Prevention of conflicts of interest
- Confidentiality and personal data protection
- Prevention of unfair competition
- Prevention of insider trading
- Environment, occupational health, safety, and working conditions
- Respect for human rights
- Information and cybersecurity
- Intellectual property
- Innovation development

The Company actively promotes good corporate governance in alignment with its business vision by requiring all directors, executives, and employees to acknowledge, understand, and strictly comply with the Code of Conduct. The standards set forth emphasize ethical behavior and integrity across all levels of the organization. In 2025, the Company reported no violations of the Code of Conduct or business ethics.

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, Gift giving or receiving, entertainment, or business hospitality, Compliance with laws, regulations, and rules, Information and assets usage and protection, Anti-unfair competitiveness, Information and IT system security, Environmental management, Human rights, Safety and occupational health at work

Prevention of Conflicts of Interest

The Company places importance on integrity and transparency in its business operations and has established guidelines to prevent conflicts of interest to ensure that all decisions are made in the best interests of the Company, free from bias or personal gain. Directors, executives, and employees at all levels are required to avoid any actions that may give rise to, or be perceived as, a conflict of interest, whether involving personal, family, or related parties, and must not use their positions for improper personal benefit. The Company has established the following practices:

- Perform duties in strict compliance with applicable laws and ethical standards, with due regard to the best interests of the Company and its stakeholders, and avoid seeking personal gain or providing undue benefits to others.
- Avoid entering into transactions with oneself or with related persons or entities that may give rise to conflicts of interest, and refrain from influencing, coercing, or dominating decision-making processes related to such transactions.
- In cases where related party transactions do not fall within normal commercial terms approved by the Board of Directors, or where the size or nature of the transaction exceeds management authority, such transactions must be reviewed and opined by the Audit Committee prior to seeking approval from the Board of Directors or shareholders, as applicable.
- Where related party transactions are necessary, such transactions must be conducted on an arms length basis under normal commercial terms approved by the Board of Directors, with transparency and fairness comparable to transactions with external parties, and with due consideration to the best interests of the Company. The Company shall strictly comply with the rules, notifications, and requirements of the Stock Exchange of Thailand relating to connected transactions.
- Persons with vested interests must not participate in the consideration or approval of transactions in which they have a conflict of interest.

In addition, the Company has disclosed its conflict of interest policy on its website, and 100% of executives and employees have formally acknowledged and agreed to comply with such policy.

Anti-corruption

The Company conducts its business with integrity, transparency, and adherence to ethical standards, and places the highest importance on preventing and combating all forms of corruption, including bribery, abuse of authority, and any improper gain arising from ones position. To strengthen good corporate governance and align with international

standards, the Company has established a clear anti-corruption policy and promotes a corporate culture grounded in integrity and accountability. Directors, executives, employees, and related parties are required to strictly comply with the following practices:

- Directors, executives, and employees must strictly comply with the Company's anti-corruption policy and are prohibited from engaging in or accepting any form of corruption, whether directly or indirectly. This includes giving or receiving money, gifts, hospitality, donations, sponsorships, support to government agencies, political contributions, or any other benefits intended to improperly influence business-related decisions.
- All business units are required to implement appropriate anti-corruption measures in line with the Company's policy, applicable practices, and relevant laws. The Company shall regularly review, update, and improve its systems and controls in response to business changes, including conducting ongoing corruption risk assessments to establish effective prevention and mitigation measures.
- Directors, executives, and employees must not ignore or overlook any suspected or actual acts of corruption related to the Company. Such matters must be promptly reported to supervisors or relevant parties. In case of uncertainty, guidance may be sought from supervisors or through the Company's designated whistleblowing channels.
- The Company provides secure and accessible whistleblowing channels for both internal and external parties to report suspected corruption. Whistleblowers, complainants, and those cooperating in good faith are protected under the Company's Whistleblower Protection and Confidentiality Measures.
- The Company shall not demote, penalize, or impose any adverse consequences on employees who refuse to engage in corruption, even if such refusal results in the loss of business opportunities.
- The Company communicates its anti-corruption policy on a continuous basis through various channels, including electronic communications, the Company's website, notice boards, and the annual registration statement (Form 56-1 One Report). Training programs are provided regularly, and the policy is incorporated into new employee orientation to instill ethical values from the outset.
- The Company promotes awareness and understanding of anti-corruption practices among external parties, including business partners and stakeholders, to foster a culture of transparency.
- The Company has adopted a No Gift Policy during festive seasons and special occasions, and clearly communicates this policy to directors, executives, employees, and business partners.

In 2025, the Company formally declared its intention to join the Thai Private Sector Collective Action Against Corruption (CAC) in July 2025, reinforcing its commitment to transparency, good corporate governance, and ethical business conduct for sustainable growth.

The Company has monitored compliance with its anti-corruption policy and found no violations. In addition, none of the Company's directors, executives, or employees have been subject to penalties, accusations, or legal proceedings by regulatory authorities in relation to corruption.

Furthermore, the Company has disclosed its insider information policy on its website, and 100% of executives and employees have formally acknowledged such policy.

Whistleblowing and Protection of Whistleblowers

Any person who becomes aware of, or is affected by, incidents or behaviors that may constitute corruption, misconduct, violations of laws, regulations, rules, the Company's Code of Conduct, or Company policies, including inappropriate conduct by directors, executives, or employees, may report such matters to the Company.

Whistleblowers may choose to disclose their identity or remain anonymous.

Whistleblowers are required to provide clear and complete information, including details of the incident, the name or position of the person being reported, the nature of the misconduct, the date and time of occurrence, as well as contact details (name, address, and telephone number) to facilitate follow-up and investigation. Reports may be submitted through any of the following channels:

Email: whistleblower@ornsirin.co.th

Website: www.ornsirin.co.th

(under Contact Us)

Postal Mail (confidential): addressed to the Company Secretary or Assistant Company Secretary at:

Ornsirin Holding Public Company Limited

79 Moo 8, San Pu Loei Subdistrict,

Doi Saket District, Chiang Mai 50200

Whistleblowing/Complaint Box: located at the Companys head office (accessible only by the Company Secretary or Assistant Company Secretary)

During the past three years (2023-2025), the Company has not received any whistleblowing reports or complaints from stakeholders regarding corruption or violations of corporate governance policies.

Whistleblower Protection Measures

- Whistleblowers, complainants, and individuals cooperating in investigations may choose to remain anonymous if disclosure may result in risk or harm. Disclosure of identity, if provided, enables the Company to communicate progress, clarify facts, and provide timely assistance.
- The Company shall maintain confidentiality of all information that may identify the whistleblower, complainant, or cooperating individual, including name, address, contact details, photographs, or any identifiable information, unless disclosure is required by law or consent has been obtained in writing.
- Where disclosure is necessary for investigation purposes, the Company shall limit such disclosure strictly to what is necessary, taking into account the safety and potential impact on the concerned individual.
- If a whistleblower, complainant, or cooperating individual believes they may face risk or harm, they may request appropriate protection measures. The Company may also provide such protection without request if deemed necessary.
- Any person who has suffered damage shall be provided with appropriate and fair remedies.
- The Company strictly prohibits any form of retaliation, discrimination, harassment, or unfair treatment against whistleblowers, complainants, or individuals cooperating in investigations. This includes changes in position, job responsibilities, workplace, suspension, intimidation, interference with work performance, termination, or any other unfair actions.

Prevention of Misuse of Inside Information

The Company recognizes the importance of insider information in strengthening good corporate governance and adheres to principles of integrity, transparency, and business ethics. The Company has therefore established an **Insider Information Policy** to prevent directors, executives, employees (at manager level and above in accounting or finance functions), and any other persons who have access to non-public information from using such information for personal or third-party benefit, whether directly or indirectly, and regardless of whether any benefit is received. This includes the use of such information for securities trading. The policy is in compliance with applicable laws, regulations, and requirements of the Securities and Exchange Commission (SEC), the Stock Exchange of Thailand (SET), and other relevant regulations, and aims to ensure transparency, accountability, and investor confidence. The Company has established the following practices:

- Provide knowledge and guidance to directors and executives regarding their obligations to report securities holdings of themselves and their related persons to the SEC in accordance with Section 59 and penalties under Section 275, as well as reporting acquisitions or disposals of securities under Section 246 and penalties under Section 298 of the Securities and Exchange Act B.E. 2535 (as amended).
- Require directors, executives, and related persons to notify the Company Secretary at least one (1) day in advance prior to any transaction involving the Companys securities, and to report such transactions to the SEC within three (3) business days, with updates reported to the Board of Directors accordingly.
- Prohibit directors, executives, employees, and related persons from trading the Companys securities or related derivatives during the blackout period of thirty (30) days prior to the disclosure of quarterly and annual financial statements and within twenty-four (24) hours after such disclosure.

- Prohibit any disclosure or misuse of insider information by directors, executives, employees, or related parties (including auditors, legal advisors, and financial advisors) for personal gain or the benefit of others, including inducing others to trade securities, or disclosing such information to competitors, whether directly or indirectly.
- Require all directors, executives, employees, and former employees to maintain strict confidentiality of the Company's and customers' information obtained through their duties, and to use such information solely for the benefit of the Company.
- Implement controls to restrict access to non-public information strictly to authorized and relevant personnel, and establish appropriate data security measures to safeguard such information.
- Ensure that only authorized personnel are responsible for external disclosure of information, and employees without such authority must refer inquiries to designated persons to ensure accuracy and consistency of information disclosure.
- Establish disciplinary actions for violations of the insider information policy, ranging from warnings to termination, and potential legal penalties where applicable.

In 2025, the Company reported no violations of the Insider Information Policy, and no directors or executives were found to have traded securities during blackout periods or were subject to regulatory penalties or legal actions related to insider trading.

Furthermore, the Company has disclosed its Insider Information Policy on its website, and 100% of executives and employees have formally acknowledged and complied with the policy.

Gift giving or receiving, entertainment, or business hospitality

The Company has established a policy governing the giving and receiving of gifts and hospitality, covering interactions with contractual parties and business counterparts, including customers, advisors, agents, government officials, and other individuals or entities conducting business with the Company (collectively referred to as customers or business partners).

This policy applies to directors, executives, employees of the Group, and other individuals performing work on behalf of the Company, including externally contracted personnel. Any exceptions or deviations from this policy must be approved by the Chief Executive Officer.

1. Gifts and Benefits

- The giving or receiving of gifts, assets, or other benefits, including hospitality and related expenses, must be conducted in accordance with customary practices, be of reasonable value, and must not influence or appear to influence business decisions.
- Gifts or benefits received in accordance with customary practices with a value exceeding THB 3,000 must be reported to the relevant line executive using the prescribed reporting form and submitted to the Human Resources Department for appropriate use.
- Charitable donations or sponsorships must be conducted transparently, in compliance with applicable laws, and subject to proper approval, verification, and documentation in accordance with the Company's procedures.
- The Company strictly prohibits giving or receiving any form of bribes, whether directly or indirectly, involving government officials, agencies, private entities, or any related parties for the purpose of obtaining improper business advantages.

Prohibited Practices

Directors, executives, and employees must exercise caution and are prohibited from:

- Giving or receiving gifts that violate applicable laws, regulations, or Company policies.
- Giving or receiving gifts that do not align with acceptable business practices or may be considered bribery.
- Giving or receiving cash or cash-equivalent items, except for customary occasions such as funerals, weddings, or ordination ceremonies.
- Soliciting or requesting gifts, favors, entertainment, compensation, or services from customers or business partners beyond normal business practices or contractual terms.

- Procuring gifts in a manner inconsistent with the Companys procurement policies and procedures.

Hospitality and Business Entertainment

- Business hospitality, including meals, beverages, and related expenses, may be provided where appropriate as part of normal business practices or to support business development, provided that such expenses are reasonable, do not influence decision-making, and do not create conflicts of interest.
- Hospitality must not:
 - Violate laws, regulations, or Company policies, or constitute bribery
 - Be intended to influence business decisions
 - Damage the Companys reputation
 - Be associated with political activities
- Hospitality should generally occur after business engagements. If provided in advance, it must be solely for legitimate business promotion purposes.
- Any hospitality must not imply an exchange for business advantage but should aim to strengthen business relationships and promote the Companys products or services.
- All hospitality expenses must be approved by supervisors and comply with the Companys policies and procedures, including those of its subsidiaries.

Compliance with laws, regulations, and rules

The Company places importance on strict compliance with applicable laws, regulations, rules, notifications, and requirements of relevant regulatory authorities. The Company promotes awareness among directors, executives, and employees to ensure full adherence to legal and regulatory requirements, and strictly prohibits any actions that are unlawful or contrary to public order or good morals. The Company has established the following practices:

- Conduct business in full compliance with applicable laws, regulations, rules, and the Companys Code of Conduct.
- Perform duties with honesty, integrity, transparency, and fairness, with due regard to the best interests of the Company.
- Regularly study and understand relevant laws, regulations, and internal policies applicable to ones roles and responsibilities to prevent unintentional non-compliance.
- Avoid any involvement in, or support of, unlawful activities, whether directly or indirectly, including participation in corruption or failure to act upon known misconduct.
- Promote continuous training and awareness programs on laws, regulations, and ethical standards to ensure proper conduct and compliance in the performance of duties.

Information and assets usage and protection

The Company places importance on respecting and protecting all forms of intellectual property, including trademarks, copyrights, patents, trade secrets, technical information, software, key documents, and innovations. These are regarded as valuable assets and critical factors in strengthening the Companys competitiveness and credibility. The Company has established the following practices:

- All employees must protect and safeguard the Companys intellectual property from unauthorized use, disclosure, or infringement.
- The use of the Companys intellectual property for personal gain or for the benefit of others is strictly prohibited, both during and after employment.
- Any disclosure of information related to the Companys intellectual property must receive prior authorization and include proper attribution.
- All intellectual property created during the course of employment, including innovations, discoveries, or academic works developed by employees, staff, or contractors, shall be deemed the rightful property of the Company.
- Any suspected infringement or potential misuse of intellectual property must be reported immediately to supervisors or relevant departments.

- The Company encourages and supports employees in applying their knowledge and capabilities in research, development, and innovation, while ensuring that such activities do not infringe upon the intellectual property rights of others.

Anti-unfair competitiveness

The Company recognizes that fair competition is a fundamental pillar of an efficient and sustainable market. Unfair competition not only undermines market confidence but also adversely affects consumers and compliant businesses. The Company is therefore committed to conducting business with transparency and fairness, and to preventing all forms of unfair competitive practices in order to maintain market balance and promote a constructive competitive environment. The Company has established the following practices:

- Conduct business with integrity and transparency, and refrain from using competitors confidential or insider information or any inappropriate means to obtain business information.
- Do not seek or acquire competitors confidential or proprietary information through dishonest, unlawful, or unethical means.
- Refrain from damaging competitors reputation through defamation, false statements, harassment, or misrepresentation of facts.
- Strictly comply with competition laws and all other relevant regulations.
- Do not engage in or support monopolistic practices, price-fixing arrangements, or any conduct that distorts competition or creates unfair advantages.

Information and IT system security

The Company recognizes the importance of safeguarding information and IT systems to mitigate cyber threats, reduce the risk of system failures, and prevent potential impacts on business operations, trade secrets, and stakeholder confidence. To ensure information security and business continuity, the Company has established a systematic information security and IT management framework, with the following practices:

- Promote a culture of information security across all levels of employees, encouraging awareness of incident reporting and strict adherence to information security policies.
- Implement security systems, including firewalls, and ensure regular backup of critical data across both primary systems (DC Site) and backup systems (DR Site) to support business continuity.
- Conduct regular drills for cyber incident response and disaster recovery plans on an annual basis to ensure timely response and minimize operational disruptions.
- Enforce strict access control measures, including authentication mechanisms, role-based access rights, and restricted access for unauthorized personnel.
- Comply with all applicable laws, regulations, and standards related to information security and IT systems to ensure alignment with legal and international requirements.
- Regularly monitor, review, and assess the effectiveness of IT systems and security measures, including periodic testing of data backup systems.
- Systematically classify and manage critical data, such as business plans, customer data, and financial information, to prevent data loss and support business continuity.
- Prohibit the use of the Companys information or IT systems for unlawful, unethical, or harmful purposes, including any actions that may damage the Companys reputation or negatively impact stakeholders.

Environmental management

The Company recognizes the importance of conducting business in parallel with environmental stewardship, as well as promoting safety, occupational health, and a safe and suitable working environment (Environment, Health, and Safety: EHS) for employees and all relevant stakeholders. The Company is committed to strict compliance with applicable environmental and safety laws, standards, and requirements, while fostering awareness and encouraging continuous employee participation in environmental conservation and workplace safety in a sustainable manner. The Company has established the following practices:

Environmental

- Strictly comply with the Enhancement and Conservation of National Environmental Quality Act and other applicable environmental laws, regulations, and requirements.
- Utilize natural resources efficiently and responsibly, with a focus on minimizing environmental impacts, including reducing greenhouse gas emissions, energy and electricity consumption, waste generation, and promoting sustainable resource usage.
- Promote the development and application of environmentally friendly innovations and technologies to deliver products that meet diverse customer needs, while creating positive value for society and supporting sustainable growth.
- Raise awareness and promote understanding of environmental and climate-related issues among employees, customers, suppliers, and stakeholders, and support relevant initiatives to foster environmental responsibility and the sustainable preservation of natural resources for future generations.

Human rights

The Company is committed to upholding the principles of the **Universal Declaration of Human Rights (UDHR)** and the **United Nations Guiding Principles on Business and Human Rights (UNGPs)**. The Company places importance on fair, equal, and non-discriminatory labor practices, including recruitment, compensation, promotion, and employee development, without discrimination based on gender, gender identity, age, educational background, race, or religion. The Company aims to foster a sense of belonging and unity among all personnel and has established a Human Rights Policy and guidelines as follows:

- Respect human rights and treat all stakeholders, including vulnerable groups, with dignity, fairness, and equality, without discrimination based on physical or mental condition, race, nationality, origin, ethnicity, religion, gender, language, age, color, education, social status, culture, customs, or any other factors.
- Exercise due care in business operations to prevent risks of human rights violations and actively prevent all forms of harassment.
- Treat employees fairly and equitably, ensure non-discriminatory compensation, promote quality of working life in compliance with labor laws, prohibit child labor and forced labor, and support the employment of legally authorized migrant workers.
- Respect customer rights by ensuring fair treatment and protecting customers personal data.
- Safeguard personal data of employees, job applicants, and former employees in accordance with applicable laws.
- Respect the rights of suppliers by ensuring fair treatment, implementing transparent procurement processes, and encouraging suppliers to adhere to human rights principles.
- Respect community rights by recognizing community interests, listening to concerns, and supporting community participation.
- Communicate and promote awareness of the Human Rights Policy among employees, suppliers, and value chain partners, including regular training on human rights, non-discrimination, and workplace harassment, and periodically assess understanding.
- Monitor and ensure compliance with human rights standards, and promptly report any suspected violations to supervisors or responsible persons. Employees are encouraged to seek guidance through designated channels where necessary.
- Provide effective and accessible whistleblowing and grievance mechanisms, ensuring fairness and protection for individuals reporting human rights concerns.
- Develop and implement a continuous human rights due diligence process from the investment stage to identify, assess, prevent, and mitigate risks and impacts, covering all stakeholder groups, with appropriate remediation and mitigation measures in place.
- Foster and maintain a corporate culture that upholds respect for human rights in accordance with the Company's policy.
- Any violations of human rights, including discrimination or harassment, shall be subject to disciplinary actions in accordance with Company regulations, and legal actions where applicable.

- Commit to transparent communication, reporting, and disclosure of human rights performance, including mitigation, remediation, and any incidents of discrimination or harassment.
- Regularly review and update the Human Rights Policy to reflect significant changes affecting the Company.

Safety and occupational health at work

The Company is committed to ensuring a safe, healthy, and appropriate working environment for employees and all stakeholders. Operations are conducted in strict compliance with applicable laws, regulations, standards, and safety requirements to prevent and mitigate potential risks. The Company has established the following practices:

- Ensure that all operations comply with applicable occupational health and safety laws, regulations, standards, and guidelines to prevent and reduce risks to employees and stakeholders.
- Establish policies and appoint the Occupational Health, Safety, and Work Environment Committee (Safety Committee), and ensure continuous monitoring, risk assessment, and improvement of workplace conditions.
- Promote a strong safety culture across the organization by providing regular safety training and conducting annual emergency drills to enhance employees awareness and preparedness.
- Continuously improve the working environment to ensure it is safe, hygienic, convenient, and supportive of employees physical and mental well-being.
- Monitor and safeguard employee health through annual health check-ups, including risk-based medical examinations, and provide welfare programs that enhance employees quality of life and well-being.
- Regularly assess and inspect working conditions at construction sites, with strict adherence to safety and hygiene standards for construction workers, and ensure that all site operations comply with safety measures to prevent and reduce the risk of accidents or hazards.

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

The Company promotes good corporate governance in alignment with its business vision and requires all directors, executives, and employees to acknowledge, understand, and strictly comply with the Code of Conduct, ensuring that all practices adhere to high standards of ethics and integrity.

The Company continuously monitors and evaluates compliance with the Code of Conduct to ensure operations are aligned with corporate governance principles and to sustain stakeholder confidence. The results of such compliance are reported regularly to the Board of Directors or designated sub-committees on an annual basis.

In 2025, the Company reported no violations of the Code of Conduct or business ethics.

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 : Not certified
Certification document of CAC membership status : -

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 : Yes

The Company has adopted the **Corporate Governance Code for Listed Companies 2017 (CG Code)**, as prescribed by the Securities and Exchange Commission (SEC), as a framework for conducting business in an efficient, transparent, and accountable manner. The CG Code comprises eight (8) core principles, which the Company has implemented in its governance practices.

The Company also ensures that the policy is regularly reviewed and that compliance is continuously monitored to ensure alignment with the CG Code and evolving regulatory requirements. The details are as follows:

Principle 1: Establish Clear Leadership Role and Responsibilities of the Board in Creating Sustainable Value

1.1 The Board of Directors understands its role and recognizes its responsibility as the leadership body in ensuring effective governance and management of the organization, including:

- **1.1.1** Setting objectives and goals
- **1.1.2** Formulating strategies, operational policies, and allocating key resources to achieve such objectives and goals
- **1.1.3** Monitoring, evaluating, and overseeing the reporting of the Company's performance

1.2 The Board of Directors recognizes the importance of creating sustainable value for the Company and has established the following practices:

- **1.2.1** Maintaining competitiveness and strong performance while considering long-term impacts
- **1.2.2** Conducting business ethically, respecting rights, and being responsible to shareholders and stakeholders
- **1.2.3** Contributing to society and developing or minimizing negative environmental impacts
- **1.2.4** Demonstrating adaptability to changing circumstances

1.3 The Board of Directors ensures that all directors and executives perform their duties with due care (**Duty of Care**) and loyalty to the Company (**Duty of Loyalty**), and that operations comply with applicable laws, regulations, and shareholders resolutions. Directors and executives are required to act with prudence, as a reasonable person would under similar circumstances, make decisions in good faith based on sufficient and appropriate information, without any direct or indirect conflict of interest, and prioritize the best interests of the Company.

1.4 The Board of Directors clearly understands its scope of duties, responsibilities, and approval authority as defined in the Board Charter, and clearly delegates authority and responsibilities to the Chief Executive Officer and management. The Board also monitors and ensures that the Chief Executive Officer and management perform their duties as assigned.

Principle 2: Define Objectives and Core Business Goals for Sustainability

2.1 The Board of Directors establishes and periodically reviews the Company's objectives and core business goals to ensure alignment with sustainable development. Such objectives and goals are designed to create value for the Company, its customers, stakeholders, and society as a whole.

2.2 The Board of Directors defines the Company's vision, mission, and core values, as well as strategies, targets, and annual business plans, to serve as a clear framework for management and employees to execute operations effectively.

2.3 The Board of Directors oversees and ensures that the Company's objectives, goals, and strategies are aligned with the achievement of its core business objectives. The Board promotes the adoption of innovation and technology to enhance competitiveness and meet stakeholder expectations, while maintaining responsible business practices with due consideration for social and environmental impacts.

Principle 3: Strengthen Board Effectiveness

3.1 The Board of Directors establishes and reviews its structure annually to ensure an appropriate size, composition, and proportion of independent directors necessary to achieve the Company's objectives. The Board comprises individuals with diverse knowledge, expertise, and experience relevant to the business, and who possess integrity, ethical standards, and sufficient time commitment. Diversity in gender, age, nationality, ethnicity, religion, political views, and cultural background is also considered to enhance effective governance.

3.2 The Board selects a qualified Chairman and ensures that the Board's composition and operations support independent decision-making. The Chairman must be an independent director and must not be the same person as the Chief Executive Officer, ensuring an appropriate balance of power. The Chairman leads Board meetings effectively, allocates sufficient time for discussion, and promotes constructive relationships among the Board, management, and stakeholders.

3.3 Directors serve a term of three (3) years and may be reappointed. The Board must include at least one-third (1/3) independent directors, with a minimum of three (3) persons. Independent directors must meet qualifications prescribed by relevant regulations and shall serve no more than nine (9) consecutive years, unless otherwise justified and approved by shareholders.

3.4 The Board ensures a transparent and structured nomination process. The Nomination, Remuneration, and Governance Committee is responsible for identifying and selecting qualified candidates, considering Board composition, qualifications, and individual backgrounds before proposing to the Board and shareholders for approval.

3.5 Directors remuneration is determined transparently and proposed to shareholders for approval. The structure reflects responsibilities and incentivizes performance aligned with both short- and long-term goals, benchmarked against comparable listed companies.

3.6 The Board ensures directors devote sufficient time to their duties. Directors may serve on no more than five (5) listed company boards, and CEOs should serve on only one listed company board. Directors are expected to attend at least 75% of Board meetings.

3.7 The Board establishes appropriate governance frameworks for subsidiaries and invested entities to ensure alignment and effective oversight.

3.8 The Board conducts annual performance evaluations of the Board, sub-committees, and individual directors, using the results to enhance effectiveness and review Board composition.

3.9 The Board ensures that directors possess adequate knowledge of their roles, the Company's business, and relevant laws, and supports ongoing training and development. New directors are required to attend orientation programs.

3.10 The Board establishes an annual meeting schedule in advance, with at least quarterly meetings and additional meetings as necessary. Meeting agendas and supporting documents are provided at least seven (7) days in advance. A quorum requires at least two-thirds (2/3) of directors. The Board also appoints a qualified Company Secretary to support governance functions and regulatory compliance.

3.11 The Board holds at least six (6) meetings per year, or more as appropriate. In months without meetings, management is required to report performance to ensure continuous oversight.

Principle 4: Nomination and Development of Senior Executives and Human Resource Management

4.1 The Board of Directors ensures that the Chief Executive Officer and senior executives are appropriately recruited and developed with the knowledge, skills, experience, and qualifications necessary to drive the organization toward its objectives. A succession plan is established for the Chief Executive Officer and senior executives to ensure leadership

continuity. The Nomination, Remuneration, and Governance Committee is responsible for identifying and selecting suitable candidates for the Chief Executive Officer position before proposing to the Board for approval. The Company also formulates succession policies and reports progress on succession planning to the Board on an annual basis.

4.2 The Board of Directors establishes an appropriate remuneration structure and performance evaluation framework for the Chief Executive Officer and senior executives, covering both monetary and non-monetary compensation. Such remuneration is determined with reference to industry practices, the Company's performance and business size, as well as the roles, responsibilities, qualifications, and experience required.

4.3 The Board of Directors understands the shareholding structure and relationships that may impact the Company's management and operations, and ensures that such structures do not hinder the Board's ability to perform its duties independently and effectively.

4.4 The Board of Directors oversees the management and development of personnel to ensure that the Company has an adequate workforce with the appropriate knowledge, skills, experience, and motivation. The Company provides training, seminars, and development programs to continuously enhance employees' capabilities. In addition, the Company establishes a provident fund or other mechanisms to support employees' long-term savings for retirement and promotes financial literacy among employees.

Principle 5: Promote Innovation and Responsible Business Conduct

5.1 The Board of Directors places importance on and supports the creation of business value alongside delivering benefits to customers and stakeholders, while maintaining responsibility toward society and the environment.

5.2 The Board oversees management to ensure that business operations are conducted ethically, with due consideration for social and environmental responsibilities, and without infringing upon stakeholders' rights. Such practices are embedded in the Company's operational plans to ensure alignment with its objectives, core goals, and strategies, as defined in the Company's Code of Conduct.

5.3 The Board monitors and ensures that management allocates and manages resources efficiently and effectively, taking into account impacts across the value chain to achieve sustainable business objectives.

5.4 The Board oversees the alignment of technology with business needs and promotes the adoption of enterprise-level information technology to enhance business opportunities, operational efficiency, and risk management. The Company has established information security policies to safeguard data and IT systems, mitigate cyber risks, prevent system failures, and ensure business continuity, thereby maintaining stakeholder confidence.

5.5 The Board places importance on the rights of all stakeholder groups, both internal and external, and conducts business with fairness, transparency, and balance to build trust, enhance competitiveness, and achieve long-term sustainable success. The Company has established stakeholder engagement practices as follows:

- **5.5.1 Shareholders:** Protect shareholders' rights and ensure equitable treatment, while promoting the appropriate exercise of shareholders' rights in accordance with applicable laws.
- **5.5.2 Executives and Employees:** Recognize employees as valuable assets and key drivers of long-term success, with fair, transparent, and human rights-based human resource management practices.
- **5.5.3 Customers:** Deliver high-quality products and services, manage customer relationships effectively, and ensure secure and transparent personal data protection.
- **5.5.4 Creditors:** Maintain transparent, fair, and responsible relationships with creditors, and strictly comply with contractual obligations.
- **5.5.5 Suppliers:** Foster fair, transparent, and long-term partnerships, with clear procurement policies and shared responsibility across the value chain.
- **5.5.6 Business Partners:** Build and maintain relationships based on trust, transparency, and mutual long-term benefits, while adhering to good corporate governance principles.
- **5.5.7 Regulators:** Strictly comply with applicable laws and regulations, and cooperate with regulatory authorities with transparency and integrity.

- **5.5.8 Communities:** Conduct business with due consideration for community and social impacts, while supporting community development and sustainable growth alongside society.

Principle 6: Ensure Effective Risk Management and Internal Control Systems

6.1 The Board of Directors ensures that the Company has effective risk management and internal control systems in place to achieve its objectives and comply with applicable laws and standards. The Board has established the Risk and Sustainability Committee to define enterprise-wide risk management policies and oversee the implementation of risk management processes to appropriately mitigate business risks.

6.2 The Board has appointed an Audit Committee comprising independent members with the capability to perform their duties effectively. The Audit Committee plays a key role in overseeing and reviewing the accuracy and adequacy of financial reporting, ensuring that the Company maintains appropriate and effective internal control and internal audit systems. The Audit Committee is also responsible for considering, selecting, and proposing the appointment of the external auditor and determining appropriate audit fees. In addition, it reviews connected transactions or transactions that may give rise to conflicts of interest to ensure compliance with laws and SET regulations and that such transactions are in the best interests of the Company.

6.3 The Board oversees and manages potential conflicts of interest between the Company and its subsidiaries, management, directors, or major shareholders. It also ensures the prevention of misuse of the Company's assets, information, and business opportunities, and inappropriate related party transactions. The Company has established a conflict of interest policy based on the principle that all business decisions must be made in the best interests of the Company. Persons with vested interests must disclose their interests and abstain from participating in the consideration and approval of such transactions. Any necessary related party transactions must be conducted on an arms length basis with transparency and fairness, comparable to transactions with external parties.

6.4 The Board ensures that the Company establishes clear anti-corruption policies and practices. The Company conducts business with integrity, transparency, and ethical standards, and strictly prohibits all forms of corruption, including bribery, abuse of authority, and improper personal gain. Directors, executives, employees, subsidiaries, business partners, and agents are required to comply strictly with such policies. The Company promotes awareness through various communication channels, including the Company's website, annual report, electronic communications, annual training, and onboarding programs, to reinforce adherence and elevate governance standards to international levels.

6.5 The Board establishes whistleblowing channels for reporting suspected misconduct, including corruption, legal violations, breaches of regulations, the Code of Conduct, or Company policies, as well as inappropriate conduct by directors, executives, or employees. The Company has implemented clear procedures for receiving complaints, conducting investigations, imposing disciplinary actions, and protecting whistleblowers, as outlined in the whistleblowing policy, to ensure transparency and good corporate governance.

6.6 The Board has established a Code of Conduct as a key guideline aligned with good corporate governance principles. Directors, executives, and employees are required to adhere strictly to the Code. The Company continuously monitors and evaluates compliance with the Code to ensure operations align with governance principles and maintain stakeholder confidence. Compliance results are reported to the Board or designated committees on an annual basis.

Principle 7: Ensure Financial Integrity and Disclosure

7.1 The Board of Directors is responsible for ensuring that the Company's financial reporting system and disclosure of material information are accurate, adequate, timely, and in compliance with applicable rules, standards, and best practices.

7.2 The Board regularly monitors the Company's financial liquidity and debt servicing capability. In the event of early warning signs of financial constraints, the Board and management will promptly collaborate to implement appropriate corrective measures.

7.3 The Board oversees that the Company conducts its business with prudence and establishes contingency plans or mechanisms to address potential financial issues, with due consideration of stakeholders rights. 7.4 The Board places importance on conducting business with integrity and transparency, taking into account responsibilities to all stakeholder groups to achieve long-term balanced and sustainable value. The Company ensures proper disclosure of its sustainability performance in the annual report or sustainability report, as appropriate.

7.5 The Board ensures that management establishes a dedicated Investor Relations (IR) function or responsible personnel to communicate and disclose material information to shareholders and other stakeholders, such as investors and analysts, in an appropriate, equitable, and timely manner.

7.6 The Board promotes the use of information technology to enhance information disclosure. The Company maintains its corporate website (www.ornsirin.co.th) as a key platform to provide shareholders and stakeholders with access to essential information, including business overview, quarterly and annual financial statements, Management Discussion and Analysis (MD&A), organizational structure, major shareholders, Board and management profiles, investor relations information, annual reports, and downloadable shareholder meeting materials.

Principle 8: Promote Shareholder Participation and Communication

8.1 The Board of Directors recognizes and places importance on the equal rights of all shareholders and promotes the exercise of fundamental shareholder rights as follows:

- **8.1.1** Shareholders have the right to buy, sell, transfer, and receive shares, as well as receive share dividends in accordance with applicable laws. The Company appoints a securities registrar to facilitate shareholder services.
- **8.1.2** Shareholders are entitled to an equitable share in the Companys profits through dividend payments, distributed proportionally based on shareholding.
- **8.1.3** Shareholders have the right to attend shareholder meetings or appoint a proxy to attend and vote on their behalf. The Company provides proxy forms together with the notice of meeting and does not impose excessive documentation requirements beyond regulatory guidelines. Voting rights follow the principle of one share, one vote, with resolutions passed in accordance with applicable laws and regulations. Shareholders with conflicts of interest are not permitted to vote on related matters.

8.2 The Board ensures that shareholders are involved in decision-making on significant matters of the Company:

- **8.2.1** Key matters, as required by law or those that may materially impact the Companys direction, are submitted for shareholder consideration and/or approval.
- **8.2.2** The Company promotes shareholder participation by:
 - Allowing shareholders to propose agenda items in advance of the Annual General Meeting (AGM), with clear disclosure of whether such agendas are proposed by shareholders or the Board, including reasons in case of rejection.
 - Allowing shareholders to nominate candidates for directorship in advance, with consideration by the Nomination, Remuneration, and Governance Committee prior to Board approval and submission to shareholders.
- **8.2.3** The notice of shareholders meeting contains complete, accurate, and sufficient information for decision-making.
- **8.2.4** The Company delivers the notice of meeting and supporting documents at least 21 days prior to the meeting and publishes them on the Companys website at least 28 days in advance, in both Thai and English, including key details such as agenda items, Board opinions, dividend policy, director profiles, remuneration details, auditor information, proxy forms, and supporting documents.
- The Company also allows shareholders to submit questions in advance, with criteria disclosed on its website.

8.3 The Board ensures that shareholder meetings are conducted in an orderly, transparent, and efficient manner, enabling shareholders to exercise their rights effectively:

- The Company holds an AGM annually within four months from the end of the fiscal year and may convene extraordinary meetings as necessary, in compliance with applicable laws and governance principles.

- Meetings are scheduled at convenient times and locations, avoiding public holidays, and held within the province of the Company's head office. The Company also facilitates participation via electronic meetings (e-AGM) in accordance with applicable laws, and allows proxy voting without imposing excessive requirements.
- The Company adopts technology for registration, voting, vote counting, and result display to ensure accuracy, transparency, and efficiency.
- The Chairman presides over the meeting, ensures compliance with laws and Company regulations, allocates sufficient time for each agenda, and provides shareholders with the opportunity to ask questions and express opinions.
- The Company adheres strictly to the announced agenda and does not add unannounced items to avoid unfairness to absent shareholders.
- Directors, executives, and the Company Secretary attend meetings to address inquiries, unless unavoidable circumstances arise.
- Clear explanations are provided regarding meeting procedures, voting methods, and vote counting processes. In cases where an agenda contains multiple items, voting is conducted separately for each item.
- The Company implements e-Voting systems and ensures transparent and verifiable vote counting, with independent observers or shareholder representatives overseeing the process. Voting results are clearly disclosed both during the meeting and in the minutes.

8.4 The Board ensures that resolutions and minutes of shareholder meetings are accurately and completely disclosed:

- **8.4.1** Resolutions and voting results for each agenda are disclosed via the Stock Exchange of Thailand (SET) system and the Company's website within the next business day after the meeting.
- **8.4.2** Minutes of the shareholders meeting are prepared and disclosed to the SET and on the Company's website within 14 days from the meeting date, including key details such as:
 - Attendance of directors and executives, including reasons for absence
 - Voting procedures, resolutions, and voting results (approve, disapprove, abstain)
 - Significant questions, responses, and suggestions, including names of participants involved

Policy Review and Compliance Monitoring

The Company requires that its Corporate Governance Policy be reviewed and assessed at least once annually to ensure alignment with applicable laws, regulations, and best practices for listed companies. All directors, executives, and employees at every level are required to acknowledge, understand, and strictly comply with this policy.

The Company promotes continuous communication and dissemination of the policy through training programs and internal communication channels to enhance awareness and encourage participation across the organization. In addition, the Company implements regular monitoring, auditing, and evaluation of policy compliance to ensure that its corporate governance practices remain effective, transparent, and aligned with good governance principles.

Implementation of the CG Code for listed companies

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

The Company is committed to and places great importance on good corporate governance by adhering to the Corporate Governance Code for Listed Companies 2017 (CG Code) issued by the Securities and Exchange Commission. This is to enhance transparency, accountability, and sustainable growth of the organization.

Overall, the Company has complied with the CG Code in a manner appropriate to its business context. However, certain practices have been applied with flexibility to align with the Company's operational characteristics. In particular, Practice 3.9.2 recommends that the Board of Directors should convene at least six meetings per year.

In 2025, the Company convened a total of four Board of Directors meetings, which was considered appropriate in light of the Company's duties, size, and business complexity. To ensure continuous and timely oversight, the management regularly reports progress and operating results to the Board in the months where no Board meeting is held.

Such practice enables the Board of Directors to effectively monitor, supervise, and provide guidance to the management on an ongoing basis, notwithstanding that the number of meetings is lower than the recommended practice.

Other corporate governance performance and outcomes

The Company places strong emphasis on the continuous development of its corporate governance framework, aiming to align its practices with regulatory requirements and international best practices. This has resulted in tangible progress in both operational processes and measurable outcomes.

In 2025, the Company was rated Excellent (5 stars) in the Corporate Governance Report of Thai Listed Companies (CGR), reflecting the commitment of the Board of Directors and management to conducting business with transparency, accountability, and due consideration of all stakeholders.

In terms of organizational development, the Company participated in the Jump+ program initiated by the Stock Exchange of Thailand, with the objective of enhancing operational efficiency and strengthening long-term growth potential. The initiative focuses on process improvement, digital adoption, and the systematic transformation of the organization toward a more integrated digital framework.

At the same time, the Company remains committed to responsible business practices, particularly in environmental aspects. The Company has adopted sustainable development concepts, including the application of EDGE Certification in project design and development, to improve energy and resource efficiency. This approach contributes to value creation for projects and reinforces stakeholder confidence.

In summary, the Company's corporate governance performance over the past year demonstrates concrete progress, both in terms of external recognition and continuous enhancement of internal governance standards, supporting the Company's sustainable long-term growth.

Corporate Governance Structure

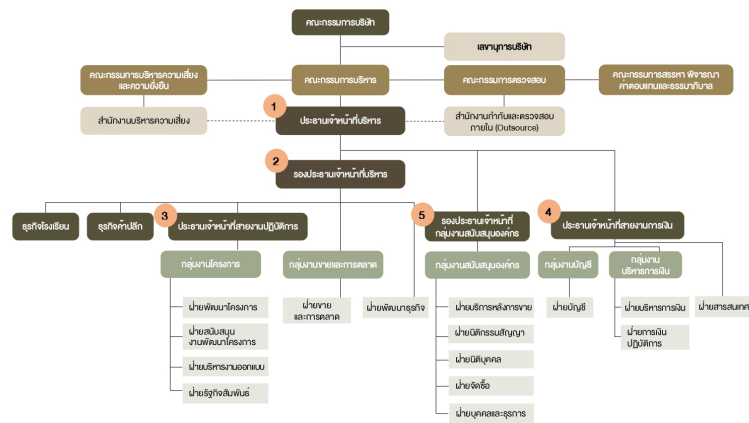
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2025

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	6		6		6	
	4	2	4	2	4	2
Executive directors	2		3		3	
	1	1	1	2	1	2
Non-executive directors	4		3		3	
	3	1	3	0	3	0
Independent directors	3		3		3	
	3	0	3	0	3	0
Non-executive directors who have no position in independent directors	1		0		0	
	0	1	0	0	0	0

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	66.67	33.33	66.67	33.33	66.67	33.33
Executive directors	33.33		50.00		50.00	
	16.67	16.67	16.67	33.33	16.67	33.33
Non-executive directors	66.67		50.00		50.00	
	50.00	16.67	50.00	0.00	50.00	0.00
Independent directors	50.00		50.00		50.00	
	50.00	0.00	50.00	0.00	50.00	0.00
Non-executive directors who have no position in independent directors	16.67		0.00		0.00	
	0.00	16.67	0.00	0.00	0.00	0.00

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	60		60		61	
	55	70	55	71	56	72

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. PONGPANU SVETARUNDRA</p> <p>Gender: Male</p> <p>Age : 66 years</p> <p>Highest level of education : Honorary degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years^(*) : Doesnt Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p>	<p>Chairman of the board of directors</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	<p>27 Apr 2022</p>	<p>Economics, Governance/ Compliance, Law, Accounting, Finance</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>2. Mrs. AREE UDOMSIRITHAMRONG Gender: Female Age : 74 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 : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 90,815 Shares (0.006000 %) 	<p>Vice-chairman of the board of directors (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	7 Aug 2015	Economics, Business Administration, Property Development, Finance, Human Resource Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. PREDIKORN BURANUPAKORN Gender: Male Age : 33 years Highest level of education : Bachelor'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 : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 135,010,000 Shares (9.010000 %) <p><u>Indirect shareholding details</u></p> <p>Indirect shareholding through Chaijitra (1993) Co., Ltd., representing 25.67% (calculated based on a 50% shareholding in Chaiyajitra (1993) Co., Ltd.).</p>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>9 Nov 2016</p>	<p>Property Development, Human Resource Management, Risk Management, Governance/ Compliance, Marketing</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Ms. WILAI BURANUPAKORN Gender: Female Age : 70 years Highest level of education : Master's degree Study field of the highest level of education : Political Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years^(*) : Doesn't Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> Direct shareholding : 70,200 Shares (0.004700 %) 	<p>Director (Executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	12 May 2021	Business Administration, Accounting, Property Development, Risk Management, Finance

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mr. SOMSAK PRATOMSRIMEK Gender: Male Age : 53 years Highest level of education : Doctoral 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 ^(*) : Doesnt Have DAP course : Yes DCP course : No</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 : Continuing director (Full term of directorship and being re-appointed as a director)</p>	27 Apr 2022	Accounting, Finance, Law, Risk Management, Governance/ Compliance
<p>6. Mr. VICHIE CHAVALIT Gender: Male Age : 70 years Highest level of education : Master's degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : 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 : Newly appointed director to replace the ex-director</p>	10 May 2024	Law, Governance/ Compliance, Risk Management, Human Resource Management

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. PONGPANU SVETARUNDRA	Chairman of the board of directors		✓	✓		
2. Mrs. AREE UDOMSIRITHAMRONG	Vice-chairman of the board of directors	✓				✓
3. Mr. PREDIKORN BURANUPAKORN	Director	✓				✓
4. Ms. WILAI BURANUPAKORN	Director	✓				✓
5. Mr. SOMSAK PRATOMSRIMEK	Director		✓	✓		
6. Mr. VICHIEEN CHAVALIT	Director		✓	✓		
Total (persons)		3	3	3	0	3

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)

Skills and expertise	Number (persons)	Percent (%)
1. Economics	2	33.33
2. Property Development	3	50.00
3. Law	3	50.00
4. Marketing	1	16.67
5. Accounting	3	50.00
6. Finance	4	66.67
7. Human Resource Management	3	50.00
8. Risk Management	4	66.67
9. Governance/ Compliance	4	66.67
10. Business Administration	2	33.33

Information about the other directors ^{(*)(**)}

	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	-	Yes	Yes
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	No	Yes

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 board of directors and the Management : Have

Methods of balancing power between the board of directors and Management : Increasing the proportion of independent directors to more than half, Appointing an independent director to jointly consider the agenda of the board of directors meeting

The Company has established a policy that the Chairman of the Board should be an independent director and must not be the same person as the Chief Executive Officer, nor be the spouse or child of the Chief Executive Officer.

In cases where the roles of the Chairman of the Board and the Chief Executive Officer are not clearly separated for example, where the Chairman and the Chief Executive Officer are members of the same family (except for being spouse or child as prohibited above), or where the Chairman is a member of the Executive Committee or any working committee, or has been assigned management responsibilities (including being an authorized director with signatory power as stated in the Company's affidavit) the Board of Directors shall promote a proper balance of power between the Board and management by adopting at least one of the following measures:

- Appoint at least one independent director to jointly consider and provide input with management in setting the agenda for each Board meeting; or
- Structure the Board of Directors so that independent directors constitute more than half of the total number of directors.

Information on the roles and duties of the board of directors

Board charter : Have

The Board of Directors plays a key role in setting the Company's direction, vision, strategies, and business policies, as well as overseeing operations to ensure efficiency, transparency, accountability, and alignment with good corporate governance principles, with due consideration to the best interests of shareholders and all stakeholders.

The Board is responsible for reviewing and approving significant matters, including business plans, budgets, and material investments. It also oversees the establishment of appropriate risk management and internal control systems, monitors management performance on an ongoing basis, and ensures that information disclosure is accurate, complete, and timely.

In addition, the Board oversees corporate governance practices, business ethics, conflict of interest prevention, and anti-corruption measures to strengthen stakeholder confidence.

The Board is required to perform its duties with responsibility, due care, and loyalty (Duty of Care and Duty of Loyalty), based on sufficient information and without conflicts of interest. It also ensures regular Board meetings, annual performance evaluations, and periodic review of the Charter to remain aligned with applicable laws, regulations, and best practices.

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Board of Directors

Role

- Climate-related risks and opportunities governance
- Others
- Ensure that the Company is managed in compliance with applicable laws, the Company's objectives, and its Articles of Association, as well as lawful resolutions of the shareholders meeting, with honesty, integrity, and due care in safeguarding the Company's best interests.
- Convene the Annual General Meeting of Shareholders within four (4) months from the end of the Company's fiscal year. The Company shall deliver the notice of the shareholders meeting, including the agenda and supporting documents, in advance within a reasonable timeframe and not less than the period prescribed by the Company's Articles of Association or applicable regulatory requirements in force at that time.
- Hold Board of Directors meetings at least once every three (3) months and no fewer than six (6) times per year. Meetings should be convened as full Board meetings when considering and approving material matters. Such material matters include, but are not limited to, acquisitions or disposals of assets of the Company and its subsidiaries that have a significant impact, major asset transactions, expansion of investment projects, consideration and approval of related party transactions, determinat
- Establish and maintain effective and efficient internal control, internal audit, and risk management systems.
- Establish reliable accounting, financial reporting, and auditing systems, and ensure that proper document retention systems are in place to enable verification of information accuracy at a later stage.
- Prepare quarterly financial statements and have them reviewed by the Company's auditor prior to submission to the Board of Directors. The Company shall also prepare annual financial statements as of the end of the accounting period, ensuring that they accurately and fairly present the financial position and operating results for the year in accordance with generally accepted accounting standards. Such financial statements must be audited by the Company's auditor before being submitted to the Ann
- Consider and approve the nomination of qualified auditors in accordance with applicable laws, regulations, and notifications, and determine the annual audit fees for submission to the Annual General Meeting of Shareholders for consideration and approval.
- Establish the Company's objectives, strategies, policies, business plans, and budget, and oversee (monitor and supervise) management to ensure operations are carried out in alignment with such policies, plans, and budgets in an efficient and effective manner.
- Review, assess, and approve business expansion plans, major investment projects, and joint investments with other parties as proposed by management.
- Consider and approve the appointment, as well as any changes, of directors authorized to bind the Company.
- Consider and propose the annual dividend payment to shareholders for approval at the Annual General Meeting of Shareholders, and approve interim dividend payments when the Company has sufficient profits. Such interim dividends shall be reported to shareholders at the next shareholders meeting.
- Safeguard shareholders interests and oversee the establishment of effective internal control and internal audit systems, as well as ensure proper disclosure of information and the preparation of reports that are accurate, complete, and in compliance with applicable laws, regulations, notifications, and requirements of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET).
- Enforce corporate governance policies and control mechanisms for the Company's investments in subsidiaries and associated companies.
- Consider and approve the appointment, rotation, or changes of directors and/or executives in subsidiaries or associated companies in proportion to the Company's shareholding. The Company shall also establish and implement governance policies and control mechanisms for its investments in subsidiaries and associated

companies to ensure compliance with Notification Tor.Jor. 39/2016 Re: Application for and Approval of Offer for Sale of Newly Issued Shares (including any amendments thereto), demonstra

- Determine the management structure and have the authority to appoint the Executive Committee, Chief Executive Officer, and other sub-committees as appropriate, such as the Audit Committee and the Nomination and Remuneration Committee, including defining their scope of authority, duties, and remuneration. Any delegation of authority must not grant the Executive Committee, Chief Executive Officer, or sub-committees the power to consider or approve transactions that may involve conflicts of interest
- The Board of Directors may delegate authority to one or more directors or other persons to perform any act on its behalf, subject to the Board's supervision and oversight. Such delegation shall be within the scope and duration deemed appropriate by the Board, which retains the authority to revoke, withdraw, amend, or modify such delegation as it deems appropriate.
- Directors and executives are required to disclose to the Company any direct or indirect interests of themselves or their related persons that may be connected to the management or operations of the Company or its subsidiaries, in accordance with the rules, conditions, and procedures prescribed by the Capital Market Supervisory Board.
- Directors, executives, including their spouses and minor children, are prohibited from using insider information of the Company, its subsidiaries, or associated companies whether obtained through their duties or otherwise that may have a material impact on the Company, for their own benefit or for the benefit of others, whether directly or indirectly, and regardless of whether any benefit is received.
- Directors and executives of the Company, including their related persons, are required to disclose to the Company any relationships and transactions with the Company, its subsidiaries, or associated companies that may give rise to conflicts of interest, and must avoid entering into any transactions that may result in such conflicts.
- Appoint a Company Secretary to assist the Board of Directors in performing its duties and to ensure that the Company's operations comply with applicable laws, regulations, rules, and relevant guidelines.

Scope of authorities, role, and duties

Oversee the management of climate change-related matters, including climate change mitigation, global warming reduction, and climate-related risk management, ensuring coverage across all business activities of the Company. The Board of Directors may delegate the Chief Executive Officer to oversee and manage climate-related risks and opportunities, and to report the outcomes of such oversight to the Board of Directors.

Reference link for the charter

-

Audit Committee

Role

- Audit of financial statements and internal controls
- Others
- Review and ensure that the Company and its subsidiaries comply with the Securities and Exchange laws, regulations of the Stock Exchange of Thailand (SET), notifications of the Securities and Exchange Commission (SEC), notifications of the Capital Market Supervisory Board, as well as all laws relevant to the Company's business.
- Consider, select, and propose the appointment of independent auditors for the Company and its subsidiaries, and determine their remuneration, taking into account credibility, adequacy of resources, audit workload, and the experience of the audit team. Such proposals shall be submitted to the Board of Directors. The Audit Committee shall also meet with the external auditors, without management present, at least once a year.
- Review related party transactions or transactions that may give rise to conflicts of interest to ensure compliance with applicable laws, notifications of the Capital Market Supervisory Board, and regulations of the Stock Exchange of Thailand (SET), and to ensure that such transactions are reasonable and in the best interests of the Company and

its subsidiaries.

- Review the disclosure of the Companys information in cases of related party transactions or transactions that may involve conflicts of interest to ensure that such disclosures are accurate and complete.
- Review and ensure that the Company and its subsidiaries have appropriate and effective risk management systems in place, and report such matters to the Board of Directors.
- Review and approve the Internal Audit Charter, the annual internal audit plan, and the performance of the internal audit function, as well as coordinate with the external auditor.
- Prepare the Audit Committee Report for disclosure in the Companys annual report, which shall be signed by the Chairman of the Audit Committee.
- Conduct an investigation into facts upon notification from the external auditor regarding any suspicious circumstances indicating that a director, Chief Executive Officer, or person responsible for the operations of the Company or its subsidiaries may have committed an offense under the Securities and Exchange laws. The Audit Committee shall report the preliminary findings to the Securities and Exchange Commission (SEC) and the external auditor within thirty (30) days from the date of receiving
- Report the performance of the Audit Committee to the Board of Directors at least four (4) times per year. In the course of performing its duties, if the Audit Committee identifies or suspects any transactions or actions that may have a material impact on the Companys financial position or operating results, it shall report such matters to the Board of Directors for timely rectification within a period deemed appropriate by the Audit Committee.
- In performing its duties within the scope of authority, the Audit Committee shall have the authority to invite directors, executives, department heads, or employees of the Company and its subsidiaries to provide opinions, attend meetings, or submit relevant documents as deemed necessary.
- Consider and approve the engagement of consultants or external parties, in accordance with the Companys and its subsidiaries regulations, to provide opinions or advice when necessary.
- Review and ensure that the Company and its subsidiaries comply with the whistleblowing and anti-fraud policies, including procedures for investigation and protection of whistleblowers, and acknowledge complaints as well as the outcomes of investigations conducted by the inquiry committee.
- Review the scope of authority and evaluate the performance of the Audit Committee on an annual basis.
- Review the independence of the external auditor and consider the engagement of non-audit services from the same audit firm.
- Perform any other duties as assigned by the Board of Directors, with the approval of the Audit Committee.
- In the performance of its duties, if the Audit Committee identifies or suspects any transactions or actions that may materially affect the Companys financial position or operating results, it shall promptly report such findings to the Board of Directors to enable timely corrective actions. Such matters include: (1) Transactions involving conflicts of interest (2) Suspicion or indication of fraud, irregularities, or significant deficiencies in internal control systems (3) Suspected violations o

Scope of authorities, role, and duties

1. Review the accuracy and adequacy of the Companys and its subsidiaries financial statements in accordance with applicable accounting standards and ensure sufficient disclosure. This includes coordination with the external auditor and management responsible for preparing both quarterly and annual financial reports. The Audit Committee may also recommend that the auditor review or examine any transactions deemed necessary or material during the audit process.

2. Review the adequacy and effectiveness of the Companys and its subsidiaries internal control and internal audit systems, and assess the independence of the internal audit function. The Audit Committee is also responsible for approving the appointment, transfer, dismissal, and performance evaluation of the head of the internal audit function or any other unit responsible for internal audit.

Executive Committee

Role

- Others
- Formulate the Companys and its subsidiaries vision, business strategies, business direction, policies, objectives, operational plans, and budgets, and propose them to the Board of Directors for consideration and approval.
- Determine the business plan, management authority, and approve the annual operating and capital expenditure budgets, and implement such plans and strategies in alignment with the policies and business directions approved by the Board of Directors.
- Establish the Companys organizational structure and define roles and responsibilities (Organization Chart), including any amendments thereto, and report such matters to the Board of Directors.
- Manage the Companys operations in accordance with its business objectives, ensuring alignment with the policies, Articles of Association, and directives prescribed by the Board of Directors. The Executive Committee shall also review and screen matters prior to submission to the Board of Directors for approval or consideration.
- Monitor and follow up on the implementation of the Companys policies and management guidelines across all functions, ensuring alignment with the assignments of the Board of Directors in an efficient manner.
- Have the authority to consider and approve specific matters or transactions in the ordinary course of the Companys business within the limits of the annual budget or financial thresholds approved by the Board of Directors, and to carry out such actions in accordance with the prescribed scope of authority.
- Have the authority to consider and approve expenditures for investments, procurement, borrowings from financial institutions, and other operational matters undertaken in the ordinary course of business, within the prescribed limits, for the purpose of achieving the Companys objectives. For transactions exceeding such limits, the Executive Committee shall review and provide recommendations or opinions to the Board of Directors for consideration. Such actions shall be carried out in compliance w
- Have the authority to consider and approve borrowings or lending, or any credit facilities from financial institutions and within the Group, including acting as a guarantor for subsidiaries, as well as making payments or disbursements for transactions in the ordinary course of the Companys business.
- Appoint, remove, promote, demote, and/or adjust positions, including salary reduction, performance evaluation, disciplinary actions, rewards, and bonus allocation for employees at the level of Assistant Department Manager and above.
- Approve the appointment of consultants necessary for the Companys operations, except for consultants appointed specifically to provide independent advice to the Audit Committee.
- The Executive Committee shall report the following matters to the Board of Directors: (1) The Companys operating results on a quarterly basis within the timeframe prescribed by the Stock Exchange of Thailand (SET) (2) The auditors reports on the Companys financial statements, including annual and quarterly financial statements, within the timeframe prescribed by the SET (3) Any other reports as deemed appropriate by the Executive Committee
- Perform any other duties as assigned by the Board of Directors.
- Delegate authority and responsibilities to the Chief Executive Officer and/or other executives of the Company as deemed appropriate, and report such delegation to the Board of Directors for acknowledgment.
- Delegate or sub-delegate authority and/or assign one or more persons to perform any act as deemed appropriate by the Executive Committee, within the scope and for the period determined by the Executive Committee, and in accordance with the rules, regulations, or directives prescribed by the Board of Directors. The Executive Committee may revoke, withdraw, amend, or modify such delegation or the persons so authorized as it deems appropriate. In this regard, the delegation of authority, duties, a

Scope of authorities, role, and duties

The Executive Committee has the authority and duty to manage the Company's operations in accordance with its objectives, Articles of Association, policies, regulations, rules, orders, and applicable laws, including the Securities and Exchange laws, notifications of the Securities and Exchange Commission (SEC), notifications of the Capital Market Supervisory Board, regulations of the Stock Exchange of Thailand (SET), and other relevant rules, regulations, and/or requirements, as well as resolutions of the Board of Directors and/or the shareholders meetings.

In addition, the Executive Committee shall be responsible for reviewing and screening matters prior to submission to the Board of Directors for approval and/or consideration, as prescribed in the Company's regulations or as assigned by the Board of Directors, and for implementing the resolutions and directives of the Board of Directors from time to time.

Furthermore, the Executive Committee shall perform duties and exercise authority in the following matters within the scope as specifically assigned.

Reference link for the charter

-

Risk Management and Sustainability Committee

Role

- Risk management
- Sustainability development

Scope of authorities, role, and duties

Sustainability

Support the Board of Directors in reviewing and formulating policies, strategies, objectives, and business targets, including frameworks and operational processes to drive sustainable business growth aligned with the Company's business, covering Environmental, Social, and Governance (ESG) aspects in accordance with international best practices, with the aim of creating long-term value for all stakeholders.

Oversee, monitor, and support the integration of sustainability policies, strategies, and targets, as approved by the Board, into the Company's business strategy and operations, taking into account relevant risk factors within the Company's business context.

Oversee, monitor, and review the Company's sustainability performance and report to the Board of Directors, while tracking domestic and international sustainability trends and developments, including potential impacts on the Company's business, in order to refine policies that support sustainable business strategies.

Promote and drive collaboration across the organization on sustainability initiatives by enhancing awareness and understanding among directors, executives, and employees of ESG impacts at all stages of operations and enterprise risk management, and by integrating sustainability into the Company's strategies and business plans to achieve its sustainability objectives.

Risk Management

Establish and review the risk management and sustainability framework, risk management and sustainability charter, policies, and processes, and provide guidance on appropriate and effective risk management in alignment with the Company's strategic direction, business plans, and changing circumstances, covering at least the following risk categories:

- (1) Financial Risk
- (2) Operational Risk
- (3) Strategic Risk
- (4) Compliance Risk (including legal, personnel, and contractual obligations)
- (5) ESG Risk
- (6) Emerging Risk

Support and continuously enhance risk management and sustainability practices across all levels of the organization, including tools and systems, and promote a strong risk management culture.

Oversee, monitor, and review key risk management and sustainability plans and reports, and provide recommendations to ensure that risks are effectively managed at an acceptable level in line with the Company's risk management policy.

Have the authority to appoint working committees or task forces to support the oversight, monitoring, and review of plans in accordance with the established risk management framework and sustainability policies.

Report significant risk management outcomes to the Audit Committee, and in the event of any material factors or incidents that may significantly impact the Company, promptly report to the Board of Directors for consideration.

Perform any other duties as assigned by the Board of Directors. The Risk Management Committee may seek advice from independent advisors where necessary and appropriate, with the Company bearing the related costs.

Reference link for the charter

-

Nomination and Remuneration Committee

Role

- Director and executive nomination
- Remuneration
- Corporate governance

Scope of authorities, role, and duties

Nomination

(1) Establish policies, criteria, and procedures for the nomination of qualified candidates for positions as directors, sub-committee members, and the Chief Executive Officer, taking into consideration the appropriate size, structure, and composition of the Board. Define qualifications for directors, sub-committee members, and senior executives, and propose such matters to the Board of Directors and/or shareholders meeting for approval, as applicable, including disclosure of nomination policies and criteria for transparency.

(2) Nominate, select, and propose qualified individuals for appointment as directors, sub-committee members, and the Chief Executive Officer upon vacancy or term expiration, which may include re-nomination of existing directors, nomination by shareholders, or recommendations by directors.

(3) Review candidates and select individuals whose qualifications meet the prescribed criteria.

(4) Ensure that nominated individuals possess qualifications in accordance with applicable laws and regulatory requirements.

(5) Propose candidates to the Board of Directors for consideration and inclusion in the notice of shareholders meeting for appointment.

(6) Consider criteria and processes for the nomination and appointment of senior executives in collaboration with the Chief Executive Officer.

(7) Review the structure, size, and composition of the Board and sub-committees to ensure alignment with the Company's strategy and changing business environment.

- (8) Oversee the development of succession plans for the Chief Executive Officer and senior executives to ensure business continuity, and report progress to the Board of Directors at least annually.
- (9) Review nomination criteria and procedures annually to ensure appropriateness in light of changing circumstances.
- (10) Review and report succession planning outcomes annually to the Board of Directors.
- (11) Assess the independence of each independent director to ensure full compliance with qualifications.
- (12) In the case of re-nomination of directors, provide attendance records for Board and shareholders meetings for shareholders consideration.
- (13) Establish and implement director and executive development programs to enhance knowledge of the Companys business, roles, and relevant developments such as economic conditions, industry trends, and regulatory requirements.
- (14) Perform other duties as assigned by the Board of Directors.

Remuneration

- (1) Consider policies and criteria for determining remuneration of directors, sub-committee members, and senior executives for submission to the Board of Directors and/or shareholders, ensuring appropriateness by benchmarking against industry practices and aligning incentives with performance and responsibilities.
- (2) Determine remuneration structures, including fixed remuneration, performance-based incentives, and meeting allowances, both monetary and non-monetary, on an individual basis, considering industry practices, business performance, size, responsibilities, and competencies.
- (3) Review remuneration policies and criteria regularly in response to changing business conditions.
- (4) Disclose remuneration policies, principles, and rationale in accordance with SET requirements in the Companys annual report.
- (5) Establish performance evaluation criteria for directors, sub-committee members, and senior executives to determine annual remuneration and propose to the Board of Directors.
- (6) Disclose remuneration policies and benefits, and prepare remuneration reports in the annual report.
- (7) Consider and approve the offering of new securities to directors and employees, ensuring fairness to shareholders and alignment with long-term value creation and talent retention.
- (8) Perform other duties as assigned by the Board of Directors, including reviewing and proposing updates to the committees charter.

Corporate Governance

- (1) Establish corporate governance policies and practices, including sustainability and corporate social responsibility, in alignment with SET, SEC, and internationally recognized standards.
- (2) Provide guidance and oversee implementation to ensure compliance with established governance policies and practices.
- (3) Advise, monitor, and review governance policies and the Code of Conduct to continuously enhance the Companys governance framework.
- (4) Prepare corporate governance reports and report the committees performance to the Board of Directors, with disclosure in the Companys annual report signed by the Chairman of the Nomination, Remuneration and Governance 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
<p>1. Mr. SOMSAK PRATOMSRIMEK^(*) Gender: Male Age : 53 years Highest level of education : Doctoral degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p>	<p>Chairman of the audit committee (Non-executive directors, Independent director) Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>27 Apr 2022</p>	<p>Accounting, Finance, Law, Risk Management, Governance/ Compliance</p>
<p>2. Mr. PONGPANU SVETARUNDRA Gender: Male Age : 66 years Highest level of education : Honorary degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No</p>	<p>Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director</p>	<p>27 Apr 2022</p>	<p>Economics, Governance/ Compliance, Law, Accounting, Finance</p>

List of directors	Position	Appointment date of audit committee member	Skills and expertise
3. Mr. VICHIEEN CHAVALIT Gender: Male Age : 70 years Highest level of education : Master's degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director	10 May 2024	Law, Governance/ Compliance, Risk Management, Human Resource Management

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. Boonlert buranupakorn Gender: Male Age : 69 years Highest level of education : Doctoral degree Study field of the highest level of education : Bachelor of Arts Program in Tourism and Hotel Thai nationality : Yes Residence in Thailand : Yes	The chairman of the executive committee	17 Mar 2023
2. Mrs. AREE UDOMSIRITHAMRONG Gender: Female Age : 74 years Highest level of education : Master's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	17 Mar 2023

List of committee members	Position	Appointment date of executive committee member
<p>3. Ms. WILAI BURRANUPAKORN Gender: Female Age : 70 years Highest level of education : Master's degree Study field of the highest level of education : Political Science Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>17 Mar 2023</p>
<p>4. Mr. PREDIKORN BURANUPAKORN Gender: Male Age : 33 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>17 Mar 2023</p>
<p>5. Mr. akkadet udomsirithamrong Gender: Male Age : 39 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>	<p>Member of the executive committee</p>	<p>17 Mar 2023</p>
<p>6. Mr. Parawich Charoonrojnaayudhya Gender: Male Age : 46 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>9 Aug 2024</p>

List of committee members	Position	Appointment date of executive committee member
7. Mr. THANAWAT ADCHARIYAWOOTH Gender: Male Age : 46 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	Member of the executive committee	20 Feb 2025

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

Other Subcommittees

Subcommittee name	Name list	Position
Risk Management and Sustainability Committee	Mr. VICHIE CHAVALIT	The chairman of the subcommittee (Independent director)
	Mrs. AREE UDOMSIRITHAMRONG	Member of the subcommittee
	Mr. PREDIKORN BURANUPAKORN	Member of the subcommittee
	Mr. akkadet udomsirithamrong	Member of the subcommittee
	Mr. Parawich Charoonrojnaayudhya	Member of the subcommittee
	Mr. THANAWAT ADCHARIYAWOOTH	Member of the subcommittee
Nomination and Remuneration Committee	Mr. VICHIE CHAVALIT	The chairman of the subcommittee (Independent director)
	Mrs. AREE UDOMSIRITHAMRONG	Member of the subcommittee
	Mr. Parawich Charoonrojnaayudhya	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
<p>1. Mr. PREDIKORN BURANUPAKORN Gender: Male Age : 33 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Chief Executive Officer (The highest-ranking executive)</p>	<p>9 Nov 2016</p>	<p>Property Development, Human Resource Management, Risk Management, Governance/ Compliance, Marketing</p>
<p>2. Mr. akkadet udomsirithamrong Gender: Male Age : 39 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Deputy Cheif Exeucive Officer</p>	<p>1 Dec 2024</p>	<p>Business Administration, Construction Materials, Property Development, Sustainability, Engineering</p>

List of executives	Position	First appointment date	Skills and expertise
<p>3. Mr. THANAWAT ADCHARIYAWOOTH Gender: Male Age : 46 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	Chief Operating Officer	20 Feb 2025	Construction Materials, Property Development, Engineering, Business Administration
<p>4. Mr. Parawich Charoonrojnaayudhya^(*) Gender: Male Age : 46 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : No</p>	Chief financial Officer	9 Aug 2024	Finance, Accounting, Banking, Budgeting, Internal Control
<p>5. Mr. RUT WANNARAT Gender: Male Age : 68 years Highest level of education : Barrister Study field of the highest level of education : Law Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	Senior Executive Vice President Corporate Support Functions / Head of Compliance	7 Aug 2015	Law

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

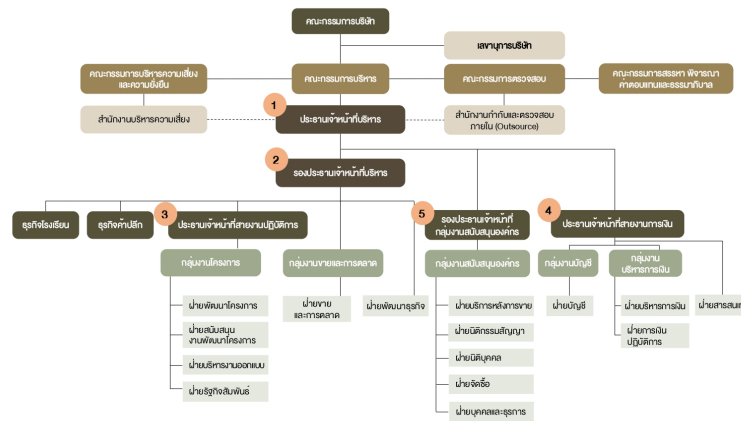
(**) Accounting supervisor

(***) Appointed after the fiscal year end of the reporting year

Organization structure diagram of the highest-ranking executive and the next four executives

Organization structure of the highest-ranking executive and the next four executives as of date : 31 Dec 2025

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



Remuneration policy for executive directors and executives

The Annual General Meeting of Shareholders for the year 2025, held on 24 April 2025, approved the meeting allowances for the Board of Directors and sub-committees for the year 2025, as proposed by the Board of Directors based on the recommendation of the Nomination, Remuneration and Governance Committee.

The remuneration was determined by benchmarking against director compensation within comparable companies in the real estate sector, as well as considering the scope of duties and responsibilities of directors and sub-committee members.

The meeting allowances for the Executive Committee are as follows:

- Chairman of the Executive Committee: THB 25,000 per meeting
- Executive Committee Member: THB 20,000 per meeting

The Nomination, Remuneration and Governance Committee considers the policies and criteria for determining the remuneration of the Chief Executive Officer (CEO), as the highest-ranking executive, including both monetary and non-monetary compensation. Such consideration is based on industry practices, the Company's performance and business size, as well as the CEO's responsibilities, knowledge, capabilities, and experience, before proposing to the Board of Directors for approval.

For senior executives, the Chief Executive Officer is responsible for determining recruitment criteria and approving compensation matters, including salary, salary adjustments, bonuses, remuneration, and other incentives, as well as evaluating the performance of senior executives.

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

The Board of Directors, with the recommendation of the Nomination, Remuneration and Corporate Governance Committee, has reviewed the remuneration policy for executive directors and management and is of the opinion that such policy is appropriate and aligned with the Companys business strategy, operational objectives, and performance, both in the short and long term.

The remuneration structure is designed to be performance-based, linking compensation to key corporate performance indicators in order to incentivize and retain high-potential personnel. It also takes into account competitiveness against peer companies within the same industry.

In this regard, the Board of Directors considers that the remuneration policy is transparent, fair, and in line with good corporate governance principles.

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2023	2024	2025
Total remuneration of executive directors and executives (baht)	18,285,377.85	18,091,845.00	14,884,964.65
Total remuneration of executive directors (baht)	450,000.00	1,240,000.00	1,720,000.00
Total remuneration of executives (baht)	17,835,377.85	16,851,845.00	13,164,964.65

Other remunerations of executive directors and executives

	2023	2024	2025
Companys contribution to provident fund for executive directors and executives (Baht)	334,516.85	439,234.98	426,262.65
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	Yes

Employee Welfare and Benefits

The Company provides welfare and benefits based on employee categories, including financial support for marriage, housewarming, flood assistance, retirement benefits, group insurance, annual health check-ups, discounts on the Companys real estate products, allowances and accommodation expenses, as well as employee uniforms.

In addition, the Company has established a Provident Fund and an Employee Joint Investment Program (EJIP) to promote employees long-term financial security, as follows:

1. Provident Fund

The Company has established the Thai Man Kong Master Pooled Fund, which is registered under the Provident Fund Act B.E. 2530 (as amended). The Company and its subsidiaries contribute to the fund at a rate of 3%15% of employees salaries, depending on years of service. Members are allowed to adjust their contribution rates at least once per year, in accordance with the funds conditions.

The fund has been managed by Krung Thai Asset Management Public Company Limited since 30 March 2023. As of 31 December 2025, there were 152 employees participating in the provident fund, representing 88.37% of total employees of the Company and its core subsidiaries (excluding employees of the international school business).

2. Employee Joint Investment Program (ORN-EJIP)

The Company has implemented the Employee Joint Investment Program for the year 2025 (ORN-EJIP), with the objective of generating returns, enhancing employee engagement, and encouraging a sense of ownership among employees.

The program has a duration of 3 years, from 1 September 2025 to 31 August 2028. In 2025, a total of 22 employees at the department manager level and above participated in the program, representing 12.79% of total employees of the Company and its core subsidiaries (excluding employees of the international school business). The Company contributed a total of THB 211,019 to the program.

Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive directors and executives in the past year	: 0.00
Estimated remuneration of executive directors and executives in the current year ⁽¹⁾	: 21,286,284.65

Remark: (1) For the year 2026, the Company has estimated the remuneration of the Executive Committee (meeting allowances) at approximately THB 3,240,000, and the remuneration of executives at approximately THB 18,046,284.65. The Company will disclose the actual remuneration of the Executive Committee and executives for 2026 in the Companys Annual Registration Statement/Annual Report (Form 56-1 One Report) for the year 2026.

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Mr. chatchaiyong Boonkwang	chatchaiyong.b@ornsirin.co.th	0877270324

List of the company secretary

General information	Email	Telephone number
1. Mrs. sasi singprom	sasi.s@ornsirin.co.th	0835871966

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Mr. somchat Kalasuk	somchat@aandaoffice.com	-

List of the head of the compliance unit

General information	Email	Telephone number
1. Mr. Rut Wannarat	rut.w@ornsirin.co.th	-

Head of investor relations

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

List of the head of investor relations

General information	Email	Telephone number
1. Mr. Akkadet Udomsirithamrong	akkadet.u@ornsirin.co.th	053 333 666
2. Mr. Parawich Charoonrojnaayudhya	parawich.c@ornsirin.co.th	053 333 666

Company's auditor

Details of the companys auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
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Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
D I A INTERNATIONAL AUDITING COMPANY LIMITED 316/32 SOI SUKHUMVIT 22 KHLONG TOEI KHLONG TOEI Bangkok 10110 Telephone number +66 2259 5300-2	3,620,000.00	-	1. Mrs. SUVIMOL CHRITYAKIERNE Email: suvimol@diainteraudit. onmicrosoft.com License number: 2982 2. Mr. WIROTE SATJATHAMNUKUL Email: wirote@diaaudit. com License number: 5128 3. Ms. SOMJINTANA PHOLHIRUNRAT Email: omjintana@diaaudit. com License number: 5599

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

In 2025, at the Board of Directors Meeting No. 4/2025 held on 13 November 2025, the Board reviewed the Company's vision, mission, and strategies to ensure alignment with current circumstances and long-term business plans. The Board also approved the annual business plan and budget, as well as related policies to ensure consistency with the Company's business direction.

In addition, the Board continuously monitored and assessed the adequacy of the internal control and risk management systems, and oversaw management to ensure operations were conducted in accordance with the approved policies, strategies, and business plans, as well as in compliance with applicable laws, regulations, and shareholders resolutions. Management reported operating results to the Board on a quarterly basis.

In 2025, the Company had no incidents of legal violations that resulted in criminal proceedings, civil penalties, or administrative sanctions.

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
Ms. WILAI BURRANUPAKORN	Director	12 May 2021	Business Administration, Accounting, Property Development, Risk Management, Finance
Mr. SOMSAK PRATOMSRIMEK	Director	27 Apr 2022	Accounting, Finance, Law, Risk Management, Governance/ Compliance

List of newly appointed director to replace the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
Mr. VICHIEEN CHAVALIT	Director	10 May 2024	Law, Governance/ Compliance, Risk Management, Human Resource Management

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

Selection of independent directors

Criteria for selecting independent directors

Director Nomination

The appointment of directors shall be in accordance with the Company's Articles of Association and applicable laws, with a transparent and clearly defined nomination process. The Nomination, Remuneration and Governance Committee is responsible for identifying and considering qualified candidates who possess knowledge, expertise, experience, strong professional track records, leadership qualities, broad vision, integrity, and good ethical standards, as well as a positive attitude toward the organization and sufficient time commitment to effectively perform their duties.

To ensure an appropriate nomination process, the Committee considers candidates from reliable sources, such as director pools, professional institutions, as well as recommendations from existing directors or relevant executives, in order to identify individuals whose qualifications align with the Company's needs.

In addition, due consideration is given to board independence and diversity policy. The Company has established a Board Skills Matrix to identify required competencies based on skills gaps and strategic direction, without limitation on gender, age, race, nationality, religion, or other differences (details are disclosed under Section 7.2: Board of Directors). All nominated candidates must possess qualifications and must not have prohibited characteristics as prescribed by the Public Limited Companies Act and the Securities and Exchange laws, prior to being proposed to the Board of Directors and the shareholders meeting for approval.

In the event that a directorship becomes vacant for reasons other than retirement by rotation, the Board of Directors shall appoint a qualified individual who meets the legal requirements at the next Board meeting, unless the remaining term is less than two months. The replacement director shall serve only for the remaining term of the director being replaced.

In 2025, the Company provided shareholders with the opportunity to nominate qualified candidates for election as directors at the Annual General Meeting of Shareholders in advance, during the period from 17 September 2024 to 31 January 2025, via the SET information disclosure system and the Company's website. No nominations were received from shareholders.

Accordingly, the Nomination, Remuneration and Governance Committee proceeded with the nomination process, carefully screening candidates with appropriate qualifications in line with the Company's strategy and Board composition. The Board of Directors, excluding interested directors, duly considered and resolved to propose to the shareholders meeting the re-election of two directors retiring by rotation, namely Ms. Wilai Buranupakorn and Mr.

Somsak Prathomsrimek, for another term. The Board also considered that Mr. Somsak Prathomsrimek, who was nominated as an independent director, possesses qualifications in accordance with applicable laws and has not served more than nine years.

The Annual General Meeting of Shareholders for the year 2025 unanimously approved the re-election of both directors as proposed.

During 2025, there were no resignations of directors, including independent directors or non-executive directors, due to corporate governance issues, and no resignations of the Audit Committee or independent directors occurred.

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 directors through the nomination committee : Yes

Method for selecting persons to be appointed as the highest-ranking executive through the nomination committee : Yes

Number of directors from major shareholders

Number of directors from each group of major shareholders over the past year (persons) : 0

Rights of minority shareholders on director appointment

Rights of Minority Shareholders in the Appointment of Directors

The Company has established a nomination and selection process for directors through the Nomination, Remuneration and Corporate Governance Committee, which is responsible for screening candidates by considering the Board Skill Matrix, Board composition, as well as qualifications, knowledge, capabilities, and experience relevant to the Company's business. The Committee then proposes suitable candidates to the Board of Directors for consideration and approval before submitting them to the shareholders meeting for appointment.

In addition, the Board of Directors has assigned the Nomination, Remuneration and Corporate Governance Committee to establish criteria and procedures for the nomination of the Chief Executive Officer and top executives, taking into account qualifications, knowledge, capabilities, and experience aligned with the Company's strategy and business direction, prior to proposing to the Board of Directors for appointment.

The Company does not designate any quota of directors representing major shareholder groups. The appointment of directors is based primarily on qualifications, suitability, and the best interests of the Company.

At the Annual General Meeting of Shareholders for the year 2025, the meeting resolved to approve the re-election of two directors, namely Ms. Wilai Buranupakorn and Mr. Somsak Prathomsrimek, who retired by rotation, to continue serving as directors for another term. The resolution was unanimously approved by the shareholders. The Board of Directors has considered that Mr. Somsak Prathomsrimek, who was nominated as an independent director, possesses all qualifications as required by applicable laws and regulations, and has served as a director for a period not exceeding nine years.

In 2025, no directors resigned, including independent directors and non-executive directors, due to corporate governance issues. There was also no resignation of the entire Audit Committee or independent directors.

The Company provides shareholders, including minority shareholders, with the opportunity to nominate qualified candidates for directorship in advance of the shareholders meeting, with clearly defined criteria and timeline. For the 2025 Annual General Meeting of Shareholders, the Company invited shareholders to propose agenda items and nominate candidates between 17 September 2024 and 31 January 2025. However, no shareholder submitted any proposal or nomination during such period.

Minority shareholders have the right to vote on the appointment of directors on an individual basis, and may cast votes of approve, disapprove, or abstain for each nominee. Voting is conducted on a one share, one vote basis, and a nominee who receives more than half of the total votes of shareholders attending the meeting and having the right to vote shall be appointed as a director. The Company does not apply cumulative voting.

In addition, shareholders are entitled to receive sufficient information to support their decision-making. The Company has disclosed the profiles, experience, and qualifications of all nominated candidates in the notice of the Annual General Meeting of Shareholders and related supporting documents, which were published on the Company's website and the Stock Exchange of Thailand's website on 26 March 2025.

Accordingly, minority shareholders are able to exercise their voting rights on an equal basis with other shareholders and participate in nominating qualified candidates, thereby supporting a transparent and fair Board structure that reflects the interests of all shareholder groups.

Method of director appointment : Others : requires affirmative resolution with a majority vote of the shareholders attending the meeting and casting their vote.

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

Qualifications, knowledge, or experience	Skill and expertise
--	---------------------

Qualifications, knowledge, or experience	Skill and expertise
Candidates are considered based on their knowledge, capabilities, experience, and proven track record, as well as leadership qualities, strategic vision, integrity, ethical standards, and a positive attitude toward the organization, together with the ability to dedicate sufficient time to effectively perform their duties for the benefit of the Company. In addition, consideration is given to qualifications that align with the Boards composition and structure in accordance with the Company's business strategy.	Property Development, Accounting, Finance, Risk Management, Governance/ Compliance

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. PONGPANU SVETARUNDRA (Chairman of the board of directors, Independent director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2022: Director Certification Program (DCP) • 2009: Role of the Chairman Program (RCP) • 2008: Financial Statements for Directors (FSD)
2. Mrs. AREE UDOMSIRITHAMRONG (Vice-chairman of the board of directors)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2017: Director Accreditation Program (DAP)
3. Mr. PREDIKORN BURANUPAKORN (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2025: Ethical Leadership Program (ELP) • 2017: Director Accreditation Program (DAP) Other <ul style="list-style-type: none"> • 2024: Board Reporting Program (BRP 49/2024)

List of directors	Participation in training in the past financial year	History of training participation
4. Ms. WILAI BURRANUPAKORN (Director)	Non-participating	Thai Institute of Directors (IOD) • 2023: Director Accreditation Program (DAP)
5. Mr. SOMSAK PRATOMSRIMEK (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) • 2020: Director Accreditation Program (DAP)
6. Mr. VICHIEEN CHAVALIT (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) • 2014: Director Certification Program (DCP)

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

The evaluation criteria will be calculated as a percentage of the total possible score for each item as follows:

- Score above 85% = Excellent
- Score between 76% - 85% = Good
- Score between 66% - 75% = Fairly Good
- Score between 50% - 65% = Adequate
- Score below 50% = Needs Improvement

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

Evaluation Results for 2025:

- Evaluation of the performance of the Board of Directors as a whole
The average score is 96%, which falls under the Excellent category.
- Evaluation of the performance of each sub-committee
The average score is 96%, which falls under the Excellent category.
- Evaluation of the performance of individual board members
The average score is 97%, which falls under the Excellent category.

Details of the evaluation of the duty performance of the board of directors

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Board of Directors	Group assessment	96	100
	Self-assessment	96%	100%
	Cross-assessment (assessment of another director)	None	None

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

The evaluation criteria will be calculated as a percentage of the total possible score for each item as follows:

- Score above 85% = Excellent
- Score between 76% - 85% = Good
- Score between 66% - 75% = Fairly Good
- Score between 50% - 65% = Adequate
- Score below 50% = Needs Improvement

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 : 4
past year (times)

Date of AGM meeting : 24 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. PONGPANU SVETARUNDRA (Chairman of the board of directors, Independent director)	4	/	4	1	/	1		/	
2. Mrs. AREE UDOMSIRITHAMRONG (Vice-chairman of the board of directors)	4	/	4	1	/	1		/	
3. Mr. PREDIKORN BURANUPAKORN (Director)	4	/	4	1	/	1		/	
4. Ms. WILAI BURRANUPAKORN (Director)	4	/	4	1	/	1		/	
5. Mr. SOMSAK PRATOMSRIMEK (Director, Independent director)	4	/	4	1	/	1		/	
6. Mr. VICHIE CHAVALIT (Director, Independent director)	4	/	4	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. PONGPANU SVETARUNDRA (Chairman of the board of directors)	4/4 (100.00%)	1/1 (100.00%)	N/A
2. Mrs. AREE UDOMSIRITHAMRONG (Vice-chairman of the board of directors)	4/4 (100.00%)	1/1 (100.00%)	N/A
3. Mr. PREDIKORN BURANUPAKORN (Director)	4/4 (100.00%)	1/1 (100.00%)	N/A
4. Ms. WILAI BURRANUPAKORN (Director)	4/4 (100.00%)	1/1 (100.00%)	N/A
5. Mr. SOMSAK PRATOMSRIMEK (Director)	4/4 (100.00%)	1/1 (100.00%)	N/A
6. Mr. VICHIEEN CHAVALIT (Director)	4/4 (100.00%)	1/1 (100.00%)	N/A
Average meeting attendance rate	100.00%	100.00%	N/A

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 Company has established a clear, transparent, and auditable policy for determining monetary remuneration of directors. The Nomination, Remuneration and Governance Committee is responsible for considering and proposing remuneration for the Board of Directors, sub-committees, and the annual bonus for the Board, for submission to the Board of Directors and subsequently to the Annual General Meeting of Shareholders for approval on an annual basis.

The criteria for determining directors remuneration are as follows:

- Appropriate and commensurate with the scope of duties and responsibilities of each director
- At a level that can attract, retain, and motivate qualified and competent directors
- Structured in a clear, transparent, and easily understandable manner
- Benchmarkable with remuneration of directors in comparable or similar industries

The Board of Directors has also appointed representatives to oversee subsidiaries, namely Mr. Predikorn Buranupakorn and Ms. Aree Udomsiri Thamrong. Directors serving as such representatives do not receive meeting allowances for their roles in overseeing subsidiaries.

For 2025, the Annual General Meeting of Shareholders held on 24 April 2025 approved directors remuneration, including a bonus for the entire Board not exceeding THB 2,250,000, and meeting allowances for the Board and sub-committees as follows:

1. Board of Directors

- Chairman: THB 30,000 per meeting
- Director: THB 20,000 per meeting

2. Audit Committee

- Chairman: THB 25,000 per meeting
- Member: THB 20,000 per meeting

3. Executive Committee

- Chairman: THB 25,000 per meeting
- Member: THB 20,000 per meeting

4. Risk Management and Sustainability Committee

- Chairman: THB 25,000 per meeting
- Member: THB 20,000 per meeting

5. Nomination, Remuneration and Governance Committee

- Chairman: THB 25,000 per meeting
- Member: THB 20,000 per meeting

In addition, the total bonus for the Board of Directors shall not exceed THB 2,250,000. The Nomination, Remuneration and Governance Committee shall allocate such bonus appropriately among directors, taking into account the Company's performance and the responsibilities of each director.

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Mr. PONGPANU SVETARUNDRA (Chairman of the board of directors, Independent director)			719,230.00		0.00
Board of Directors (Chairman of the board of directors)	120,000.00	519,230.00	639,230.00	No	
Audit Committee (Member of the audit committee)	80,000.00	0.00	80,000.00	No	
2. Mrs. AREE UDOMSIRITHAMRONG (Vice-chairman of the board of directors)			806,154.00		0.00
Board of Directors (Vice-chairman of the board of directors)	80,000.00	346,154.00	426,154.00	No	
Executive Committee (Member of the executive committee)	240,000.00	0.00	240,000.00	No	
Risk Management and Sustainability Committee (Member of the subcommittee)	80,000.00	0.00	80,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	60,000.00	0.00	60,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
3. Mr. PREDIKORN BURANUPAKORN (Director)			746,154.00		0.00
Board of Directors (Director)	80,000.00	346,154.00	426,154.00	No	
Executive Committee (Member of the executive committee)	240,000.00	0.00	240,000.00	No	
Risk Management and Sustainability Committee (Member of the subcommittee)	80,000.00	0.00	80,000.00	No	
4. Ms. WILAI BURANUPAKORN (Director)			666,154.00		0.00
Board of Directors (Director)	80,000.00	346,154.00	426,154.00	No	
Executive Committee (Member of the executive committee)	240,000.00	0.00	240,000.00	No	
5. Mr. SOMSAK PRATOMSRIMEK (Director, Independent director)			526,154.00		0.00
Board of Directors (Director)	80,000.00	346,154.00	426,154.00	No	
Audit Committee (Chairman of the audit committee)	100,000.00	0.00	100,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
6. Mr. VICHIE CHAVALIT (Director, Independent director)			681,154.00		0.00
Board of Directors (Director)	80,000.00	346,154.00	426,154.00	No	
Audit Committee (Member of the audit committee)	80,000.00	0.00	80,000.00	No	
Risk Management and Sustainability Committee (The chairman of the subcommittee)	100,000.00	0.00	100,000.00	No	
Nomination and Remuneration Committee (The chairman of the subcommittee)	75,000.00	0.00	75,000.00	No	
7. Mr. Boonlert buranupakorn (The chairman of the executive committee)			300,000.00		0.00
Executive Committee (The chairman of the executive committee)	300,000.00	0.00	300,000.00	No	
8. Mr. akkadet udomsirithamrong (Member of the executive committee)			320,000.00		0.00
Executive Committee (Member of the executive committee)	240,000.00	0.00	240,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Risk Management and Sustainability Committee (Member of the subcommittee)	80,000.00	0.00	80,000.00	No	
9. Mr. Parawich Charoonrojnaayudhya (Member of the executive committee)			380,000.00		0.00
Executive Committee (Member of the executive committee)	240,000.00	0.00	240,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	60,000.00	0.00	60,000.00	No	
Risk Management and Sustainability Committee (Member of the subcommittee)	80,000.00	0.00	80,000.00	No	
10. Mr. THANAWAT ADCHARIYAWOOTH (Member of the executive committee)			280,000.00		0.00
Executive Committee (Member of the executive committee)	220,000.00	0.00	220,000.00	No	
Risk Management and Sustainability Committee (Member of the subcommittee)	60,000.00	0.00	60,000.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	520,000.00	2,250,000.00	2,770,000.00
2. Audit Committee	260,000.00	0.00	260,000.00
3. Executive Committee	1,720,000.00	0.00	1,720,000.00
4. Risk Management and Sustainability Committee	480,000.00	0.00	480,000.00
5. Nomination and Remuneration Committee	195,000.00	0.00	195,000.00

Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	955,000.00	2,655,000.00	3,175,000.00
Other monetary remuneration (Baht)	0.00	2,250,000.00	2,250,000.00
Total (Baht)	955,000.00	4,905,000.00	5,425,000.00

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 : Yes
companies

Mechanism for overseeing subsidiaries and : Yes
associated companies

Mechanism for overseeing management and taking : The appointment of representatives as directors,
responsibility for operations in subsidiaries and executives, or controlling persons in proportion to
associated companies approved by the board of shareholding, The determination of the scope of duties
directors and responsibilities of directors and executives as company
representatives in establishing important policies,
Disclosure of financial condition and operating results,
Transactions between the company and related parties,

Other significant transactions, Acquisition or disposal of assets, Internal control system of the subsidiary operating the core business is appropriate and sufficient in the subsidiary operating the core business

The Company has established a Policy on Governance of Subsidiaries and Associates Engaging in Core Business to align with good corporate governance principles, particularly in setting appropriate frameworks and mechanisms for overseeing policies and operations of subsidiaries and other entities in which the Company has made significant investments.

The objective of this policy is to ensure that appropriate governance structures and oversight mechanisms are in place for subsidiaries and associates, in order to safeguard the Company's investment interests effectively and enhance shareholders' confidence.

Under this policy, the terms subsidiaries and associates refer to entities engaging in core business as defined under the Notification of the Capital Market Supervisory Board No. TorJor. 39/2559 Re: Application for and Approval of Offering of Newly Issued Shares, together with the definitions prescribed in the Notification of the Securities and Exchange Commission No. KorJor. 17/2551 Re: Definitions in Notifications Relating to the Issuance and Offering of Securities.

Disclosure of agreements between the company and shareholders in managing subsidiaries and associated companies (Shareholders agreement)

-

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

The Board of Directors has established a Policy on Prevention of Conflicts of Interest based on the principle that all business decisions must be made in the best interest of the Company and that any actions giving rise to conflicts of interest should be avoided. Any person who has an interest in a transaction under consideration is required to disclose such interest to the Company and must not participate in the consideration, decision-making, or approval of such transaction.

The key guidelines are as follows:

1. Ensure strict compliance with rules, procedures, and disclosure requirements relating to connected transactions in accordance with applicable laws, regulatory requirements, and the Company's regulations.
2. Avoid entering into transactions with oneself or related persons/entities that may give rise to conflicts of interest, and refrain from exerting influence, coercion, or control over others in approving such transactions.

3. In the case of connected transactions that are not conducted under normal commercial terms or exceed managements approval authority, such transactions must be reviewed and opined by the Audit Committee before being proposed to the Board of Directors or shareholders (as applicable) for approval.
4. Where it is necessary to enter into connected transactions, such transactions must be conducted under normal commercial terms approved by the Board, with transparency and fairness, comparable to transactions with third parties, and with due consideration to the Companys best interests.
5. Interested persons must abstain from participating in the consideration of any transaction in which they have a conflict of interest.

In 2025, the Company entered into connected transactions requiring approval from the Board of Directors. The Board ensured that directors with vested interests abstained from attending the meeting and voting on such agenda items, in order to maintain transparency and avoid conflicts of interest. There were no connected transactions requiring approval from the shareholders meeting.

In addition, the Company requires directors and executives to submit reports of their interests or those of related persons in accordance with Section 89/14 of the Securities and Exchange Act B.E. 2535 (as amended) and relevant regulations. Such reports must be submitted to the Company Secretary or designated person, who shall then report to the Chairman of the Board and the Chairman of the Audit Committee within 7 business days from the date of receipt. The Company continuously monitors compliance with its connected transaction and conflict of interest policies and conducts an annual review. In 2025, the policy was reviewed and approved by the Board of Directors Meeting No. 1/2025 on 20 February 2025. The policy has been communicated via email and the Companys website, and all directors, executives, and employees have acknowledged and confirmed compliance with the policy at 100%. No complaints were received, and no violations of the policy were identified during the year.

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 : Yes
inside information to seek benefits over the past year

In 2025, the Company implemented measures to enhance awareness and communicate to all relevant parties their duties and proper practices regarding the Companys securities trading blackout periods. The Company Secretary formally notified directors, executives, and relevant employees in advance, via written email communication, of the blackout periods prior to each quarterly financial results announcement, in order to prevent trading during such periods and mitigate the risk of misuse of inside information.

Throughout 2025, no instances were found of directors, executives, or relevant employees trading the Companys securities during the designated blackout periods or engaging in trading based on inside information.

In addition, the Company continuously monitored and reviewed compliance with its insider information policy and conducted an annual review of such policy. In 2025, the policy was reviewed and approved by the Board of Directors Meeting No. 4/2025 on 13 November 2025. The policy was communicated via email and published on the Company's website, and all directors, executives, and employees acknowledged and confirmed full compliance (100%). No complaints were received, and no violations were identified during the year.

With respect to securities trading reports, directors and executives are required to notify the Company Secretary at least one day in advance prior to any trading transaction. All directors and executives complied fully with the insider information policy in 2025. The Company Secretary is responsible for monitoring, reviewing, and summarizing the shareholding and changes in shareholding of directors and executives, and reporting such information to the Board of Directors on an annual basis to ensure transparency and alignment with good corporate governance principles.

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

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

Anti-corruption action

Operations in anti-corruption in the past year

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

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, The participation in anti-corruption projects, Assessment and identification of corruption risk, Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy, Review of the completeness and adequacy of the process by the Audit Committee or auditor

In 2025, the Company continuously monitored and reviewed compliance with its anti-corruption policy and conducted an annual review of such policy. The policy was reviewed and approved by the Board of Directors Meeting No. 4/2025 on 13 November 2025. It was also communicated and disseminated through email and the Company's website. All directors, executives, and employees acknowledged and confirmed full compliance (100%) with the policy.

Throughout 2025, the Company did not identify any violations of its anti-corruption policy or related measures. There were no disciplinary actions or terminations of employees due to non-compliance with such policy. The Company also did not provide or receive any political contributions, whether in the form of donations or other benefits.

Furthermore, none of the Companys directors, executives, or employees were accused, fined, or subject to civil or criminal proceedings in relation to corruption, bribery, or related offenses. This reflects the Companys strict and continuous compliance with applicable laws and its internal control measures.

Further details on anti-corruption performance are disclosed under Section 3.4.2 Social Performance.

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

In 2025, the Company continuously monitored and reviewed compliance with its whistleblowing policy and conducted an annual review of such policy. The policy was reviewed and approved by the Board of Directors Meeting No. 4/2025 on 13 November 2025. It was also communicated and disseminated through email and the Companys website. All directors, executives, and employees acknowledged and confirmed full compliance (100%) with the policy.

Throughout 2025, the Company did not receive any complaints, and no violations of the Companys policies, regulations, or Code of Conduct by directors, executives, or employees were identified. The results of such monitoring were duly reported to the Board of Directors.

In addition, the Company has implemented preventive measures to minimize the risk of complaints or misconduct, including regular communication of policies and the Code of Conduct to employees, requiring supervisors at all levels to closely monitor their teams, and implementing internal controls in high-risk processes to reduce the likelihood of inappropriate conduct. The Company also promotes an open and safe environment where employees can raise questions or report concerns without fear of discrimination or retaliation.

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) : 4

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. SOMSAK PRATOMSRIMEK (Chairman of the audit committee)	4	/	4	4/4 (100.00%)
2 Mr. PONGPANU SVETARUNDRA (Member of the audit committee)	4	/	4	4/4 (100.00%)
3 Mr. VICHIEEN CHAVALIT (Member of the audit committee)	4	/	4	4/4 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of the audit committee

Audit Committee Performance in 2025

In 2025, the Audit Committee performed its key duties as summarized below:

1. Review of Financial Statements

The Audit Committee reviewed the Company's quarterly and annual financial statements for 2025 together with management and the external auditor, focusing on accuracy, completeness, key accounting adjustments, adequacy of disclosures, audit scope, and auditor independence. The Committee concluded that the financial statements were fairly presented in accordance with generally accepted accounting standards and issued an unqualified opinion.

In addition, the Audit Committee held one private meeting with the external auditor on 20 February 2025 without

managements presence to discuss audit opinions, adequacy of financial information, auditor independence, and key audit matters. No material issues were identified.

2. Review of Connected Transactions and Conflict of Interest

The Audit Committee reviewed connected transactions and potential conflict of interest transactions on a quarterly basis to ensure that such transactions were conducted under normal commercial terms, without transfer of undue benefits, and in the best interest of the Company. Adequate disclosures were made in compliance with SET and SEC requirements. The Committee concluded that all such transactions were normal business transactions with no conflicts of interest.

3. Review of Internal Control System

The Audit Committee reviewed the internal control system together with management and the outsourced internal auditor, including follow-up on prior audit findings on a quarterly basis. The Committee also assessed the adequacy of internal controls in accordance with SEC guidelines and concluded that the Companys internal control system is adequate and appropriate, with no material weaknesses identified. Recommendations were provided to enhance compliance and align with best practices.

4. Appointment of External Auditor and Audit Fee

The Audit Committee considered and proposed the appointment of external auditors and audit fees for 2025, taking into account performance, qualifications, experience, independence, and absence of conflicts of interest. The Committee proposed auditors from DIA International Audit Co., Ltd. for appointment by the shareholders.

5. Appointment of Internal Auditor

The Audit Committee appointed the internal auditor and approved the audit fee for 2025, considering qualifications, expertise, and independence. The Committee also approved the annual internal audit plan covering key business processes and monitored its implementation to ensure effective internal controls.

6. Compliance with Laws and Regulations

The Audit Committee reviewed compliance with securities laws and other relevant regulations. Based on reports from management, the external auditor, internal auditor, and absence of complaints, the Committee concluded that the Company operates in compliance with applicable laws without any material impact.

7. Anti-Corruption Oversight

The Audit Committee reviewed the implementation of anti-corruption measures, including whistleblowing channels and employee training. No deficiencies or complaints related to corruption were identified. The Committee concluded that the Companys anti-corruption controls are adequate and effective.

Summary

The Audit Committee has performed its duties independently, with due care and diligence, in accordance with its charter. It has provided opinions and recommendations to ensure that the Companys operations are transparent, compliant, and in the best interest of all stakeholders.

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) : 12

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. Boonlert buranupakorn (The chairman of the executive committee)	12	/	12	12/12 (100.00%)
2 Mrs. AREE UDOMSIRITHAMRONG (Member of the executive committee)	12	/	12	12/12 (100.00%)
3 Ms. WILAI BURRANUPAKORN (Member of the executive committee)	12	/	12	12/12 (100.00%)
4 Mr. PREDIKORN BURANUPAKORN (Member of the executive committee)	12	/	12	12/12 (100.00%)
5 Mr. akkadet udomsirithamrong (Member of the executive committee)	12	/	12	12/12 (100.00%)
6 Mr. Parawich Charoonrojnaayudhya (Member of the executive committee)	12	/	12	12/12 (100.00%)
7 Mr. THANAWAT ADCHARIYAWOOTH (Member of the executive committee)	11	/	11	11/11 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Executive Committee

The Board of Directors has appointed the Executive Committee to oversee, monitor, and review the performance of management in conducting the Company's business in accordance with the policies, plans, and strategies set by the Board. The Executive Committee also provides opinions and recommendations to management on significant matters to support efficient operations aligned with the Company's strategic direction.

The Executive Committee consists of 7 members. In 2025, the Committee held a total of 12 meetings, with full attendance by all members.

During 2025, the Executive Committee considered key matters as summarized below:

- Reviewed project progress reports
- Reviewed monthly sales and transfer performance
- Reviewed monthly financial performance of the Group
- Considered business expansion strategies of the Group
- Approved land acquisitions for future project development, including providing recommendations on development approaches
- Approved new project launches, together with strategic recommendations
- Reviewed and considered the annual budget for 2026

- Approved the annual bonus for 2025
- Approved transactions in the ordinary course of business within the approved annual budget and delegated authority

Overall, the Executive Committee performed its duties in accordance with its assigned scope of authority to ensure effective management and alignment with the Companys strategic objectives.

Meeting attendance of Risk Management and Sustainability Committee

Meeting Risk Management and Sustainability Committee (times) : 4

List of Directors	Meeting attendance of Risk Management and Sustainability Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. VICHIEEN CHAVALIT (The chairman of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)
2 Mrs. AREE UDOMSIRITHAMRONG (Member of the subcommittee)	4	/	4	4/4 (100.00%)
3 Mr. PREDIKORN BURANUPAKORN (Member of the subcommittee)	4	/	4	4/4 (100.00%)
4 Mr. akkadet udomsirithamrong (Member of the subcommittee)	4	/	4	4/4 (100.00%)
5 Mr. Parawich Charoonrojnaayudthya (Member of the subcommittee)	4	/	4	4/4 (100.00%)
6 Mr. THANAWAT ADCHARIYAWOOTH (Member of the subcommittee)	3	/	3	3/3 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Risk Management and Sustainability Committee

The Board of Directors has appointed the Risk Management and Sustainability Committee to support the oversight of the Companys risk management and sustainability practices, ensuring alignment with good corporate governance principles for listed companies, as well as the rules and regulations of the Stock Exchange of Thailand and relevant standards.

The Committee consists of 6 members. In 2025, the Committee held a total of 4 meetings, with full attendance by all members.

During 2025, the Committee continuously considered key matters related to risk management and sustainable business operations and reported its findings, opinions, and recommendations to the Board of Directors to support policy and strategic direction. Key activities are summarized as follows:

- Reviewed the Company's risk assessment reports on a quarterly basis and provided recommendations on appropriate risk management approaches
- Reviewed and updated the Company's risk management and sustainability framework to ensure alignment with strategic direction and business operations
- Considered and provided opinions on emerging risks that may impact the Company's business, along with appropriate mitigation measures
- Reported risk management performance to the Board of Directors on a quarterly basis
- Considered and provided opinions on material sustainability issues of the Company
- Reviewed the Company's stakeholder engagement report for 2025
- Reviewed and updated the Company's sustainability policies to align with responsible business practices covering environmental, social, and governance (ESG) aspects

The Risk Management and Sustainability Committee has performed its duties and responsibilities in accordance with its charter, leveraging its knowledge, expertise, and experience to provide recommendations for the Company's best interests, while continuously enhancing governance and risk management practices in line with good corporate governance principles for listed companies.

Meeting attendance of Nomination and Remuneration Committee

Meeting Nomination and Remuneration : 3
Committee (times)

List of Directors	Meeting attendance of Nomination and Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. VICHIEEN CHAVALIT (The chairman of the subcommittee, Independent director)	3	/	3	3/3 (100.00%)
2 Mrs. AREE UDOMSIRITHAMRONG (Member of the subcommittee)	3	/	3	3/3 (100.00%)

List of Directors	Meeting attendance of Nomination and Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
3 Mr. Parawich Charoonrojnaayudhya (Member of the subcommittee)	3	/	3	3/3 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Nomination and Remuneration Committee

The Board of Directors has appointed the Nomination, Remuneration and Governance Committee to promote good corporate governance practices. The Committee is responsible for establishing criteria for nomination, selecting and proposing qualified candidates for appointment as directors, sub-committee members, and senior executives, as well as determining remuneration for directors, sub-committees, and senior executives. The Committee also supports the Board in formulating corporate governance policies and practices to ensure that the Company operates efficiently, transparently, and in a manner that is accountable and sustainable.

The Committee consists of 3 members. In 2025, the Committee held a total of 3 meetings, with full attendance by all members.

During 2025, the Committee considered key matters and reported its opinions and recommendations to the Board of Directors. Key activities are summarized as follows:

- Nominated and selected qualified candidates with appropriate knowledge, experience, and qualifications in accordance with the Committee Charter and without prohibited characteristics under applicable laws, for appointment as directors and sub-committee members
- Reviewed the succession plan for senior executives (Succession Plan) to ensure business continuity, including development plans to enhance executive capabilities in line with organizational growth
- Considered and proposed remuneration for directors and sub-committees, including the annual bonus for 2025, taking into account responsibilities and benchmarking against comparable listed companies
- Evaluated the performance and considered remuneration of the Chief Executive Officer for submission to the Board of Directors for approval
- Considered the recruitment of a Chief Marketing Officer (CMO) to support the Company's business expansion strategy
- Reviewed the Employee Joint Investment Program (EJIP) for 2025 for the Company and its subsidiaries for submission to the Board of Directors
- Reviewed the results of compliance with the Code of Conduct for 2025 and updated the Code of Conduct to align with good corporate governance practices
- Reviewed the Board Skills Matrix for 2025 to ensure alignment with the Company's structure and business direction

The Nomination, Remuneration and Governance Committee has performed its duties and responsibilities in accordance with its charter, utilizing its knowledge, expertise, and experience to provide recommendations in the best interest of the Company and in alignment with good corporate governance principles for listed companies.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

Sustainability Management Policy

Onsirin Holding Public Company Limited and its group of companies (the Company) recognize the importance of conducting business in parallel with social development, environmental stewardship, and good corporate governance. The Company is committed to maintaining a balance between economic returns, environmental responsibility, and social well-being to achieve stable and sustainable long-term growth.

Accordingly, the Company has established a Sustainability Management Policy as a framework for conducting business responsibly, with a focus on efficient resource utilization, minimizing environmental impacts, creating shared value for all stakeholders, and enhancing corporate governance standards in alignment with international best practices, to ensure that business, society, and the environment grow together sustainably.

Environmental Sustainability

The Company recognizes that natural resources are essential to both business operations and society. Therefore, it is committed to efficient resource utilization, minimizing environmental impact, and preserving ecosystems. Key practices include:

- Efficient management of natural resources, materials, and equipment across the entire value chain from procurement, construction, and delivery to project management to reduce waste and environmental impact
- Adoption of environmentally friendly design and construction practices, including the use of energy-efficient, safe, and non-hazardous materials
- Promotion of clean and renewable energy usage, and continuous improvement in energy efficiency to reduce greenhouse gas emissions
- Systematic waste management, focusing on waste reduction, reuse, and recycling to maximize resource efficiency
- Conservation of ecosystems and biodiversity through green space development, appropriate plant selection, and environmentally sensitive project design
- Strict compliance with environmental laws, regulations, and standards at both national and international levels
- Raising awareness among employees, business partners, communities, and stakeholders through communication, training, and environmental initiatives
- Promotion of circular economy principles, emphasizing resource efficiency, waste reduction, and reuse/recycling throughout operations
- Commitment to reducing greenhouse gas emissions and achieving carbon neutrality by 2050 through energy transition, process improvement, and carbon offset initiatives

Social Sustainability

The Company is committed to enhancing the quality of life for employees, communities, and society, while ensuring balanced and sustainable growth. Key practices include:

- Ensuring safety and well-being of all stakeholders involved in operations, and promoting social and environmental responsibility among employees
- Operating under a human rights policy aligned with international standards, including the Universal Declaration of Human Rights (UDHR) and the UN Guiding Principles on Business and Human Rights (UNGPR)
- Supporting employee development through training, skill enhancement, and career advancement opportunities, while fostering a safe and healthy working environment

- Building strong relationships with surrounding communities by engaging stakeholders and supporting CSR initiatives in education, health, environment, and quality of life
- Providing accessible, transparent, and fair grievance mechanisms related to social and environmental issues, with proper investigation and feedback processes
- Conducting materiality assessments by engaging stakeholders to identify key sustainability issues and align strategies with stakeholder expectations

Economic Sustainability and Good Corporate Governance

The Company is committed to sustainable business growth under strong corporate governance principles, emphasizing transparency, accountability, and ethical conduct. Key practices include:

- Strict compliance with applicable laws, regulations, and governance principles to build trust among shareholders, investors, and stakeholders
- Establishment of clear anti-corruption policies, including whistleblowing channels and protection measures
- Accurate, complete, and timely disclosure of financial and material information to ensure transparency and equal access for stakeholders
- Comprehensive risk management to enhance organizational resilience and preparedness for economic uncertainties
- Promotion of innovation in products, services, and processes to strengthen competitiveness and create long-term value
- Responsible procurement practices, ensuring transparency and adherence to labor, environmental, and ethical standards among suppliers
- Disclosure of sustainability performance and progress in the Annual Report (Form 56-1 One Report) to enhance transparency and stakeholder confidence

Sustainability management goals

Does the company set sustainability management : Yes
goals

Sustainability Targets (20252026)

The Company has established sustainability targets for 20252026, covering all three dimensions Environmental, Social, and Governance (ESG) in alignment with the United Nations Sustainable Development Goals (SDGs). These targets serve as a framework to guide operations in line with the Companys business strategy while addressing the expectations of all stakeholders in a balanced manner.



ESG Compliance

In addition, the Company has established operational targets in compliance with applicable laws, regulations, and requirements relating to Environmental, Social, and Governance (ESG) aspects to ensure responsible and transparent business practices.

In 2025, the Company did not have any violations of ESG-related laws or regulations, nor were there any fines or monetary penalties imposed in relation to ESG matters.

United Nations SDGs that align with the organization's sustainability management goals	:	Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 6 Clean Water and Sanitation, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 11 Sustainable Cities and Communities, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 14 Life below Water, Goal 15 Life on Land, Goal 16 Peace, Justice and Strong Institutions, Goal 17 Partnerships for the Goals
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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 of sustainable management over the past year : Yes

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

The Company has conducted a comprehensive review of its policy to ensure alignment with its sustainability practices and operational approach.

Sustainability Performance Indicators (ESG KPIs)

The Company has established key performance indicators (KPIs) covering Environmental, Social, and Economic and Governance aspects to systematically monitor and evaluate its sustainability performance. These KPIs are aligned with the Company's operational framework, applicable laws, and relevant best practices.

The Company monitors, reports, and reviews such KPIs at least annually to ensure that sustainability performance is consistently aligned with the established targets.

Information on impacts on stakeholder management in business value chain

Business value chain

Business Value Chain

The Company operates in real estate development for sale, with its business value chain structured as follows:

1. Land Acquisition and Financing

- Acquisition of land in high-potential locations with no legal disputes
- Transparent and auditable land negotiation and procurement processes
- Feasibility studies for project development

- Identification of target customer segments and competitive analysis
- Securing funding from financial institutions to enhance liquidity and financial stability **2. Project Design**
- Designing projects with environmental considerations to reduce energy consumption in line with the Company's sustainability goals and target customer needs
 - Designing common areas and utilities to support community living and enhance customers quality of life
 - Selection of high-quality, environmentally friendly construction materials to improve safety standards and customer well-being
- Obtaining construction permits in compliance with applicable laws and regulations **3. Procurement**
- Conducting procurement processes in a transparent, fair, and auditable manner
- Selecting capable and reliable suppliers who comply with labor, safety, and environmental standards
- Procuring environmentally friendly materials **4. Sales and Marketing**
- Developing sales and marketing strategies aligned with target customer segments
- Providing accurate and complete project information to build customer confidence
- Ensuring strict compliance with personal data protection laws in handling customer data
- Continuously assessing customer satisfaction and incorporating feedback to improve sales and service **5.**

Construction

- Selecting quality, standard-compliant, and environmentally friendly construction materials to enhance project quality and customer safety
- Monitoring and controlling construction quality to comply with Company standards and legal requirements
- Efficient resource management to reduce emissions and construction waste, minimizing environmental and community impact
- Ensuring occupational health and safety in construction operations **6. Handover and Title Transfer**
- Facilitating housing loan applications for customers
- Conducting quality inspections and rectifications prior to handover
- Facilitating ownership transfer processes for customers **7. After-Sales Services**
- Establishing juristic persons for housing estates and condominium projects
- Providing channels for customer complaints and feedback
- Delivering warranty services and efficient maintenance support
- Evaluating customer satisfaction after service and using feedback to continuously improve service processes

Business value chain diagram



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
<u>Internal stakeholders</u>			
<ul style="list-style-type: none"> • Employees 	<ul style="list-style-type: none"> • The Company's business direction and operating performance • Job security and career advancement opportunities, including employee capability development • Compensation and benefits appropriate to roles and responsibilities • Fair and equal treatment of employees in accordance with human rights principles • A good and safe working environment • Opportunities for employees to express their opinions 	<ul style="list-style-type: none"> • Continuously communicating the Company's business direction and goals to foster employee understanding and engagement • Promoting capability development and career advancement paths to enhance job security and long-term motivation • Providing fair compensation and benefits aligned with responsibilities and performance • Treating employees at all levels equally, transparently, and fairly in accordance with human rights principles • Ensuring a suitable and safe working environment and promoting good occupational health for employees • Providing channels for 	<ul style="list-style-type: none"> • Complaint Reception • Employee Engagement Survey • Training / Seminar • Others <ul style="list-style-type: none"> • CEO Town Hall activities • Annual performance evaluation

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<p>employees to express opinions and suggestions, and utilizing such feedback to continuously improve management practices</p>	
<p><u>External stakeholders</u></p>			

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> Shareholders 	<ul style="list-style-type: none"> Strong performance in both the short and long term, reflecting the Company's share value Equal treatment of shareholder Accurate, transparent, and timely disclosure of information Dividend payments Business operations conducted under the principles of good corporate governance, transparency, and anti-corruption 	<ul style="list-style-type: none"> Implementing business plans effectively to deliver strong operating results and sustainable growth in share value Treating all shareholder groups equally, transparently, and fairly Disclosing information and operating results accurately, completely, and in a timely manner Establishing an appropriate dividend policy in line with the Company's operating performance and liquidity Conducting business under the principles of good corporate governance, transparency, accountability, and strict adherence to anti-corruption practices 	<ul style="list-style-type: none"> Annual General Meeting (AGM) Complaint Reception Others <ul style="list-style-type: none"> www.ornsirin.co.th Opportunity Day Annual Report (Form 56-1 One Report)

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Customers 	<ul style="list-style-type: none"> • Continuous development of quality and standardized products and services • Provision of quality products and services at reasonable prices • Safe projects with proper environmental management • Accurate and timely delivery of products in accordance with contractual agreements • After-sales services • Protection and safeguarding of customers personal data • Systematic management of customer complaints 	<ul style="list-style-type: none"> • Enhancing project development by selecting high-quality and environmentally friendly materials • Establishing appropriate pricing structures while considering customer value • Designing projects with consideration for environmental management and the safety of residents and surrounding communities • Managing construction and project delivery in accordance with the Companys schedule and quality standards • Providing efficient after-sales services, including maintenance services, warranty services, and post-repair customer satisfaction evaluations • Protecting and safeguarding customers personal data in 	<ul style="list-style-type: none"> • Online Communication • Complaint Reception • Satisfaction Survey • Others <ul style="list-style-type: none"> • Customer relationship activities

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<p>strict compliance with the Personal Data Protection Act (PDPA)</p> <ul style="list-style-type: none"> • Managing customer complaints systematically, monitoring corrective actions, and using feedback to continuously improve services 	
<ul style="list-style-type: none"> • Suppliers 	<ul style="list-style-type: none"> • Equal treatment of all business partners • Transparent and fair procurement processes • Full and timely payment in accordance with agreed terms and conditions • Fair agreements or contractual arrangements 	<ul style="list-style-type: none"> • Treating all business partners equally, transparently, and fairly throughout all procurement processes • Conducting business partner selection in an open, transparent, and non-discriminatory manner • Making full and timely payments in accordance with contractual terms and conditions • Promoting knowledge development and enhancing the capabilities of business partners • Encouraging business partners to conduct business 	<ul style="list-style-type: none"> • Online Communication • Complaint Reception • Others <ul style="list-style-type: none"> • Partner assessments • Meetings and discussions with business partners

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<p>responsibly, with good corporate governance and strict adherence to anti-corruption practices</p> <ul style="list-style-type: none"> • Continuously evaluating the performance of business partners to improve quality and operational efficiency 	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Community 	<ul style="list-style-type: none"> • Business operations that consider impacts on surrounding communities and society • Opportunities for communities to express opinions and participate in decision-making • Continuous improvement of community quality of life and environmental conditions 	<ul style="list-style-type: none"> • Preparing Environmental Impact Assessment (EIA) reports and strictly implementing preventive and mitigation measures • Providing channels for receiving complaints and suggestions to enable community participation and feedback • Continuously conducting Corporate Social Responsibility (CSR) activities to enhance the quality of life and environment of communities surrounding the projects 	<ul style="list-style-type: none"> • Online Communication • Complaint Reception

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Business partners 	<ul style="list-style-type: none"> • Transparent and fair collaboration with respect for business agreements • Sharing of information, technology, or knowledge for mutual growth • Joint business operations based on environmental, social, and governance (ESG) responsibility • Access to accurate, timely, and transparent information 	<ul style="list-style-type: none"> • Strengthening collaboration with business partners based on transparency and fairness • Exchanging knowledge, technology, and best practices to enhance capabilities and promote mutual sustainability • Encouraging business partners to operate in accordance with sustainability (ESG) principles • Providing communication channels and continuously monitoring collaborative activities 	<ul style="list-style-type: none"> • Online Communication • Complaint Reception

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Government agencies and Regulators 	<ul style="list-style-type: none"> • Accurate, transparent, and verifiable disclosure of information • Compliance with relevant laws and principles of good corporate governance 	<ul style="list-style-type: none"> • Disclosing operational information accurately, transparently, and in a timely manner • Strictly complying with laws, regulations, and requirements of regulatory agencies 	<ul style="list-style-type: none"> • Online Communication • Complaint Reception
<ul style="list-style-type: none"> • Creditor 	<ul style="list-style-type: none"> • Full and timely repayment of debt • Compliance with agreed terms and conditions • Fair contractual terms and agreements • Accurate, transparent, and verifiable disclosure of financial information 	<ul style="list-style-type: none"> • Repaying debts in full and on time in accordance with the terms and conditions specified in the agreements • Strictly complying with contractual agreements and conditions • Establishing fair contractual terms and conditions • Disclosing financial information accurately, completely, and in a timely manner to build confidence among creditors 	<ul style="list-style-type: none"> • Online Communication • Complaint Reception • Others <ul style="list-style-type: none"> • The Companys financial status reports and annual financial statements

Information on organization's material sustainability topics

Organization's material sustainability topics

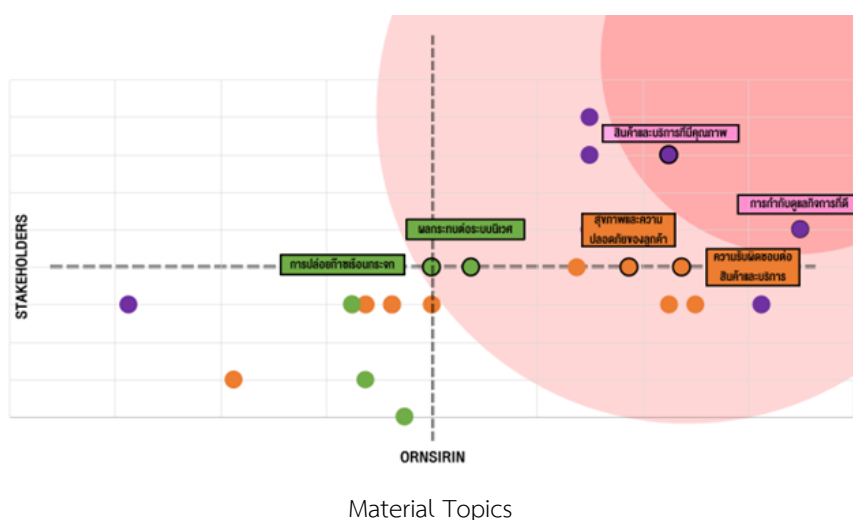
The company has identified its sustainability : Yes
 materiality topics

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

Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Key Business Issues	<ul style="list-style-type: none"> Greenhouse Gas Management Others : Impacts on Ecosystems and Biodiversity
Social Dimension	<ul style="list-style-type: none"> Customer / Consumer Responsibility Others : Customer Health and Safety
Economic and Governance Dimension	<ul style="list-style-type: none"> Good Governance Others : Quality Products and Services

Diagram of organizations material sustainability topics



Information on sustainability report

Corporate sustainability report⁽²⁾

Corporate sustainability report : Doesnt Have data

Remark: ⁽²⁾ In 2025, the Company has not yet prepared a standalone sustainability report. However, sustainability-related information and performance have been disclosed in the Annual Registration Statement / Annual Report (Form 56-1 One Report), where investors may refer to the section Driving Business for Sustainability for further details. The Company is currently in the process of developing its sustainability reporting framework, which will encompass information on sustainability goals, strategies, performance, and progress. The report will focus on disclosures across economic, social, and environmental dimensions, with the aim of enhancing transparency and accountability to stakeholders over the long term.

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with : GRI Standards
standards or guidelines

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

The company places great importance on risk management to identify and formulate strategies and guidelines for managing risks based on principles of good corporate governance, whether to prevent or mitigate risks that may impact the company's operations or shareholders. The company establishes policies, structures, and risk management procedures to serve as frameworks and guidelines for managing the company's risks and ensures appropriate assignment of responsibilities for managing the identified risks.

Risk Management Policy

The company views risk management to be the responsibility of all employees at every level, fostering awareness of risks in their respective units and the organization as a whole. Emphasis is placed on risk management and sufficient and appropriate levels of internal controls.

The company implements organizational risk management processes aligned with international best practices to efficiently manage risks that may impact the company's operations, development, and monitoring of risk management for the entire organization in the same direction, by bringing the risk management to be part of the strategic planning, operational, and planning of the company. Including focusing on achieving objectives, goals, visions, missions and strategies set out to create operational excellence and create trust with all those involved.

The company establishes guidelines for preventing and mitigating risks arising from its operations to avoid potential losses or damages, including regular monitoring and evaluation of risk management practices for its effectiveness.

The company promotes and develops the use of modern information technology systems in its risk management processes and supports access to comprehensive risk management information for all personnel. Additionally, organizing its risk management reporting systems to be effective.

Risk Management Plan

The company is committed to operating under the principles of good corporate governance by implementing an Enterprise Risk Management (ERM) framework according to the COSO (Committee of Sponsoring Organizations of the Treadway Commission) risk management guidelines, a globally recognized standard. This framework guides the company's risk management efforts, including conducting regular risk factor assessments annually, considering external factors such as business environmental analysis and industry competitive analysis related to real estate business. Moreover, internal factors such as objectives, strategies, and business operational processes, including various internal units within the organization, are considered to manage organizational risks comprehensively. The Board of Directors, management, and all employees apply these guidelines appropriately, understanding of their responsibilities under the risk management policy to ensure the most effective and successful risk management outcomes.

The company has adopted the COSO ERM Framework as the global standard for risk management practices. This involves establishing a process for risk management comprising 6 steps as follows:

1. Objective Setting
2. Event Identification
3. Risk Assessment
4. Risk Response
5. Control Activities
6. Monitoring

Information on ESG risk factors management standards

ESG risk factors management standards

- Standards on ESG risk management : Yes
- Standards on ESG risk management : COSO - Enterprise risk management framework (ERM)

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 Risk of revenue not meeting targets

- Related risk factors : Strategic Risk
 - Other : Risk of revenue not meeting targets
- ESG risk factors : No

Risk characteristics

In 2024, the real estate business is expected to continue facing revenue challenges due to various related factors. These include reduced consumer purchasing power caused by a slowdown in the economy, leading consumers to be more cautious with their spending. Additionally, higher interest rates have increased the debt burden on borrowers, along with the growing issue of household debt, which prevents borrowers from repaying their loans as usual. This has been a key factor in financial institutions tightening their lending policies, which may negatively impact the revenue from property sales for the companies in the sector.

Risk-related consequences

If revenue does not meet the targets, it could lead to a liquidity shortage. The organization may not be able to cover expenses or repay debts as planned, resulting in long-term financial problems.

Risk management measures

The company has reviewed its pricing policy to align with market conditions by adjusting sale prices and offering promotions each quarter to boost sales and transfer volumes. Additionally, the company has adjusted its marketing strategies to increase sales channels and reduce operational costs. However, in 2024, the company achieved total sales from 26 horizontal and vertical projects amounting to 2,375.4 million Baht. The backlog as of December 31, 2024, was 502 units, with a total value of approximately 1,733 million Baht, which will be gradually recognized starting from Q1/2025. The continuous growth in sales reflects the increasing demand in the real estate market in Chiang Mai and Phuket, coupled with the company's residential project development strategy that meets customer needs across design, location, and amenities at affordable price points. This has attracted interest from both foreign and Thai target customers. The ongoing growth in sales, which contrasts with the overall real estate market in the country, also reflects the company's commitment to developing high-quality residential projects that meet customer needs and ensure maximum satisfaction. The company will continue to develop new, distinctive, and creative projects to meet the diverse needs of its customer base.

Risk 2 Climate change risk

- Related risk factors : Strategic Risk
 - Climate change and disasters
- Operational Risk

- Climate change and disasters

ESG risk factors : No

Risk characteristics

Climate change has led to the occurrence of "extreme weather events," which are disruptions in weather patterns that result in extreme heat, cold, severe storms, heavy rainfall, and lower temperatures with increased snowfall during winter. These events have been happening more frequently and intensely, such as severe wildfires in many countries, flooding in Europe, and extreme droughts in several regions. The risks associated with climate change have broad and widespread impacts on all sectors of society, including the real estate business. This is particularly true in the current era when the world is experiencing rapid changes in temperature, natural disasters, and rising sea levels, all of which can affect operations in many ways, such as property loss or damage, project construction delays, resource shortages, recovery after disasters, and reduced consumer and investor confidence.

In 2024, the company faced a major flood event in Chiang Mai Province beginning on October 3, 2024, caused by the influence of monsoons and storms, along with La Nina conditions. This resulted in heavy rainfall along the Ping River, causing the soil in the area to be unable to absorb the rainwater. The water level at the P.1 monitoring point (Nawarat Bridge) reached 5.30 meters, compared to 4.90 meters during the 2011 flood, which was the highest in nearly 100 years. As a result, floodwaters overflowed and inundated several areas of downtown Chiang Mai.

Risk-related consequences

The group has two condominium projects on Chang Klan Road, which were designed with engineering measures to withstand flood levels comparable to those of 2011. However, in 2024, the water level exceeded the engineered flood protection levels, resulting in floodwaters reaching the interior of both condominium projects.

Risk management measures

The company has taken out disaster insurance to cover flood events, with sufficient coverage to address any potential damages. As a result, the company did not experience any negative impact on its operations or financial position. Additionally, the company has prepared a flood response plan by constructing water barriers at the front of the affected projects, installing drainage gates, and adding water pumping systems within the projects to prevent flooding incidents.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : Yes

Ornsirin Holding Public Company Limited has developed a business continuity management plan with the primary objective of ensuring that the company can continue its operations in the event of unforeseen circumstances and minimize the impact of emergencies that may affect assets, personnel, and the company's image. The plan also aims to build confidence among customers, investors, and all stakeholders. The company is focused on complying with relevant safety regulations and risk management requirements.

The business continuity management system covers the following areas:

- The head office building and project sales offices
- Real estate projects under construction and completed projects
- Information systems and technology used in business operations
- Company personnel and employees within the group

The key risks related to business continuity that the company prioritizes include:

1. Fire incidents, such as electrical fires, accidents, or other malicious events

2. Natural disasters, such as floods, earthquakes, and storms
3. Terrorism or security threats, such as violent incidents or sabotage
4. Cyberattacks, such as data breaches or system hacking

The company monitors the situation closely and reports to management on a quarterly basis. The strategies for business continuity management are outlined as follows:

Prevention

- Install fire prevention systems (Fire Alarms, Sprinkler Systems)
- Establish data backup and disaster recovery systems
- Provide training for employees on fire prevention and disaster response
- Install surveillance and security systems

Response

- Establish a Business Continuity Team (BCT) to lead and execute emergency measures
- Set up emergency contact channels, such as the company's hotlines and internal communication within teams

Recovery

- Develop a Disaster Recovery Plan (DRP) to accelerate business recovery activities
- Set up alternate work sites in case the main office is unavailable
- Implement a backup data system that can be restored within the specified time

By adopting this system, the company ensures that it can maintain business continuity under all circumstances efficiently.

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 : Yes
policy and guidelines

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management : Yes
plan

The Company is committed to responsible business practices and therefore places importance on systematic supply chain management to prevent and mitigate environmental, social, and governance (ESG) risks that may arise from the operations of its partners, which could have direct or indirect negative impacts on the Company. At the same time, the Company promotes responsible procurement and encourages suppliers within the supply chain to operate in alignment with the Company's practices. The Company has established processes to integrate, plan, monitor, and manage risks related to partners throughout all operational stages to ensure that their business practices align with the Company's policies, organizational practices, and ESG requirements. The Company has established a Supply Chain Management Policy and Guidelines as a framework for governance and for communicating expectations to business partners (the full policy and guidelines are available on the Company's website). The key practices include the following:

- Conduct procurement based on transparency, integrity, anti-corruption principles, and ethical standards in accordance with good corporate governance principles, while supporting human rights, fair labor practices, and compliance with relevant laws.
- Procure goods and services with consideration of environmental and social impacts from supplier operations and incorporate these criteria into supplier selection and onboarding to promote sustainable supply chain management.
- Treat all suppliers fairly and equally without discrimination and provide fair compensation to all parties.
- Analyze, assess, and manage supplier risks according to defined timelines, including internal monitoring and control processes to mitigate potential impacts from supplier operations.
- Promote procurement of environmentally friendly goods and services (Green Procurement) and support procurement practices that contribute to local economic development and employment.
- Establish and communicate the Business Partner Code of Conduct to suppliers to ensure understanding and participation in responsible business practices, including safety, occupational health, social, and environmental responsibilities.
- Monitor, supervise, and evaluate supplier performance to ensure compliance with contractual terms, the Business Partner Code of Conduct, and relevant guidelines.
- Communicate and raise awareness of sustainable supply chain management and the Business Partner Code of Conduct among executives, employees, and relevant stakeholders.
- Establish whistleblowing and complaint channels, along with systematic and effective complaint management processes.

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening criteria with new suppliers? : Yes

	2023	2024	2025
Percentage of new suppliers undergoing sustainability screening criteria over the past year (%)	N/A	N/A	18.00

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 acknowledge compliance with the supplier code of conduct? : Yes

	2023	2024	2025
Percentage of key suppliers acknowledging compliance with the supplier code of conduct over the past year (%)	N/A	N/A	100.00

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

Research and development (R&D) expenses over the past 3 years

	2023	2024	2025
Research and development (R&D) expenses over the past 3 years (Million Baht)	0.00	0.00	2,101,309.09

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

In 2025, the Company incurred research and development (R&D) expenses, focusing on enhancing real estate project standards in alignment with green building practices and continuously strengthening the Company's capabilities. Key activities are summarized as follows:

- Expenses related to application and assessment for EDGE Certification for 9 residential projects
- Consultancy expenses to support project design and development in accordance with green building standards (The Next Jed Yod 2 and 3 projects)
- Expenses for personnel capability development through the ORNSIRIN EDGE Pioneer Capability Building program and related training
- Marketing consultancy expenses to support customer demand analysis, market trend assessment, and development of project concepts aligned with real demand

These expenses represent strategic investments to enhance project quality, improve operational efficiency, and support the Company's sustainable long-term growth.

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

Business Innovation for Society and the Environment

The Company recognizes that sustainable growth requires the creation of value across economic, social, and environmental dimensions. Therefore, the Company places importance on developing business innovations that not only meet commercial objectives but also help reduce negative impacts and create positive impacts for stakeholders. The Company has established guidelines for developing business innovations for society and the environment in alignment with its Mission, Code of Conduct, and principles of responsible business practices. These efforts aim to support stable growth while enhancing the quality of life of communities and promoting appropriate environmental stewardship. In 2025, the Company developed the following business innovations for society and the environment:

Building Green for Better Living The Company promotes innovation by adopting the EDGE (Excellence in Design for Greater Efficiencies) green building certification system, developed by the International Finance Corporation (IFC), as a

guideline for the development of real estate projects toward international standards. The approach focuses on design that emphasizes efficiency in energy, water, and materials to support sustainable development and reduce long-term environmental impacts. In addition, the Company encourages employees in the research and development department and other relevant departments to participate in training and knowledge exchange on green building standards and sustainability technologies on a continuous basis, in order to enhance understanding and strengthen capabilities in project development. The adoption of the EDGE system is not solely intended to obtain green building certification, but also to enhance the Company's organizational mindset and operational processes. The Company began applying the EDGE system in project design and evaluation in April 2025 and plans to expand its application to all projects in the future to ensure that innovation is continuously implemented and can be measured in a tangible manner.

Habitat Mahidol, it is one of the Company's pilot projects that focuses on sustainable real estate development, integrating Green Design concepts with energy-efficient technologies to enhance residents' quality of life and reduce long-term environmental impacts. The project has received the EDGE Advanced Preliminary Certificate from Green Business Certification Inc. (GBCI), under the supervision of the International Finance Corporation (IFC), on 1 October 2025. The results achieved from the implementation of this innovation demonstrate the Company's Innovation Value and sustainability commitment, reflected through its capability to develop projects in accordance with international green building standards, the reduction of operational carbon emissions by more than 2.5 tons of CO₂ per unit per year, and the establishment of a prototype for future project development. This initiative also supports the Company's environmental objectives and its long-term commitment to achieving Net Zero by 2050. Furthermore, the adoption of the EDGE innovation framework generates clear quantitative benefits for both the business and society as well as the environment, as follows:

Quantitative Benefits for the Business: The integration of EDGE innovation into the project design and development process enables the Company to manage resources more efficiently and achieve measurable business outcomes, including:

- Enhanced project competitiveness, as green building projects can better attract customers who increasingly prioritize sustainability, resulting in purchase decision timelines that are on average 10-15% faster compared to conventional projects.
- Strengthened brand credibility as a green real estate developer, leading to an average 1520% increase in project value and sales performance compared to conventional projects.
- Improved access to lower-cost financing, as projects that meet green building standards can obtain loans with interest rates approximately 0.25-0.50% lower per year than conventional financing, significantly reducing project financial costs.

Quantitative Benefits for Society and the Environment: The application of EDGE innovation in project design and development helps the Company reduce environmental impacts and utilize resources more efficiently, resulting in measurable outcomes aligned with the Company's sustainability goals, including:

- Reduction of carbon dioxide (CO₂) emissions by approximately 150,200 tons per project per year.
- Reduction of water consumption by approximately 15,000,200 cubic meters per project per year.
- Reduction of electricity consumption by more than 250,000 kilowatt-hours per project per year.

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⁽³⁾

Does the company measure the non-financial : Yes
benefits from innovation development?

	2023	2024	2025
Building Green for Better Living contributes to the reduction of greenhouse gas emissions (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	2,036.67
Reduction in water consumption (Standard cubic meter)	0.00	0.00	20,000.00
Reduction in the organization's greenhouse gas emissions (Kilowatt-Hours)	0.00	0.00	250,000.00

Remark: ⁽³⁾ - Building Green for Better Living was implemented by the Company in 2025. - Reduction in water consumption, measured in cubic meters per year per project. - Reduction in electricity consumption, measured in kilowatt-hours per year per project.

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