



Attachments

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

Attachment 1 Information of Directors, Management, Controlling Persons, and Company Secretary

(Information as of 31 December 2024)

Details of Directors



Asst. prof. Pimol Srivikorn

Current Position: Chairman of the Board and Chairman of Executive Board
Nationality: Thai
Age: 61 years
Address: 132/4 Soi Charoenmit, Phrakanong Nue, Wattana, Bangkok Thailand 10110
Education: Master's Degree Business Administration, California University, USA
 Bachelor's Degree Business Administration, University of Pennsylvania, USA
Director Accreditation Program: Director Accreditation Program (DAP) Class 154/2018
 Role of the Chairman Program (RCP) Class 51/2022
Period of Directorship: Holding Positions since 29 April 2004 until 2025 for total 21 years
Meeting Attendance of the Past Year: Attended 8 of 8 of Board of Directors' Meetings
Shareholding in the company: 31 December 2025, 171,000,000 shares
Shareholding for spouse and child in the company: 31 December 2025 - None
Relationship between the board and the management: Father of Mr. Pira Srivikorn
Direct and indirect interest in any of business with Company and its subsidiaries: None

Director/Executive Position in other Business:

Total	Listed Company	Other Non – Listed Company	Other Position in Competing Business/ Connected with Company's Business
	Type of Directorship		
None	-	2 Companies	None

Work Experiences

Subsidiaries

2017 – Present : Chairman – TCMC HK (2017), HK and subsidiaries
 2017 – Present : Chairman – Royal Thai Surface Co., Ltd. and subsidiaries
 2016 – Present : Chairman – TCM Living Limited, UK and subsidiaries
 2015 – Present : Chairman - Manor (2016) Holdings Limited, UK
 2015 – Present : Chairman - TCMC Furniture Limited, UK

Other companies

2025 - Present : President - National Olympic Committee of Thailand
 2010 – Present : Executive Director - Srivikorn Group Holding Co., Ltd.
 2007 – Present : President - Taekwondo Association of Thailand
 1989 – Present : Director - President Hotel and Tower Co., Ltd.



Mr. Soravis Krairiksh

(Resigned the position on 30 June 2025)

Current Position: Chairman of Audit Committee and Independent Director
Nationality: Thai
Age: 53 years
Address: 11/16 Narasiri Bangna Moo 14, Bangna Trad Rd., Bangpleeyai, Bangplee, Samutprakan Thailand 10540
Education: Master' s in finance, London Business School
 Bachelor' s in economics, London School of Economics
Director Accreditation Program: Director Accreditation Program (DAP) Class 42/2005
 Advanced Audit Committee Program (AACP) Class 31/2018
Period of Directorship: Holding Positions since 29 November 2006 until 2025 for total 20 years
Meeting Attendance of the Past Year: Attended 3 of 3 of Board of Directors' Meetings
 Attended 2 of 2 of Audit Committee's Meetings
Shareholding in the company: 31 December 2025 - None
Shareholding for spouse and child in the company: 31 December 2025 - None
Relationship between the board and the management: None
Direct and indirect interest in any of business with Company and its subsidiaries: None

Director/Executive Position in other Business:

Listed Company		Other Non – Listed Company	Other Position in Competing Business/ Connected with Company's Business Total
Total	Type of Directorship		
None	-	1 Company	None

Work Experiences

2020 – 2025: Managing Director, Investment Banking Group - Bualuang Securities PCL.
 2015 – 2019: Deputy Managing Director, Investment Banking Group - Bualuang Securities PCL.
 2012 – 2018: Executive Vice President, Investment Banking Group - Bualuang Securities PCL.
 2009 – 2011: Senior Vice President - Bangkok Bank PCL.
 2007 – 2008: Senior Vice President - Bualuang Securities PCL.
 2004 – 2006: First Vice President - Bualuang Securities PCL.



Mr. Chaipatr Srivisarvacha

(Take a position on 22 August 2025)

Current Position: Chairman of Audit Committee and Independent Director
Nationality: Thai
Age: 66 years
Address: 60 Soi Sukhumvit 33, Sukhumvit Road, Khlongton Nuea, Watthana, Bangkok, Thailand 10110
Education: Master’s degree in MBA (Finance), Illinois Benedictine College, USA
 Bachelor’s degree in science (Metallurgy), Lehigh University, USA
 Certificate, Capital Market Academy Leadership Program 2012, The Stock Exchange of Thailand.
 Certificate, CMA-GMS 1, Capital Market Academy Executive Education 2015, The Stock Exchange of Thailand.
Director Accreditation Program: Director Certification Program (DCP) Class 34/2003
 Role of the Chairman Program (RCP) Class 11/2005
 Corporate Governance for Capital Market Intermediaries (CGI) Class 3/2015
 Advanced Audit Committee Program (AACP) Class 25/2017
 Successful Formulation & Execution of Strategy (SFE) Class 33/2020
Period of Directorship: Holding Positions since 22 August 2025 until 2025 for total 4 months
Meeting Attendance of the Past Year: Attended 3 of 3 of Board of Directors’ Meetings
 Attended 1 of 1 of Audit Committee’s Meetings
Shareholding in the company: 31 December 2025 - None
Shareholding for spouse and child in the company: 31 December 2025 - None
Relationship between the board and the management: None
Direct and indirect interest in any of business with Company and its subsidiaries: None

Director/Executive Position in other Business:

Listed Company		Other Non – Listed Company	Other Position in Competing Business/ Connected with Company’s Business Total
Total	Type of Directorship		
1	Chairman of the Board of Directors and Independent Director - Precious Shipping PLC.	None	None

Work Experiences

2020 - Present: Chairman of the Board of Directors and Independent Director – Precious Shipping PCL.
 2014 - Present: Chairman of the Board of Directors - Khunying Lumpoo Sittisayarmkarn Foundation
 1995 - Present: Board of Directors and Vice Chairman - Srivisarvacha Foundation
 2021 - 2023: Board of Directors and Chairman of Audit Committee - CMO PLC.
 2019 - 2023: Board of Directors - JKN Global Media PLC.
 2018 - 2019: Chairman of Audit Committee - The Stock Exchange of Thailand

2016 - 2019: Board of Directors - TSFC Securities PLC.
2015 - 2020: Chairman of the Board of Directors - Thai Food Group PLC.
2013 - 2014: Audit Committee Member - The Stock Exchange of Thailand
2010 - 2011: Independent Director and Chairman of the Audit Committee, - Dhanarak Asset Development Company Limited.
2003 - 2013: Independent Director and Audit Committee - The Brooker Group Public Co. Ltd.
2001 - 2007: Independent Director and Audit Committee - Thanachart Bank Public Company Limited

Experience To Review Credibility of the Financial Statements

2021 - 2023: Board of Directors and Chairman of Audit Committee - CMO PLC.
2018 - 2019: Chairman of Audit Committee - The Stock Exchange of Thailand
2013 - 2014: Audit Committee Member - The Stock Exchange of Thailand
2010 - 2011: Independent Director and Chairman of the Audit Committee, - Dhanarak Asset Development Company Limited.
2003 - 2013: Independent Director and Audit Committee - The Brooker Group Public Co. Ltd.
2001 - 2007: Independent Director and Audit Committee - Thanachart Bank Public Company Limited



Mr. Suvitcha Nativivat

Current Position: Member of Audit Committee and Independent Director
Nationality: Thai
Age: 44 years
Address: 877/105 Soi Ramkhamhaeng 24, Suanluang, Bangkok Thailand 10250
Education: Master of Laws, University of Pennsylvania Law School, USA
 Bachelor of Laws (Hons.), University of London, UK
 Bachelor of Laws, Chulalongkorn University, Thailand
 Bachelor of Business Administration, Sukhothai Thammathirat University, Thailand
Director Accreditation Program: Director Accreditation Program (DAP) Class 188/2014
 Advanced Audit Committee Program (AACP) Class 30/2018
 Director Leadership Certification Program (DLCP) Class 1/2021
 Role of the Chairman Program (RCP) Class 49/2022
Period of Directorship: Holding Positions since 29 April 2013 until 2025 for total 13 years
Meeting Attendance of the Past Year: Attended 8 of 8 of Board of Directors' Meetings
 Attended 4 of 4 of Audit Committee's Meetings
Shareholding in the company: 31 December 2025 - None
Shareholding for spouse and child in the company: 31 December 2025 - None
Relationship between the board and the management: None
Direct and indirect interest in any of business with Company and its subsidiaries: None

Director/Executive Position in other Business:

Listed Company		Other Non – Listed Company	Other Position in Competing Business/ Connected with Company's Business
Total	Type of Directorship		
None	-	3 Companies	None

Work Experiences

2015 – Present: Director – Power Matic Co., Ltd.
 2014 – Present: Director - N-Vest Venture Capital Co., Ltd.
 2011 – Present: Partner - Bunchong and Vidhya Law Office Co., Ltd.
 2016 – 2025: Managing Director - Vitaboost (Thailand) Co., Ltd.
 2009 – 2024: Independent Director and Audit Committee Member - King Wai Life Insurance (Thailand) PCL.
 2010 – 2011: Senior Associate - Timblich and Partners Co., Ltd.
 2008 – 2010: Associate - Linklaters (Thailand) Co., Ltd.

Experience To Review Credibility of the Financial Statements

2009 – 2024: Independent Director and Audit Committee Member - King Wai Life Insurance (Thailand) PCL.



Mrs. Duangjai Lorlertwit

Current Position: Member of Audit Committee and Independent Director
Nationality: Thai
Age: 64 years
Address: 23 Soi Piboolwattana, Rama6 Road, Phayathai, Phayathai, Bangkok Thailand 10400
Education: Bachelor of Communication Arts, Chulalongkorn University, Thailand
Director Accreditation Program: Director Certification Program (DCP) Class 148/2011
 Advanced Audit Committee Program (AACP) Class 30/2018
 Director Leadership Certification Program (DLCP) Class 1/2021
 Subsidiary Governance Program (SGP) Class 5/2023
 Hot Issue for Directors, The Evolving Role of Audit Committee in the Fostering Trust and Transparency (HOT) Class 1/2025
 ESG in the Boardroom: The Practical guide for Board Class 13/2025
Other Training Courses: Seminar for Audit Committee 2024 by EY
Period of Directorship: Holding Positions since 1 March 2018 until 2025 for total 8 years
Meeting Attendance of the Past Year: Attended 8 of 8 of Board of Directors’ Meetings
 Attended 4 of 4 of Audit Committee’s Meetings
Shareholding in the company: 31 December 2025 - None
Shareholding for spouse and child in the company: 31 December 2025 - None
Relationship between the board and the management: None
Direct and indirect interest in any of business with Company and its subsidiaries: None

Director/Executive Position in other Business:

Total	Listed Company	Other Non – Listed Company	Other Position in Competing Business/ Connected with Company’s Business
	Type of Directorship		
1	(1) Independent Director and Audit Committee Member – The One Enterprise PCL.	1 Company	None

Work Experiences

2023 - Present: Independent Director and Audit Committee Member – The One Enterprise PCL.
 2018 – Present: Advisor – Stonehenge Inter PCL.
 2023 - 2024: Independent Director and Audit Committee Member – Srisawad Capital 1969 PCL.
 2018 – 2020: Director – GMM Studios International Co., Ltd.
 2017 – 2020: Director and Executive Director – GMM Channel Holding Co., Ltd. (Formerly GMM Channel Trading Co., Ltd.)
 2016 – 2020: Advisor to the Chairman – CAT Telecom PCL.
 2016 – 2019: Director – C Panel Co., Ltd.
 2006 – 2017: Partner – JD Partner Co., Ltd.

2003 – 2005: Executive Vice President – MCOT PCL.
2001 – 2003: Chief Operation Officer – Nation Broadcasting Corporation Co., Ltd. and Nation Radio Co., Ltd.
1990 – 1999: Managing Director – Grammy Television Co., Ltd.
1990 – 1999: Executive Director – Grammy Entertainment PCL.

Experience To Review Credibility of the Financial Statements

2023 - Present: Independent Director and Audit Committee Member – The One Enterprise PCL.
2023 - 2024: Independent Director and Audit Committee Member – Srisawad Capital 1969 PCL.



Mr. Pira Srivikorn

Current Position: Director
Nationality: Thai
Age: 26 years
Address: 132/4 Soi Charoenmit, Phrakonong Nue, Wattana, Bangkok Thailand 10110
Education: Bachelor's Degree Economics, Wharton School, University of Pennsylvania, USA
Director Accreditation Program: Director Accreditation Program (DAP) Class 222/2024
Period of Directorship: Holding Positions since 14 August 2024 until 2025 for total 2 years
Meeting Attendance of the Past Year: Attended 7 of 8 of Board of Directors' Meetings
Shareholding in the company: 31 December 2025 - None
Shareholding for spouse and child in the company: 31 December 2025 - None
Relationship between the board and the management: Son of Prof. Pimol Srivikorn
Direct and indirect interest in any of business with Company and its subsidiaries: None

Director/Executive Position in other Business:

Listed Company		Other Non – Listed Company	Other Position in Competing Business/ Connected with Company's Business
Total	Type of Directorship		
None	-	1 Company	None

Work Experiences

2024 – Present: Chief Operating Officer - Ever Medical Technologies
2024 – 2024: VP of Global Business Development - Ever Medical Technologies
2021 - 2023: Associate - Boston Consulting Group



Miss Piyaporn Phanachet

Current Position: Chief Executive Officer
Nationality: Thai
Age: 58 years
Address: 61/80 Soi Taweemit 10, Rama 9 Road, Huaykwang, Huaykwang, Bangkok Thailand 10310
Education: Master of Science in Real Estate Development, Massachusetts Institute of Technology (MIT), USA
 MBA, University of New Hampshire, USA
 BA in Accounting, Chulalongkorn University, Thailand
Director Accreditation Program: Director Certification Program (DCP) Class 237/2017
 Director Leadership Certification Program (DLCP) Class 3/2021
 Role of The Chairman Program (RCP) Class 53/2023
 Board Nomination and Compensation Program (BNCP) Class 17/2023
 Successful Formulation & Execution of Strategy (SFE) Class 43/2023
 ESG in the Boardroom: The Practical guide for Board Class 0/2023
 Subsidiary Governance Program (SGP) Class 9/2024
 Advanced Audit Committee Program (AACP) Class 58/2025
Other Training Courses: Executive Coaching Certification 2020, Berkeley Executive Coaching Institute
 Leadership Communication Certification 2016, Berkeley Executive Coaching Institute
 E: Engage Empower and Execute 2019, SEAC
 Sustainable Business Strategy (A22-101 ESG Scholarship 2022), Harvard Business School Online
Period of Directorship: Holding Positions since 17 July 2020 until 2025 for total 6 years
Meeting Attendance of the Past Year: Attended 8 of 8 of Board of Directors' Meetings
Shareholding in the company: 31 December 2025, 1,000,000 shares
Shareholding for spouse and child in the company: 31 December 2025 - None
Relationship between the board and the management: None
Direct and indirect interest in any of business with Company and its subsidiaries: None

Director/Executive Position in other Business

Listed Company		Other Non – Listed Company	Other Position in Competing Business/ Connected with Company's Business
Total	Type of Directorship		
2 Companies	(1) Independent Director and Audit Committee Member – Dusit Thani PCL. (2) Independent Director and Audit Committee Member – Kasikorn Bank PCL.	-	None

Work Experiences

Subsidiaries

2021 - Present: Director – Royal Thai Surface Co., Ltd. and subsidiaries
2021 - Present: Director – TCMC HK (2017) Limited, Hong Kong and subsidiaries
2021 - Present: Director – Manor (2016) Holdings Limited, UK
2020 - Present: Director – TCM Living Limited, UK and subsidiaries
2020 - Present: Director - T.C.H. Suminoe Co., Ltd.

Other Companies

2024 - Present: Independent Director and Audit Committee Member – Kasikorn Bank PCL.
2022 - Present: Independent Director and Audit Committee Member – Dusit Thani PCL.
2022 - Present: Thai Institute of Directors (IOD)
2022 - Present: Director of IOD Community of Practices – Sustainability Community,
2022 - 2025: Chairperson of IOD Community of Practices – Sustainability Community
2008 - Present: Thailand Management Association
2025 - Present: Advisor of CPMG
2008 - 2025: Chairperson of CPMG
2008 - 2020: CPMG Committee member
2023 - 2024: Chairperson of the Nomination and Remuneration Committee – Humanica PCL.
2021 - 2024: Independent Director and Audit Committee Member – Humanica PCL.
2020 - 2021: Advisor - U city Public Company Limited
2018 - 2020: Director - Subsidiaries group of BTS Sansiri Holding Co., Ltd.
2018 - 2020: Director and Executive Director - U city Public Company Limited
2017 - 2020: Chief Executive Officer - U city Public Company Limited
2017 - 2020: Director – Subsidiaries group of U city Public Company Limited
2017 - 2019: Chairperson of the Corporate Governance Committee – Vienna House Hotel Management Company Limited
2010 - 2017: Managing Director Asset Management - Soneva Resort (Formerly Six Senses Resort and Spa)
2013 - 2016: Advisor - Office of Property Management, Chulalongkorn University



M.L. Walliwan Varavarn

Current Position: Executive Director
Nationality: Thai
Age: 68 years
Address: 1056/3 Nakorn Chaisri Rd., Thanon Nakornchaisri, Dusit, Bangkok Thailand 10300
Education: MBA, Massachusetts Institute of Technology, USA
 Bachelor's Degree, Commerce and Accountancy, Chulalongkorn University, Thailand
Director Accreditation Program: Director Accreditation Program (DAP) Class 14/2004
 Director Certification Program (DCP) Class 76/2006
 Corporate Governance Executive Program (CGE) Class 14/2019
 Director Leadership Certification Program (DLCP) Class 8/2022
Period of Directorship: Holding Positions since 29 April 2003 until 2025 for total 23 years
Meeting Attendance of the Past Year: Attended 7 of 8 of Board of Directors' Meetings
Shareholding in the company: 31 December 2025 - None
Shareholding for spouse and child in the company: 31 December 2025 - None
Relationship between the board and the management: None
Direct and indirect interest in any of business with Company and its subsidiaries: None

Director/Executive Position in other Business

Listed Company		Other Non – Listed Company	Other Position in Competing Business/ Connected with Company's Business
Total	Type of Directorship		
None	-	4 Companies	None

Work Experiences

Subsidiaries

2017 - Present: Director – Carpets International (Thailand) PCL.
 2016 - Present: Director – TCM Living Limited, UK
 2010 - Present: Director - T.C.H. Suminoe Co., Ltd.

Other Companies

2019 - Present: Director – Rugby School Thailand
 2012 – Present: Director - President Hotel and Tower Co., Ltd.
 2003 - Present: Director - Global Utilities Services Co., Ltd.
 2001 – Present: Director - Srivikorn Group Holding Co., Ltd.



Mr. Sumate Suwanvongkij

Current Position: Independent Director
Nationality: Thai
Age: 66 years
Address: 317 Nantawan Village, Borommaratchachonnani 75 Road, Bang Ramat, Taling Chan, Bangkok 10170
Education: Bachelor's Degree, Marketing, Bangkok University, Thailand
Director Accreditation Program: Director Accreditation Program (DAP) Class 151/2018
Period of Directorship: Holding Positions since 2 July 2013 until 2025 for total 13 years
Meeting Attendance of the Past Year: Attended 8 of 8 of Board of Directors' Meetings
Shareholding in the company: 31 December 2025 – 270 Shares
Shareholding for spouse and child in the company: 31 December 2025 - None
Relationship between the board and the management: None
Direct and indirect interest in any of business with Company and its subsidiaries: None
Director/Executive Position in other Business

Listed Company		Other Non – Listed Company	Other Position in Competing Business/ Connected with Company's Business
Total	Type of Directorship		
None	-	None	None

Work Experiences

2012 – 2018: Managing Director - Royal Thai International Co., Ltd.
 1983 – 2018: Domestic Sales Manager – TCM Corporation Plc. (Formerly Thailand Carpet Manufacturing Plc.)



Mrs. Noppaporn Aphiwatthanakul

Current Position: Group Finance Director and Company Secretary
Nationality: Thai
Age: 66 years
Address: 310/1201 Soi Songprapa 14, Songprapa Rd., Sikan, Don Muang Bangkok Thailand 10210
Education: Master’s Degree, Accounting, Sripatum University, Thailand
 Bachelor’s Degree, Accounting, Chulalongkorn University,
Director Accreditation Program: Director Accreditation Program (DAP) Class 151/2018
 Director Certification Program (DCP) Class 328/2022
 Subsidiary Governance Program (SGP) Class 8/2024
Period of Directorship: Holding Positions since 27 April 2018 until 2025 for total 8 years
Meeting Attendance of the Past Year: Attended 8 of 8 of Board of Directors’ Meetings
Shareholding in the company: 31 December 2025 - None
Shareholding for spouse and child in the company: 31 December 2025 - None
Relationship between the board and the management: None
Direct and indirect interest in any of business with Company and its subsidiaries: None

Director/Executive Position in other Business

Listed Company		Other Non – Listed Company	Other Position in Competing Business/ Connected with Company’s Business
Total	Type of Directorship		
None	-	None	None

Work Experiences

Subsidiaries

2019 - Present: Director – Royal Thai Surface Co., Ltd. and subsidiaries
 2018 – Present: Director of the Corporate office – TCM Corporation PLC.
 2018 – Present: Director of Accounting and Finance - TCM Corporation PLC.
 2017 - Present: Director - T.C.H. Suminoe Co., Ltd.
 1981 – 2017: Accounting and Finance Manager - TCM Corporation PLC.

Management Team

- 1. Name and Surname:** Asst. prof. Pimol Srivikorn
Age: 61 Years
Nationality: Thai
Position: Chairman of Executive Board
Education: Master's Degree Business Administration, California University, USA
Bachelor's Degree Business Administration, University of Pennsylvania, USA

Experience :

Subsidiaries

2017 – Present : Chairman – TCMC HK (2017), HK and subsidiaries
2017 – Present : Director – Royal Thai Surface Co., Ltd. and subsidiaries
2016 – Present : Chairman – TCM Living Limited, UK and subsidiaries
2015 – Present : Chairman - Manor (2016) Holdings Limited, UK
2015 – Present : Chairman - TCMC Furniture Limited, UK

Other companies

2025 - Present : President - National Olympic Committee of Thailand
2010 – Present : Executive Director - Srivikorn Group Holding Co., Ltd.
2007 – Present : President - Taekwondo Association of Thailand
1989 – Present : Director - President Hotel and Tower Co., Ltd.

Shareholding in the company: 31 December 2025 - 171,000,000 shares
Shareholding for spouse and child in the company: 31 December 2025 - None
Relationship between the board and the management: Father of Mr. Pira Srivikorn
- 2. Name and Surname:** Miss Piyaporn Phanachet
Age: 58 Years
Nationality: Thai
Position: Chief Executive Officer
Education: Master of Science in Real Estate Development, Massachusetts Institute of Technology (MIT), USA
MBA, University of New Hampshire, USA
BA in Accounting, Chulalongkorn University, Thailand

Experience:

Subsidiaries

2021 - Present: Director – Royal Thai Surface Co., Ltd. and subsidiaries
2021 - Present: Director – TCMC HK (2017) Limited, Hong Kong and subsidiaries
2021 - Present: Director – Manor (2016) Holdings Limited, UK
2020 - Present: Director – TCM Living Limited, UK and subsidiaries
2020 - Present: Director - T.C.H. Suminoe Co., Ltd.

Other Companies

2025 - Present: Consultant of CPMG - Thailand Management Association
2024 - Present: Independent Director and Audit Committee Member – Kasikorn Bank

PCL.

2022 - Present: Independent Director and Audit Committee Member – Dusit Thani PCL.
2022 - Present: Thai Institute of Directors (IOD)
2022 - Present: Director of IOD Community of Practices – Sustainability Community,
2022 - 2025: Chairperson of IOD Community of Practices – Sustainability Community

2008 - Present: Thailand Management Association
2025 - Present: Advisor of CPMG
2008 - 2025: Chairperson of CPMG

2023 - 2024: 2008 – 2020: CPMG Committee member
Chairperson of the Nomination and Remuneration Committee – Humanica PCL.

2021 - 2024: Independent Director and Audit Committee Member – Humanica PCL.

2020 - 2021: Advisor - U city Public Company Limited

2018 - 2020: Director - Subsidiaries group of BTS Sansiri Holding Co., Ltd.

2018 - 2020: Director and Executive Director - U city Public Company Limited

2017 - 2020: Chief Executive Officer - U city Public Company Limited

2017 - 2020: Director – Subsidiaries group of U city Public Company Limited

2017 - 2020: Chairperson of the Corporate Governance Committee – Vienna House Hotel Management Company Limited

2010 - 2017: Managing Director Asset Management - Soneva Resort (Formerly Six Senses Resort and Spa)

2013 - 2016: Advisor - Office of Property Management, Chulalongkorn University

Shareholding in the company: 31 December 2025, 1,000,000 Shares

Shareholding for spouse and child in the company: 31 December 2025 - None

Relationship between the board and the management: None

3. **Name and Surname:** M.L. Walliwan Varavarn

Age: 68 Years

Nationality: Thai

Position: Executive Director

Education: Master’s Degree, Massachusetts Institute of Technology, USA
Bachelor’s Degree, Commerce and Accountancy, Chulalongkorn University, Thailand

Experience :

Subsidiaries

2017 - Present: Director – Carpets International (Thailand) PCL.

2016 - Present: Director – TCM Living Limited, UK

2010 - Present: Director - T.C.H. Suminoe Co., Ltd.

Other Companies

2019 - Present: Director – Rugby School Thailand

2012 – Present: Director - President Hotel and Tower Co., Ltd.

2003 - Present: Director - Global Utilities Services Co., Ltd.

2001 – Present: Director - Srivikorn Group Holding Co., Ltd.

Shareholding in the company: 31 December 2025 - None

Shareholding for spouse and child in the company: 31 December 2025 - None

Relationship between the board and the management: None

4. **Name and Surname:** Mrs. Nopphaporn Aphiwatthanakul

Age: 66 Years

Nationality: Thai

Position: Group Finance Director

Education: Master’s Degree, Accounting, Sripatum University, Thailand
Bachelor’s Degree, Accounting, Chulalongkorn University, Thailand

Experience :

Subsidiaries

2019 - Present: Director – Royal Thai Surface Co., Ltd. and subsidiaries

2018 – Present: Director of the Corporate office – TCM Corporation PLC.

2018 – Present: Director of Accounting and Finance - TCM Corporation PLC.

2017 - Present: Director - T.C.H. Suminoe Co., Ltd.

1981 – 2017: Accounting and Finance Manager - TCM Corporation PLC.

Shareholding in the company: 31 December 2025 - None

Shareholding for spouse and child in the company: 31 December 2025 - None

Relationship between the board and the management: None

5. **Name and Surname:** Mr. Pira Srivikorn
Age: 26 Years
Nationality: Thai
Position: Executive Director
Education: Bachelor's Degree Economics, Wharton School, University of Pennsylvania, USA

Experience :

2024 – Present: Chief Operating Officer - Ever Medical Technologies

2024 – 2024: VP of Global Business Development - Ever Medical Technologies

2021 – 2023: Associate - Boston Consulting Group

Shareholding in the company: 31 December 2025 - None

Shareholding for spouse and child in the company: 31 December 2025 - None

Relationship between the board and the management: Son of Asst. prof. Pimol Srivikorn

6. **Name and Surname:** Mr. Shyam Sunder Bhatler
Age: 59 Years
Nationality: American
Position: Chief Executive Officer, TCM Surface Group
Education: Chartered Accountants (India)
CPA (USA), LIFA (USA)
MBA from Goizueta Business School (USA)

Work Experience :

Practice as Chartered Accounts in India – over 3 years.

Co Established and Co managed carpet operations in the US - 6 years

CFO in floor covering industry - over 20 years.

Shareholding in the company: 31 December 2025 - None

Shareholding for spouse and child in the company: 31 December 2025 – None

Relationship between Board of directors and management: None

7. **Name and Surname** Mr. Andrew Kennaugh
Age 56 Years
Nationality British
Position Chief Executive Officer, TCM Living Group
Work Experience Commercial Director, Alstons group
Previously Managing Director with Jensen Beds
Sales and Marketing Director at Derwent for 5 years
Retail experience within John Lewis
Shareholding: 31 December 2025 - 8% share in TCMC Furniture Limited, UK
Shareholding for spouse and child in the company: 31 December 2025 - None
Relationship between Board of directors and management: None

8. **Name and Surname:** Mr. Collin Banton
Age: 56 Years
Nationality: British
Position: Chief Financial Officer, TCM Living
(Resigned on 2 July 2025)
Education: Associate Chartered Management Accountants, ACMA
Chartered Global Management Accountant, CGMA

Senior Certificate, Cape Town, South Africa

Work Experience :

2023 – Present: Part Time Chief Financial Officer - Excool Holdings Ltd and PHML Group
2016 – Present: Portfolio Finance Director - Twelfth Man Consultancy Ltd. and CFO

Centre

2005 – 2016: Joint Managing Director/Owner - Ethical Fruit Company Ltd.
2003 - 2005: Managing /Finance Director - Vinfruco Ltd.
2002 - 2003: Finance Director – Capespan Int. Plc.
1999 – 2002: Divisional Finance Director – Capespan Int. Plc.

Shareholding in the company: 31 December 2025 - None

Shareholding for spouse and child in the company: 31 December 2025 - None

Relationship between Board of directors and management: None

9. **Name and Surname:** Mr. Tuan-Jin Aw (TJ)
Age: 49 Years
Nationality: Malaysian
Position: Chief Financial Officer, TCM Living
(Take a position on 4 August 2025)
Education: The Association Chartered Accountants (ACA), The Institute of Chartered Accountants in England and Wales (ICAEW)
BSc Accounting & Finance, London School of Economics (LSE)

Work Experience :

2009 – 2025: International Finance Director - Donnelley Financial Solutions (DFIN)
2008 – 2009: Group Finance Analyst (Interim) - McCormick
2007 – 2008: Owner / Manager - Thaismile Group
2005 – 2007: Finance Manager – McDonald's
2004 - 2005: Financial Controller - Mobile 365
2002 - 2004: Financial Analyst - T-Mobile
1999 – 2002: Auditor - Jacob, Cavenagh & Skeet

Shareholding in the company: 31 December 2025 - None

Shareholding for spouse and child in the company: as at 31 December 2025 - None

Relationship between Board of directors and management: None

10. **Name and Surname:** Toh Kulchornchan
Age: 63 Years
Nationality: Thai
Position: Managing Director, TCM Automotive
(Take a position on 1 May 2025)
Education: MBA in Operation management, Memphis University, USA
Bachelor degree of Chemical Engineering, King Mongkut's Institute of Technology Thonburi

Work Experience :

2010 - Present: Managing Director – T.C.H. Suminoe Co., Ltd.
2001 – 2010: Deputy Managing Director – Texchem – Pack (Thailand) Co., Ltd.
1995 – 2001: Production Manager and Engineering Manager (Washing Machine)
Toshiba Consumer Product (Thailand)
1991 – 1992: Production Manager - Thai Present Co., Ltd
1986 – 1991: Production Manager (Medical Supplies) – Kawasumi Laboratory (Thailand) Co., Ltd.

Shareholding in the company: 31 December 2025 - None

Shareholding for spouse and child in the company: as at 31 December 2025 - None

Shareholding of Directors and Executives

Changes in Securities Holding of Directors and Executives as Follows:

No.	Name of Directors	Ordinary Shares (shares)				Change	
		Directors and Executives		Spouse		Increase / Decrease	%
		As at 01/01/25	As at 31/12/25	As at 01/01/25	As at 31/12/25		
1	Mr. Pimol Srivikorn	171,000,000	171,000,000	-	-	-	-
2	Miss Piyaporn Phanachet	1,500,000	1,000,000	-	-	500,000	0.33
3	Mr. Soravis Krairiksh	-	-	-	-	-	-
4	Mr. Chaipatr Srivisarvacha	-	-	-	-	-	-
5	Mr. Suvitcha Nativivat	-	-	-	-	-	-
6	Mrs. Duangjai Lorlertwit	-	-	-	-	-	-
7	Mr. Sumate Suwanvongkij	270	270	-	-	-	-
8	M.L. Walliwan Varavarn	-	-	-	-	-	-
9	Mrs. Noppaporn Aphiwatthanakul	-	-	-	-	-	-
10	Mr. Pira Srivikorn	-	-	-	-	-	-

Details of the Board of Directors in Subsidiaries, Associated Companies, and Related Companies

(Information as of 31 December 2025)

Name of Directors	TCM Corporation PLC.	Subsidiaries							Associated company	Related company	Remark
		1	2	3	4	5	6	7			
1 Mr. Pimol Srivikorn	/, x, xx	/, x	/, x	/, x	/, x	/, x	/, x	-	-	-	
2 Mr. Soravis Krairiksh	/, xxx	-	-	-	-	-	-	-	-	-	Resignation on June 30, 2025
3 Mr. Chaipatr Srivisarvacha	/, xxx	-	-	-	-	-	-	-	-	-	Effective on August 22, 2025
4 Mrs. Duangjai Lorlertwit	/, ///	-	-	-	-	-	-	-	-	-	
5 Mr. Suvitcha Nativivat	/, ///	-	-	-	-	-	-	-	-	-	
6 Mr. Sumate Suwanvongkij	/	-	-	-	-	-	-	-	-	-	
7 Miss Piyaporn Phanachet	/, //	-	/, //	/, //	/, //	/, //	/, //	/, //	-	-	
8 M.L. Walliwan Varavarn	/, //	-	-	/, //	-	/, //	-	/, //	-	-	
9 Mrs. Noppaporn Aphiwatthanakul	/, //	-	-	-	/, //	/, //	/, //	/	-	-	
10 Mr. Pira Srivikorn	/, //	-	-	-	-	-	-	-	-	-	

1 = TCMC Furniture Limited (UK) 5 = Carpets International Thailand PLC.
2 = Manor(2016)Holding Limited (UK) 6 = TCMC HK (2017) Limited
3 = TCM Living Limited (UK) 7 = T.C.H. Suminoe Co.,Ltd.
4 = Vechachai Limited

Remark : x = Chairman of the Board , /x = Vice Chairman of the Board , / = Director

xx = Chairman of the Executive , // = Executive Director

xxx = Chairman of the Audit Committee , /// = Audit Committee

Attachment 2

Details of Directors and Executives in Subsidiaries, Associated Companies, and Related Companies

Name of Directors	Subsidiaries							Associated company	Remark
	1	2	3	4	5	6	7		
1 Mr. Pimol Srivikorn	/, x, xx	/, x, xx	/, x, xx	/, x, xx	/, x, xx	/, x, xx	-	-	
2 M.L. Walliwan Varavarn	-	-	/, //	-	/, //	-	/, //	-	
3 Miss Piyaporn Phanachet	-	/, //	/, //	/, //	/, //	/, //	/, //	-	
4 Mrs. Nopphaporn Aphiwatthanakul	-	-	-	/, //	/, //	-	/	-	
5 Mr. Pira Srivikorn	-	-	-	-	-	-	-	-	
6 Mr. Philip Grindrod	/	-	-	-	-	-	-	-	
7 Mr. Terry Cramphorn	/, //	-	-	-	-	-	-	-	
8 Mr. Andy Kennaugh	/, //	-	/, //	-	-	-	-	-	
9 Ms. Caroline Dickens	/, //	/, //	/, //	-	-	-	-	-	
10 Mr. Collin Banton	-	-	/, //	-	-	-	-	-	Resignation on July 2, 2025
11 Mr. Tuan-Jin Aw	-	-	/, //	-	-	-	-	-	Effective on August 4, 2025
12 Mr. Shyam Sunder Bhatler	-	-	-	/, //	/, //	-	-	-	
13 Miss Suchada Kanjanawenich	-	-	-	/, //	/, //	-	-	-	
14 Miss Sugrita Kongchum	-	-	-	-	/, //	-	-	-	
15 Mr. Chaiyut Srivikorn	-	-	-	-	-	-	/, //	-	
16 Mr. Hiroaki Uzuki	-	-	-	-	-	-	/	-	
17 Mr. Jun Takashima	-	-	-	-	-	-	/	-	
18 Mr. Doshiro Maruyama	-	-	-	-	-	-	/	-	
19 Mr. Takashi Shirakawa	-	-	-	-	-	-	/	-	
20 Mr. Toh Kulchornchan	-	-	-	-	-	-	/, //	-	
21 Mr. Tomonori Watabe	-	-	-	-	-	-	/	-	
22 Mr. Kazuhiko Taguchi	-	-	-	-	-	-	/	-	
23 Mr. Toh Kulchornchan	-	-	-	-	-	-	//	-	

	1 = TCMC Furniture Limited (UK)	5 = Carpets International Thailand PLC.
Subsidiaries	2 = Manor (2016) Holding Limited (UK)	6 = TCMC HK (2017) Limited
	3 = TCM Living Limited (UK)	7 = T.C.H. Suminoe Co.,Ltd.
	4 = Vechachai Limited	

Remark : x = Chairman of the Board , /x = Vice Chairman of the Board , / = Director

xx = Chairman of the Executive , // = Executive Director

xxx = Chairman of the Audit Committee , /// = Audit Committee

Attachment 3 Details of Head of Internal Audit and Risk Management

The Audit Committee has approved the appointment of Mr. Viritphol Ngampailin as the Internal Audit Supervisor thanks to his educational and experience qualifications to perform the job duties and responsibilities with efficiency and effectiveness. His background and information are provided as follows:

Name and Surname : Mr. Viritphol Ngampailin
Position : Internal Audit Manager
Age : 47 Years
Nationality : Thai
Education : Bachelor's Degree, Accounting, Thammasat University, Thailand
Training Course : Internal Audit ISO 9001:2015, ISO 50001:2019
: Anti-Corruption Working Paper Course
: Enterprise Risk management (IOD)
: Techniques for fraud audit and prevention
: Working Paper for Better Corruption Prevention Class 3/2021
: TFAC COSO 2017 Enterprise Risk Management Program

Shareholding in the company: 31 December 2025 - None

Shareholding for spouse and child in the company: 31 December 2025 - None

Relationship between the board and the management: None

Experience

2014 – Now : Internal Audit Manager at TCM Corporation Public Co., Ltd.

2010 - 2013 : Senior Internal Audit at Ford operation (Thailand) Co., Ltd.

2009 - 2010 : Internal Audit at MSD (Thailand) Ltd.

2006 - 2008 : Internal Audit at Padaeng Industry Public Co., Ltd.

Attachment 4 Assets in Business Operations and Asset Appraisal Values

Assets in Business Operations

Land Plant and Machinery as of 31 December 2025 (Separate)

(THB: Million)

List	At cost	Revaluation surplus	Accumulated Depreciation	Net Book Value	Useful life (years)
Land + Land Improvements	-	-	-	-	
*Mark - Waste land sales					
Building + Leasehold	-	-	-	-	
*Mark – Leftover building materials sales					
Machinery Equipment	-	-	-	-	
*Mark – Scrap machinery sales					

Land, Plant and Machinery as of 31 December 2025 (of Company and subsidiaries)

(THB: Million)

List	At cost	Revaluation surplus	Accumulated Depreciation	Net Book Value	Useful life (years)
Land + Land Improvements	526.92	-	-	526.92	5-10
Building + Leasehold Improvements	1,272.40	-	617.40	655.00	5-50
Machinery Equipment	3,131.27	-	2,763.58	367.69	3-40

Land consists of; -

1. Land of T.C.H. Suminoe Co., Ltd.
Area 10 rises to 36.4 square wah. Located at 157 Moo 16, Bang Pa-in Industrial Estate, Bang Krasan sub district, Bang Pa-in district, Phra Nakhon Sri Ayutthaya
2. Land of Carpets International (Thailand) Public Company Limited
Area 94-1-88.8 rais. Located at 80 Moo 1 Pathum-Bang Buathong Road, Bang Khu Wat sub district, Mueang Pathumthani district, Pathumthani
3. Land of Carpets International (Thailand) Public Company Limited
Area 0-2-65.1 rais. Located at 2044/24, 2054, Soi Carpets International, New-Petchburi Road, Bangkokapi sub district, Huaykwang district, Bangkok
4. Land of Carpets International (Thailand) Public Company Limited
Area 0-2-10 rais. Located at 1/19 Mahidol Road, Pahdad sub district, Mueang Chiangmai district, Chiangmai

Intangible Assets as of 31 December 2025 (Separate)

List	At cost	Accumulated Amortization	Net Book Value	Useful life (years)
Software	57.01	33.05	23.96	5-10

Intangible Assets as of 31 December 2025 (of Company and subsidiaries)

List	At cost	Accumulated Amortization	Net Book Value	Useful life (years)
Software	103.24	92.69	10.55	5-10
Customer list	460.69	444.07	16.62	7-12
Trademark	189.22	92.36	96.86	10
Design	65.51	65.51	-	5
Programs and licenses during development	132.42	-	132.42	

Customer list

According to the appraisal to determine the fair market value of assets after the acquisition, the intangible assets regarding the customer lists belong to T.C.H. Suminoe Co., Ltd., amounting to 23.84 million baht, Alstons Group, amounting to 217.13 million baht, and Commercial Carpet Business, amounting to 219.72 million baht.

Trademark

According to the appraisal to determine the fair value of assets upon business acquisition, the intangible assets regarding the trademarks belong to UK Group, amounting to 189.22 million baht.

Design

According to the appraisal to determine the fair value of assets upon business acquisition, the intangible assets regarding the trademarks belong to Alstons Group, amounting to 65.51 million baht.

Remuneration of Directors

The shareholders' ordinary meeting of 2025 has approved the determination of the director's remuneration to ensure that it will be in accord with the remuneration rate of a similar industrial sector.

- The Chairman of the Board of Directors received meeting allowance amounting to THB 25,000 per person per meeting
- Directors not receiving salaries received meeting allowance amounting to THB 20,000 per person per meeting.

In 2025, the company convened Board of Directors' meetings 8 times by Hybrid meeting and paid meeting allowance and bonus as follows:

Name of Directors	Position	Number of meetings being attended	Hybrid Meeting		Meeting Allowance	Bonus*
			Onsite	Online		
1. Mr. Pimol Srivikorn	Chairman of the Board of Directors	8/8 (100%)	6	2	200,000	200,000
2. Miss Piyaporn Phanachet	Chief Executive Officer	8/8 (100%)	6	2	-	-
3. Mr. Soravis Krairiksh**	Chairman of the Audit Committee and Independent Director	3/3 (100%)	-	3	60,000	200,000
4. Mr. Chaipatr Srivisarvacha***	Chairman of the Audit Committee and Independent Director	3/3 (100%)	-	3	60,000	-
5. Mr. Suvitcha Nativivat	Member of the Audit Committee and Independent Director	8/8 (100%)	-	8	160,000	150,000
6. Mrs. Duangjai Lorlertwit	Member of the Audit Committee and Independent Director	8/8 (100%)	1	7	160,000	150,000
7. Mr. Sumate Suwanvongkij	Independent Director	8/8 (100%)	-	8	160,000	100,000
8. M.L. Walliwan Varavarn	Executive Director	7/8 (87.5%)	4	3	-	-
9. Mrs. Noppaporn Aphiwatthanakul	Group Finance Director	8/8 (100%)	8	-	-	-
10. Mr. Pira Srivikorn	Directo	7/8 (87.5%)	1	6	140,000	100,000

*The other form of compensation is the annual bonus for the year 2024, which was approved at the annual general meeting of shareholders on April 29, 2025, in which a resolution was passed to pay the annual bonus for the year 2024 to the company's board of directors within a limit of 1,000,000 baht.

** Mr. Soravis Krairiksh resigned from the position of Director and Independent director on June 30, 2025

*** Mr. Chaipatr Srivisarvacha was appointed to replace Mr. Soravis Krairiksh on August 22, 2025.

Overview of Policies and Practices Regarding Board Independence from Management

The Company is committed to maintaining a board structure that ensures effective checks and balances. To safeguard the best interests of the company and its shareholders, the following policies and practices regarding board independence have been established:

1. Stringent Qualifications for Independent Directors

The Company selects independent directors based on the criteria set by the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET) to ensure genuine autonomy. Key qualifications include:

- **Shareholding Independence:** Holding no more than 1% of the total voting shares of the company, parent company, subsidiaries, or major shareholders (including shares held by related persons).
- **No Management Involvement:** Must not be or have been an executive director, employee, staff member, or advisor receiving a regular salary, or a controlling person, unless such status ended at least 2 years prior to appointment.
- **No Blood or Legal Relationships:** Must not be related by blood or legal registration (e.g., parents, spouse, siblings, or children) to management, major shareholders, or controlling persons.
- **No Business or Professional Conflicts:** Must have no significant business relationship (exceeding 20 million THB or 3% of Net Tangible Assets) and must not be an auditor, legal advisor, or financial advisor to the company, unless such status ended at least 2 years prior to appointment.

2. Structure and Balance of Power

- **Board Composition:** Independent directors must constitute at least one-third (1/3) of the total board membership to ensure effective counterbalancing of power.
- **Separation of Roles:** The Chairman of the Board and the Chief Executive Officer (CEO) must be different individuals to clearly separate the oversight of policy from day-to-day management. Additionally, the Company has established Board Charters for the Board and its sub-committees to define their respective scopes of authority and responsibilities in accordance with Good Corporate Governance principles.

3. Practices to Maintain Ongoing Independence

- **Define the scope of authority:** A formal Delegation of Authority (DOA) has also been implemented, explicitly documenting approval limits and conditions for key transactions. Any significant transactions or those exceeding the delegated authority of the Executive Committee must be submitted to the Board of Directors for approval, ensuring the best interests of the Company and all stakeholders are protected.
- **Access to Independent Advice:** All directors have the right to access company information directly and may seek independent professional advice at the Company's expense to support their decision-making process.

4. Independent Opinion and Decision-Making

- Independent directors are duty-bound to provide unbiased opinions during meetings, particularly regarding Related Party Transactions (RPTs) and executive compensation, to prevent any potential conflicts of interest.

TCMC Meeting Schedule 2026

Update: 4 Aug 25

	Ex-Com		Audit-Com		BOD		Risk-Com		AGM		Remark
Frequency	Once a quarter		Once a quarter		Once a quarter		Twice a year		Once a year		
Month	Date	Time	Date	Time	Date	Time	Date	Time	Date	Time	
Jan	Thu 22	14.00			Thu 29	14.00					Budget Approval
Feb	Thu 19	14.00	Fri 27	13.30	Fri 27	15.00	Fri 6	10.00			FY2025 result
Mar											
Apr									Wed 29	14.00	
May	Thu 7	14.00	Fri 15	13.30	Fri 15	15.00					Q1 result
Jun											
Jul							Tue 21	10.00			
Aug	Thu 6	14.00	Fri 14	13.30	Fri 14	15.00					Q2 result
Sep											
Oct											
Nov	Fri 6	14.00	Fri 13	13.30	Fri 13	15.00					Q3 result
Dec											

*Audit-Com, Ex-Com, BOD will be held online and offline at TCM Corp office

*AGM will be held by Online media at TCM Corporation Plc.

Self-evaluation of the Board of Directors and Sub-committees in group and individually

The annual self-assessment for 2025 encompasses the Board of Directors and all sub-committees on both a collective and individual basis. This also includes the performance evaluation of the Chief Executive Officer (CEO), which is conducted at least once annually at the end of the year to ensure continuous improvement in corporate governance.

1. Self-evaluation of the Board of Directors in group

It is made for assessment of performance of the Board of Directors in group with emphasis on reflection of operation efficiency under good corporate governance principles. The evaluation form shall cover the following issues:

- (1) Structure and qualifications of the Board of Directors
- (2) Roles, duties, and responsibilities of the Board of Directors
- (3) Board of Directors' meeting
- (4) Dynamics of board performance
- (5) Relationship with the management
- (6) Development of directors

The results of the Board of Directors' evaluation in 2025, in which 9 members were assessed, accounted for 93.69 percent.

2. Self-evaluation of individual members of the Board of Directors

It is made for the assessment of the performance of each member of the Board of Directors with emphasis on the reflection of individual operation efficiency. The evaluation form shall cover the following issues:

- (1) Structure and qualifications of the Board of Directors
- (2) Readiness for duty
- (3) Participation in meetings

- (4) Roles, duties, and responsibilities of Directors
- (5) Relationship with the management

The results of the individual Board of Directors' evaluation in 2025, in which 9 members were assessed, accounted for 96.49 percent.

3. Self-evaluation of the Audit committee in group

It is made for assessment of the performance of the Audit committee in a group with emphasis on the reflection of operation efficiency under good corporate governance principles. The evaluation form shall cover the following issues:

- (1) Structure and qualifications of the Audit Committee
- (2) Audit Committee Meeting
- (3) Roles, duties, and responsibilities of the Audit committee
- (4) Audit Committee Reporting

The results of the Audit Committee evaluation in 2025, in which 3 members were assessed, accounted for 94.17 percent.

4. Self-evaluation of individual members of the Audit Committee

It is made for the assessment of the performance of each member of the Audit Committee to see whether it is in accordance with the good practices for efficiency improvement. The evaluation form shall cover the following issues:

- (1) Structure and qualifications of the Audit Committee
- (2) Participation in meetings
- (3) Roles, duties, and responsibilities of the Audit Committee
- (4) Relationship with the management

The results of the individual Audit Committee evaluation in 2025, in which 3 members were assessed, accounted for 92.26 percent.

5. Self-evaluation of the Executive committee in group

It is made for assessment of the performance of the Executive committee in a group with emphasis on the reflection of operation efficiency under good corporate governance principles. The evaluation form shall cover the following issues:

- (1) Structure and qualifications of the Executive Committee
- (2) Executive Committee Meeting
- (3) Roles, duties, and responsibilities of the Executive committee
- (4) Audit Committee Reporting

The results of the Executive Committee evaluation in 2025, in which 4 members were assessed, accounted for 93.23 percent.

6. Self-evaluation of individual members of the Executive Committee

It is made for the assessment of the performance of each member of the Executive Committee to see whether it is in accordance with the good practices for efficiency improvement. The evaluation form shall cover the following issues:

- (1) Structure and qualifications of the Executive Committee
- (2) Participation in meetings
- (3) Roles, duties, and responsibilities of the Executive Committee

The results of the individual Executive Committee evaluation in 2025, in which 4 members were assessed, accounted for 97.81 percent.

7. Self-evaluation of the Sustainability and Risk Management Committee in group

It is made for assessment of the performance of the Sustainability and Risk Management Committee in a group with emphasis on the reflection of operation efficiency under good corporate governance principles. The evaluation form shall cover the following issues:

- (1) Structure and qualifications of the Sustainability and Risk Management Committee.
- (2) Sustainability and Risk Management Committee's Meeting
- (3) Roles, duties, and responsibilities of the Sustainability and Risk Management Committee.
- (4) Sustainability and Risk Management Committee Reporting

The results of the Sustainability and Risk Management Committee evaluation in 2025, in which 8 members were assessed, accounted for 90.58 percent.

8. Self-evaluation of individual members of the Sustainability and Risk Management Committee

It is made for the assessment of the performance of each member of the Sustainability and Risk Management Committee to see whether it is in accordance with the good practices for efficiency improvement. The evaluation form shall cover the following issues:

- (1) Structure and qualifications of the Sustainability and Risk Management Committee.
- (2) Participation in meetings
- (3) Roles, duties, and responsibilities of the Sustainability and Risk Management Committee.
- (4) Relationship with the management

The results of the individual Sustainability and Risk Management Committee evaluation in 2025, in which 8 members were assessed, accounted for 89.81 percent.

9. Self-evaluation of Chief Executive Officer

It is made for assessment of performance of the Chief Executive Officer to see whether it is in accordance with the good practices for efficiency improvement. The evaluation form shall cover the following issues:

- (1) Leadership
- (2) Strategy formulation
- (3) Strategy implementation
- (4) Planning and financial performance
- (5) Relationship with the board of directors
- (6) Relationship with external
- (7) Administration and Relationship with personnel
- (8) Succession
- (9) Knowledge of products and services
- (10) Personality

The results of the Chief Executive Officer evaluation in 2025 was assessed accounted for 92.73 percent.