

SUPALAI

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

SUPALAI PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



QUALITY
BEGINS
INSIDE

บ้านที่คุณภาพเริ่มจากข้างใน

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Part 1 Business Operations and Performance

1. Organizational structure and operation of the group of companies

1.1 Policy and business overview

For over 36 years, Supalai has remained steadfast in the conviction that every home should be built to support the "real lives" of everyone through rigorous quality standards. We have never defined a "quality home" merely by its exterior appearance; rather, we believe that **"a good home must begin with internal quality."** Consequently, we pay meticulous attention to every detail from the foundation and materials to functional designs that truly cater to everyday living.






True quality does not begin with what meets the eye... but from what is deeply embedded within. Supalai Public Company Limited, therefore, launches the "Quality Begins Inside" advertising campaign to reinforce the core philosophy the brand has upheld for over 36 years. A good home is not measured merely by its exterior beauty, but is the result of intention and meticulous care in every square meter and every stage of the internal process from the very beginning.

“A good Supalai home must be cared for starting from its internal quality.
Even in the things unseen, we never overlook thembecause that is the true heart of quality.”




- **Structural integrity is our promise of safety.** Every residence is engineered to the highest technical standards because we believe **safety must transcend "reliability" to provide absolute "certainty."**



- **High-specification materials are the fundamental building blocks of a home** that is acoustically insulated, thermally efficient, and truly comfortable. Supalai handpicks premium materials from trusted industry partners, recognizing that the quality of building componentsfrom wall systems and flooring to ceilings and glazingis the primary driver for a home that feels "effortlessly livable."



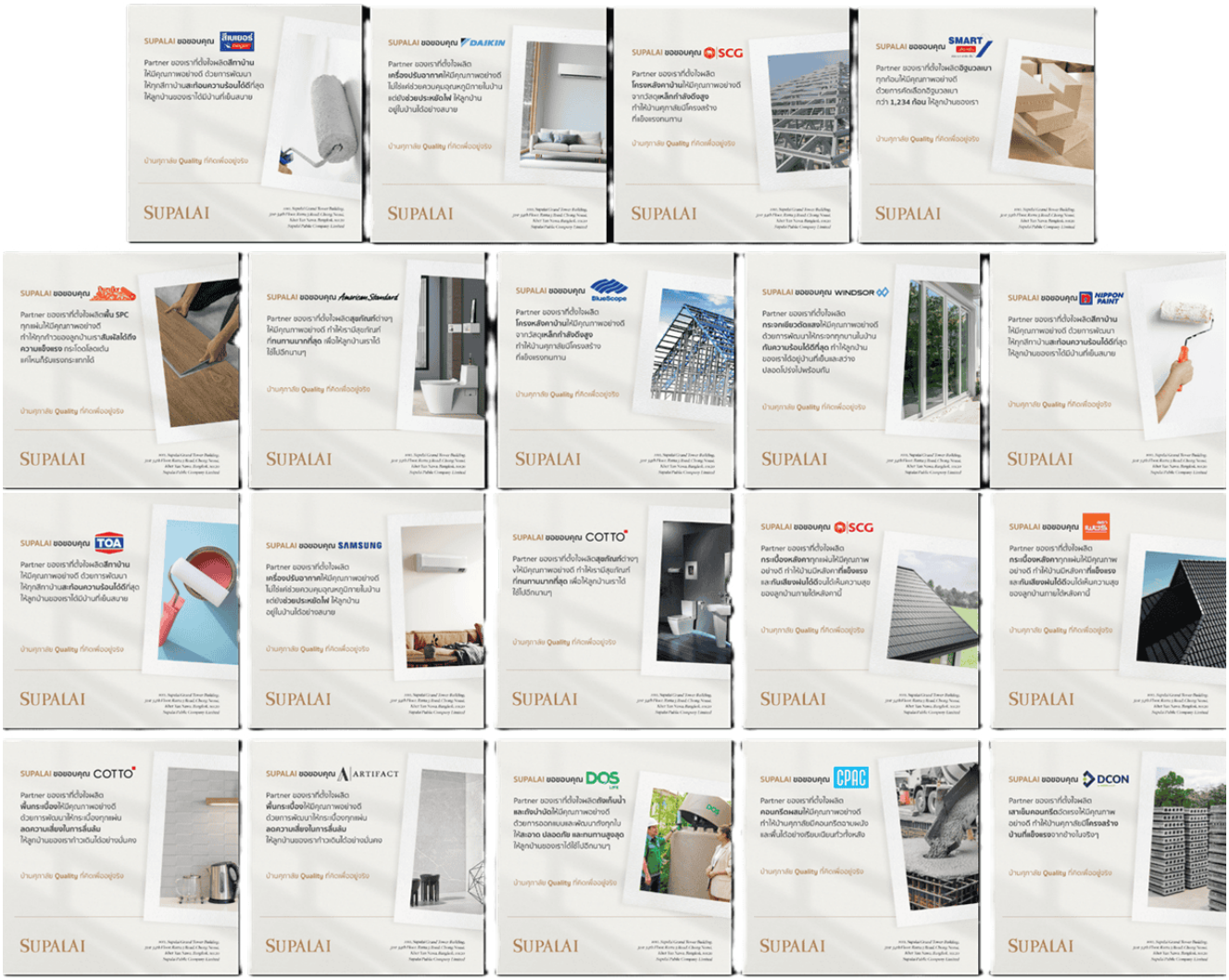
- **Functionality designed for real life:** with spacious, airy areas that welcome natural light and ventilation. Our designs ensure that a home is more than just a beautiful image in a brochure; it is built for the everyday life of a familyfrom the rush of a weekday morning to a weekend evening filled with laughter.



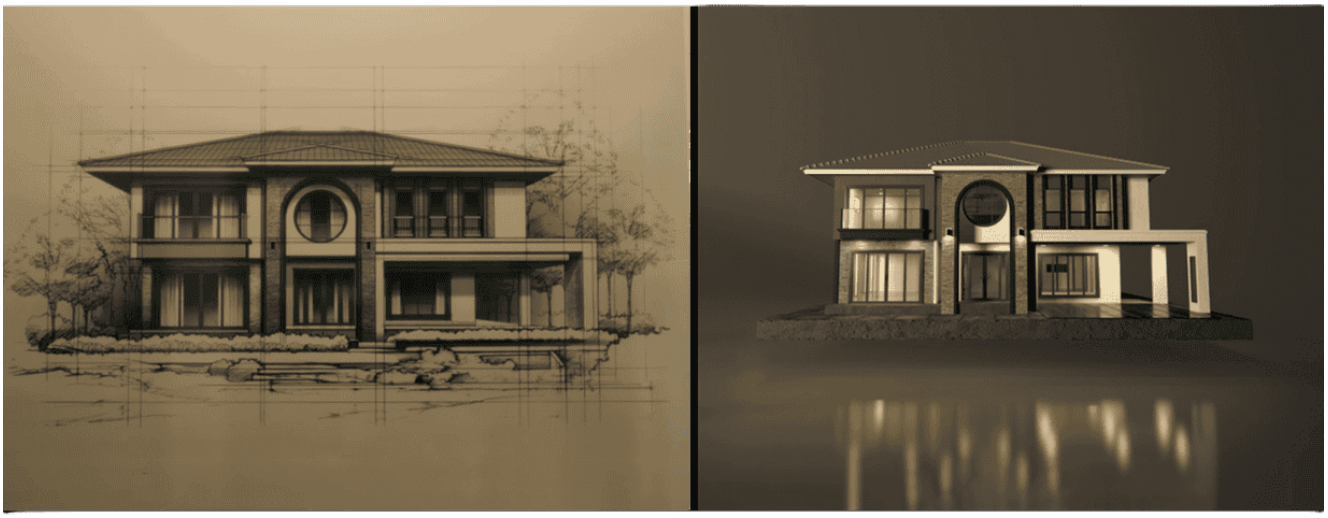
A team that truly understands you: we do not just sell houses; we build relationships. Every team at Supalai from sales and engineering to after-sales service and digital supportis trained with a shared philosophy: 'The homes we sell represent a person’s life, and they deserve our utmost care.' This commitment drives our prompt, sincere, and reliable after-sales service, ensuring no resident is ever left to face a problem alone. We want our residents to always feel that they have a dedicated partner by their side.

We extend our gratitude to our partners for their collaboration in establishing the new benchmarks of quality that we take pride in.

"Supalai has extended its sincere gratitude through a formal letter to 18 key partners for their collaboration in creating high-quality, eco-conscious products. This partnership reflects a shared conviction that 'true quality' must originate at the sourceencompassing materials, processes, and the collective mindset of all stakeholders. Beyond internal operations, this extends to the entire network of partners walking alongside us. Supalai believes that building exceptional homes requires synergy across all dimensions, and **these partners are instrumental in fulfilling our commitment to 'Quality from Within'."**



"'Quality Begins Inside' is not merely a marketing slogan; it serves to reinforce that the meticulous attention to detail we invest in every home is the true foundation of Supalai's quality. Through sustainable excellence and meaningful differentiation, we invite you to experience authentic quality with Supalai houses and condominiums at our projects nationwide."

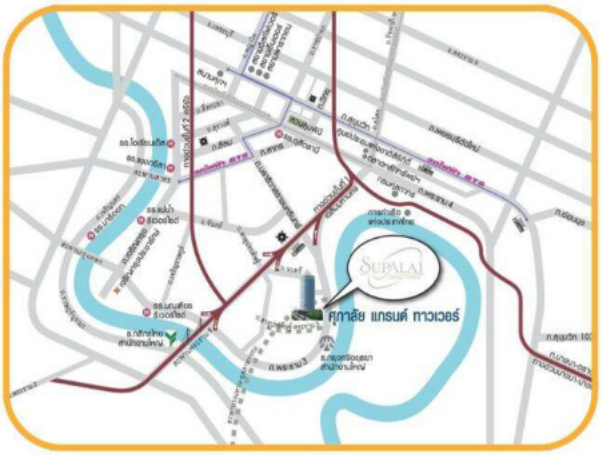


"The 'Quality Begins Inside' brand film is now available for viewing on our YouTube channel: https://youtu.be/RGTs0c7Zq8A. For more information and the latest updates, please visit our website at www.supalai.com or follow us on our official Facebook page: Supalai."

Various locations in 29 provinces nationwide



Contact



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Diversity of Living Styles

High - Rise Building Projects







Supalai Public Company Limited

"Reinforce our position as a real estate leader by presenting a 'diversity of living styles' that extends beyond mere spatial dimensions."

We develop high-rise residential projects ranging from Standard and Medium to Luxury segments to ensure accessibility for all customer groups. Each project boasts distinct architectural excellence that reflects the unique identity of its residents. We have further elevated our floor plan designs to offer the most diverse options, from Studios for the younger generation and 1-3 Bedroom units for families, to premium Penthouses. A key highlight is the inclusion of "Multi-Purpose Rooms," designed with the flexibility to be transformed into a Home Office (WFH), a private studio, or a Walk-in Closet, tailored to individual needs. Our approach integrates diverse technologies with nature through energy-efficient building designs that harmonize with natural wind and sunlight. We also incorporate forward-looking functions such as EV Chargers and health-friendly materials to promote well-being for residents of all ages. Our diversity extends to strategic locations, spanning from the Central Business District (CBD) near mass transit lines to emerging high-potential areas with comprehensive amenities, ensuring a seamless connection for every lifestyle whether for working professionals or families.

Supalai prioritizes the development of condominiums that are safe and equally accessible to "Everyone." We adhere to Universal Design principles in common areas, featuring ramps and seamless surfaces to facilitate wheelchair users and the elderly. Our Accessible Parking provides designated spots for the disabled and elderly near elevator halls, complete with clear signage and lateral clearance for ease of entry and exit. Elevators are wheelchair-accessible with reachable control panels, and Accessible Restrooms are designed with ample turning space, sturdy grab bars, and user-friendly fixtures for maximum safety. Furthermore, to align with modern lifestyles, Supalai has enhanced common areas to better support delivery logistics. This includes dedicated, hygienic, and secure zones for food delivery, as well as modern parcel management systems designed to systematically handle the high volume of online shopping.

Diverse Low - Rise Development Projects

Our horizontal residential developments are engineered to meet authentic needs for a sustainable quality of life. The Company remains steadfast in its policy of developing housing that harmonizes with the prevailing economic and social contexts of every era. We place a strategic emphasis on analyzing locational potential and addressing "Real Demand" to create a diverse and comprehensive range of products.

Single - Detached House




Our paramount flagship product is the development of single-detached houses, meticulously crafted through a comprehensive analytical process. This encompasses both locational dimensions spanning from urban centers to suburban expansions and economic dimensions, ensuring that customers receive high-quality products at an affordable price. The design focuses on the seamless harmony of real-life utility, reflecting exceptional value and perfectly fulfilling the lifestyles of modern families.

Duplex Houses




"Single-Detached Functionality in Accessible Locations and Price Points" To cater to the rising demand in today's market, the Company has elevated the "Twin House" (Semi-Detached) model as a strategic residential alternative. Our design philosophy focuses on delivering spacious, well-proportioned living areas equivalent to those of a single-detached house, but with significantly greater pricing flexibility. Especially in high-potential or prime urban locations where land costs are a major constraint, the Company has introduced a Variety of Designs to create a perfect equilibrium between economic value, relaxation, and a quality community. This ensures we precisely meet the needs of customers seeking urban living without compromise.

Townhomes




"A New Definition of Urban Living: Flexible and Boundless" The Company is committed to transcending the limitations of traditional townhomes by introducing a visionary residential innovation centered on "Flexibility." Our interior spaces are meticulously engineered to be adaptable, catering to the dynamic lifestyles of the New Generation. Especially in urban locations, our spatial planning prioritizes Maximum Space Utilization in harmony with architectural aesthetics, ensuring a residence that is comprehensive in both functionality and design excellence.

Landscape







In terms of landscape and common area design, the Company ensures that every project harmonizes with its local context and offers a diverse range of facilities to cater to residents of all generations. Accessibility is prioritized through integrated ramps throughout the garden areas, which feature playgrounds, sports courts, outdoor fitness zones, and activity plazas. Our swimming pools are also designed for multi-generational use, equipped with stairs, grab bars, and "beach-entry" slopes for easy access to children's pools, adult pools, and Jacuzzi seating.

We remain committed to preserving the original identity of each site by prioritizing the conservation of existing trees and selecting native flora for our landscapes. Our garden decorations are sourced from local products to minimize environmental impact and maintain the natural ecosystem as much as possible, including the preservation of wetlands and natural watercourses within the project. Furthermore, we design spaces that foster meaningful relationships within and between families. Functional areas are purposefully allocated to promote community engagement, such as dedicated Pet Parks and communal Edible Gardens (Kitchen Gardens).

Awards and Honors

Operational Excellence and Management Capabilities

"Outstanding CEO" Award (Property Development Category) IAA Awards for Listed Companies 2025	
	"This prestigious award is presented to executives who demonstrate excellence in business management, reflecting their visionary leadership and pivotal role in driving the organization toward success and sustainable growth. Furthermore, it recognizes their significant contributions to the development of Thailand's economy and capital markets as a whole."
THAILAND TOP CEO OF THE YEAR 2025 Organized by ARIP Public Company Limited in collaboration with the Faculty of Commerce and Accountancy, Thammasat University.	
	A prestigious tribute honoring the nation's top executives, recognizing the 'Best Corporate Leader of the Year' in the Real Estate Industry. This award reflects visionary leadership, strategic management excellence, and the exceptional capability to drive an organization toward stable and sustainable growth amidst the complexities of today's rapidly changing global landscape.
Affirmed an "A" Rating with a "Stable" Outlook for the 12th consecutive year by TRIS Rating Co., Ltd.	
	"This award reflects our robust operational performance, consistent profitability, and highly efficient financial management. Operating under the principles of transparent and sustainable corporate governance, the Company maintains a low financial leverage and strong liquidity. This formidable market position ensures our readiness to pursue continuous investment opportunities, both domestically and internationally."

Commitment to Sustainability: ESG Framework (Environment, Social and Governance)

"AA" SET ESG Rating 2025 – Awarded by the Stock Exchange of Thailand (SET)	
	This award reflects the Company's steadfast commitment to developing sustainable real estate projects through innovative design and eco-friendly construction. We are dedicated to driving our business forward in tandem with continuous, multi-dimensional sustainable development, encompassing: ● Environmental: Prioritizing eco-conscious habitats and green innovations. ● Social: Enhancing quality of life and fostering inclusive communities. ● Governance: Operating with integrity under robust corporate governance principles.
Recognized with an "Excellent" (5-Star) Corporate Governance Rating (CGR) for the 13th consecutive year, according to the assessment by the Thai Institute of Directors (IOD)	
	This award reflects the Company's unwavering commitment to continuously enhancing good corporate governance in tandem with our business operations. Our goal is to instill confidence among all stakeholders and lead the organization toward resilient and sustainable growth.
Recognized as an "ASEAN Asset Class PLC" at the 2024 ASEAN Corporate Governance Scorecard (ACGS) Awards	
	The Company achieved an 'Excellent' rating in the 2024 ASEAN Corporate Governance Scorecard (ACGS) assessment, earning the 'ASEAN Asset Class PLCs' award. We are honored to be recognized as one of only 74 Thai listed companies to receive this prestigious regional distinction.
CAC Change Agent Award 2025 (4th Consecutive Year) – Awarded by the Thai Private Sector Collective Action Against Corruption (CAC)	

	This award reflects the Company's commitment to not only operating with transparency but also actively expanding a network of integrity to our business partners and SMEs. By encouraging them to join the collective declaration against corruption, we aim to strengthen the foundation of good corporate governance in Thailand. This collaborative effort ensures that the entire supply chain drives forward with stability and sustainable growth together.
Thai Chamber of Commerce (TCC) Business Ethics Award 2025	
	This award reflects Supalai's vision, which prioritizes 'Ethics' as the cornerstone of our business strategy. It aligns with our 'Big Quick Win through Ethics' concept, focusing on achieving a sustainable competitive advantage through transparency, integrity, and anti-corruption. These values remain at the heart of building trust among consumers and investors amidst current economic challenges.

Innovation in Product, Service, and Work Process Design

Recipient of the Best Affordable Quality and Best Concept Design Awards at the LivingInsider Thailand Developer Awards 2025	
	**Supalai Prima Villa Utthayan Road** Honored with the **Best Affordable Quality** award, recognizing excellence in high-quality residential development and exceptional value that perfectly meets the lifestyle needs of its residents. **Supalai Blue Sathorn–Ratchaphruek** Honored with the **Best Concept Design** award for its outstanding architectural vision and superior convenience, inspired by the concept "BLUniverse of Yourself - Designing your favorite universe to revolve around you.
Recipient of the ELITE WINNER Award at the HUBEX	
	Recipient of the Elite Winner Award the highest honor bestowed upon organizations that have secured a Top 10 Developer title more than 10 times over the past 20 years. This accolade reflects an unwavering commitment, visionary leadership, and an exceptional standard of business excellence

Finalist: The 13th Thailand Social Awards	
	Best Brand Performance on Social Media (Residential Real Estate) An award honoring brands with outstanding communication across social media platforms within the residential real estate sector. The winner is selected through an in-depth Social Metric analysis, covering reach, consumer engagement, and content performance across all social media channels.
Distinguished with the 'Contribution to Thailand's Real Estate Industry' Prestige Award, alongside the World's Best Real Estate Award for the 6th consecutive year at the FIABCI–Thai Prix d'Excellence Awards 2025	
	Recognized for Supalai's pivotal role in the continuous development of residential housing, condominiums, office buildings, and hotels for over 36 years. Furthermore, the company remains deeply committed to social and environmental development, complemented by management practices that adhere to the highest international standards
Winner Masterplan for Thailand – Asia Pacific Property Awards 2025, presented by IPAX Asia Pacific	
	Supalai Lagoon Hua Hin has secured the prestigious Masterplan award for large-scale projects in Thailand. The development is recognized for its systematic master planning, which effectively zones residential and communal spaces. The homes are strategically oriented to capture natural breezes year-round, following Passive Design principles to maximize cooling and enhance overall energy efficiency
Recipient of the prestigious 'Business+ Product of the Year Awards 2025'a major accolade recognizing excellence in products and services. The award is presented by Business+ Magazine in collaboration with the College of Management, Mahidol University (CMMU)	
	**Supalai Elite Sukhumvit 39"** has solidified its success within the Construction Materials and Real Estate sector by delivering high-quality residential development that perfectly meets customer needs. Demonstrating exceptional market demand and resident satisfaction, the project achieved a remarkable 100% Sold Out on its very first day
Recipient of 'The Most Corporate Transformation' and 'The Most Innovation' Awards at the Future Trends Awards	

	**The Most Corporate Transformation Award:** Reflects the organization's ability to modernize, maintain agility, and effectively adapt to evolving market dynamics. **The Most Innovation Award:** Reflects a commitment to pioneering and developing innovations that not only deliver exceptional customer experiences but also enhance the internal work environment and organizational efficiency.

Commitment to Sustainability through ESG Principles

Awarded a Plaque of Honor from the Electricity Generating Authority of Thailand (EGAT), reaffirming Supalai's leadership in energy-efficient housing and its steadfast commitment to achieving Carbon Neutrality	
	**Achieving Net Zero Greenhouse Gas Emissions (Carbon Neutrality) by 2050.** Recognized as a leading developer of energy-efficient and eco-friendly housing, Supalai consistently participates in EGAT's Energy-Saving Home Program. With an extensive portfolio of Label No. 5 Energy-Efficient Homes, the company ranks among the nation's top developers in delivering sustainable residential units that meet the highest conservation standards.
Plaque of Honor for 'Label No. 5' Energy-Efficient Homes and Buildings, reinforcing Supalai's leadership in Smart Energy-Saving Housing, presented by the Electricity Generating Authority of Thailand (EGAT)	
	Supalai Tuscany Rama 2–Wongwaen" was honored with a prestigious plaque for its residential collection, achieving a remarkable sweep across all seven house models: MONTANA, ROSSELLA, GROSSO, JASMINE, GRANDINO, REGINA, and RICCO. This success is anchored by the core philosophy: "Quality Begins Inside.
Recipient of the 'Green Innovation: Eco-Innovation for the Future' Award, presented by Thammasorn Group	
	A strategic collaboration between Supalai and DOS LIFE to co-develop sustainable innovations that meet the needs of modern lifestyles. This partnership drives progress toward achieving Net Zero Emissionsa core mission shared by both organizations.

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

Message from the chairman

Dear Shareholders

Over the past 36 years, Supalai has navigated through countless economic cycles. We have witnessed both the pinnacles of prosperity and the most challenging of times. If the past year, 2025, were to be likened to an **"Economic Earthquake"** that violently shook the confidence of the Thai real estate industry, Supalai has proven that our "Real Estate Expertise" and deeply rooted "Financial Discipline" served as a formidable shield. These strengths enabled us to traverse that volatile year and emerge into a "Year of Strength," suc
cessfully closing sales for **21 projects with a total value exceeding 35,470 million baht.**

This success was by no means accidental; rather, it is the result of our unwavering commitment to the business objective of building **'Financial Strength'.** While the market grappled with liquidity constraints, Supalai continued to command high investor confidence. We successfully issued debentures at a remarkably low interest rate of merely **1.72%**, significantly below the industry average. This advantage in cost of funds serves as a **"Weapon",** empowering us to sustain profitability and positioning us to further expand our market share.

For the year 2026, Supalai envisions the future with strategic confidence grounded in data analysisdefined as **'Rational Optimism.'** Although economic challenges persist, we see a glimmer of hope as the policy interest rate trends downward trend, reaching approximately **1%**, alongside the low-to-negative inflation observed last year. This signifies a 'Golden Opportunity' for consumers with regular income and financial discipline to own homes at the most valuable prices seen in decades.

While many businesses are downsizing, the Company has leveraged the strength of its 'A' Credit Rating, maintained for over 12 consecutive years, synergized with a new standard of product development under the concept **'Supalai Inspire Aesthetics of Life.'** We are not merely building houses; we are crafting 'The Aesthetics of Living' through Double Volume high-ceiling designs that offer airy comfort, and by creating communities amidst nature featuring large lakes in high-potential locations such as Chanthaburi and Korat, as well as other landmark projects. Our ultimate goal is to deliver a quality of life where customers feel 'More Comfortable' from the very first day and 'Proud' in the long term.

For 2026, Supalai has set challenging targets: **Total Presales of 45,000 million baht** and **Total Revenue of 37,500 million baht**. The core of our strategy lies in 'Portfolio Balancing' to effectively diversify risks, as follows:

- **Thailand Market (Presales Target: 30,000 million baht):** We are set to launch **28 new projects worth 35,000 million baht**, extending our footprint to cover **30 provinces nationwide.** This expansion includes pioneering new potential locations such as **Suphan Buri Province** and **Koh Samui.** Key revenue drivers will be realized from 3 major ready-to-transfer condominium projects: **Supalai Parc Ekkamai-Pattanakarn, Supalai Sense Srinakarin, and Supalai Kram Khao Tao.**
- **Australia Market (Presales Target: 15,000 million baht):** Australia has emerged as an effective **'Risk Hedge'** against domestic household debt concerns. With a robust portfolio of **25 projects across 4 states,** carrying a total value of **176,500 million baht** (based on Supalai's shareholding proportion), our growth is bolstered by Australian government initiatives, such as the 5% down payment scheme and the 'Shared Equity' program of up to 40%. These factors propelled our sales performance last year to achieve leapfrog growth, setting a record increase of over 370%.

Supalai is fully transitioning into a data-driven **'Digital Organization'.** For us, data is the **'New Rare Earth'**, a massive source of energy aggregated within **'The Data Frontier' (Central Brain)** by processing insights through over **250 Analytical Dashboards**. We are empowered to make precise strategic decisions within a remarkably short timeframe

Furthermore, we aim to achieve **100,000 downloads for the 'SABAI' Application** this year, introducing new features such as a **Marketplace** offering curated quality products from our partners, and a **Smart Village** system utilizing AI Security and Smart Gardening to ensure maximum safety and convenience. This technological trajectory is intricately woven into our **'Sustainability Driven'** mission, as we firmly believe that business operations must not burden future

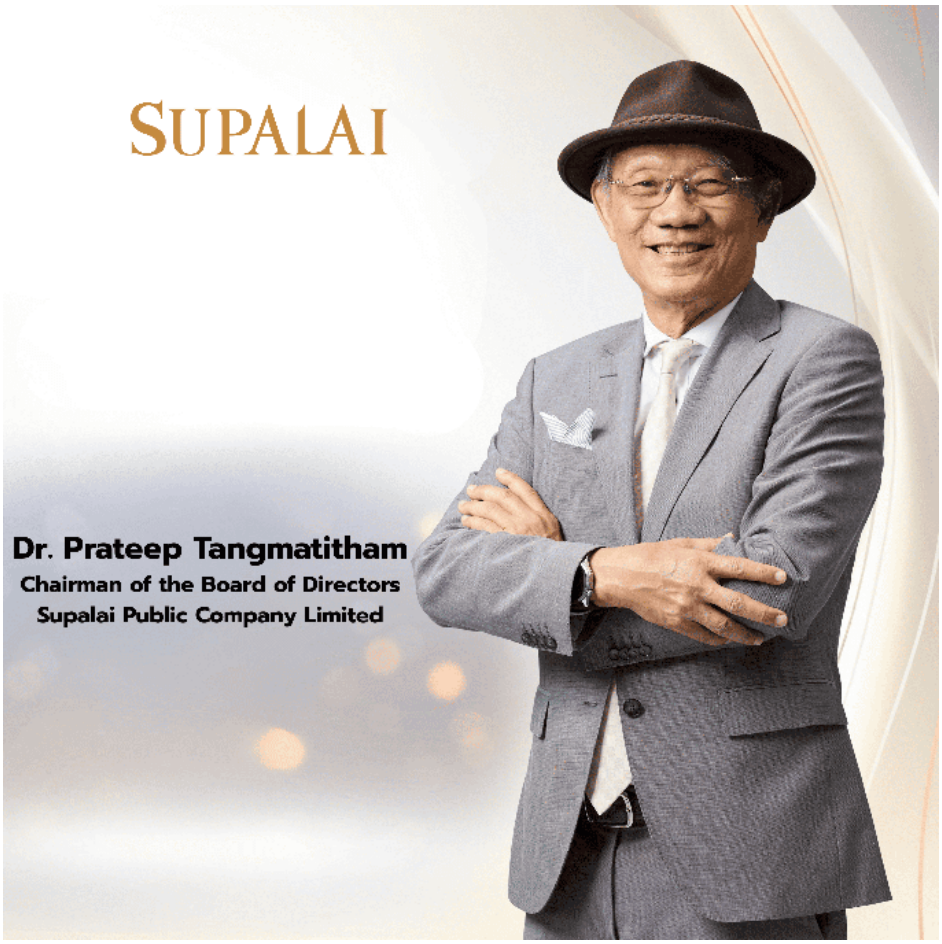
generations. Consequently, Supalai is marching towards **Carbon Neutrality by 2030,** with an interim goal to reduce greenhouse gas emissions by 40% within the same year. This is achieved through **'Green Operation'** across our entire value chain, from upstream to downstream.

From the lessons of the Tom Yum Kung crisis, which saw interest rates skyrocket to 27-28%, to the recent 'Earthquake' of the past year, Supalai has surmounted these obstacles through unwavering determination and strict financial discipline. Today, we stand ready to move forward with stability, fully equipped with both intellectual wisdom and financial power.

On behalf of the Board of Directors, I would like to express my heartfelt gratitude to our shareholders, customers, business partners, and all employees who serve as the vital cogs driving Supalai. We pledge to forge ahead in creating a new standard of living filled with aesthetics and sustainability, ensuring Supalai remains a trusted organization where we are poised to grow together endlessly.

Dr. Prateep Tangmatitham
Chairman of the Board of Directors

Image Message from the chairman



Vision

- Leader in sustainable real estate development with contributions to social and environmental improvement.

Mission

- To continuously create and develop innovative products and services that bring the most value in the interests of our stakeholders, society, environment, and governance.

Core Value

Growth Mindset	Self-development, idea development for mutual benefits
Dynamic	Agile, adaptable to all situations
Win-Win	Win together
Innovation	Innovate, share, listen, and try new things
Customer Centric	Respect and create customer satisfaction and responsibility for stakeholders, society, and the environment
Legal and Corporate Governance	Emphasizing on legality, ethics and code of conduct

Management Philosophy

For the quality society of "Supalai Residents," the Company is committed to developing quality residences and continuing to innovate its products and services, while improving resident safety and comfortability and striving to deliver professional and premium service in order to maximize customer satisfaction by adhering to the principles of management philosophy as follows:

S (Superiority)	Excellence in terms of products, services, and good management
P (Profitability)	Consider the benefits for all parties involved, such as customers, shareholders, employees, contractors, partners, and society
L (Longevity)	Operation of a sustainable and stable business

Organizational Culture

S (Support/Sponsor)	Cooperate and assist one another in a way that senior employees teach younger ones
P (Planning)	Establish a plan and a clear target
A (Attitude)	Have a positive attitude and sacrifice personal interests for the common good or the benefit of others, and don't be selfish
L (Legal and Regulation)	Comply with applicable laws, rules, and regulations, as well as requirements for each operational stage of the Company's ISO systems
I (Integrity)	Be honest and adhere to moral standards. Never take advantage of customers and colleagues

Good Corporate Governance Motto

G (Good)	To think good, speak good, and do good are the foundation of positive thinking, which can be applied to work and problem-solving. This also helps reduce conflicts while enhancing smooth and successful interpersonal communication
R (Responsibility)	● Act consciously ● Operate the business with determination and dedication with all our ability ● Always learn to enhance capabilities
E (Equitable Treatment & Ethics)	● Treat all relevant parties equally ● Adhere to moral standards and conduct business with fairness ● Taking into account all stakeholders, including the community, society, and the environment ● Treat stakeholders equally and respect human rights
A (Accountability)	● Fulfill duties with the utmost attention ● Be consciously aware and carry out our tasks cautiously ● Bravely accept the consequences of our actions ● Adhere to and abide by applicable laws, rules, and regulations
T (Transparency)	● Operate business with transparency, disclosure of information and accountability ● Being committed to conducting business and driving sustainable operations ● All pieces of evidence and references can be traceable and accountable

Objectives

Supalai Public Company is principally engaged in property development.

Goals

Long - Term Strategic Goals

Supalai Public Company Limited has been steadfast in developing residential and commercial real estate under the principle of sustainable growth for over 36 years. We integrate Environmental, Social, and Governance (ESG) principles into our corporate strategy and operational processes across the entire value chain. Our focus remains on developing products that comprehensively meet customer needs, encompassing quality, living experience, and sustainability. Supalai prioritizes innovation in design, construction, and high-quality material selection to enhance resource efficiency, minimize environmental impact, and create long-term added value. This approach ensures a sustainable balance between business growth, economic value, and accountability to all stakeholders.

Environmental Dimension

Supalai emphasizes mitigating environmental impact from the very beginning of the project development process. The Company implements comprehensive waste management across all construction phases to maximize resource utility. We develop and apply innovative design and construction techniques to reduce material usage, energy consumption, and resource depletion at every step. Furthermore, we prioritize eco-friendly materials and foster collaborations with partners to elevate sustainable production processes. Under this framework, the Company has set a target to reduce Scope 1 and Scope 2 Greenhouse Gas Emissions (Carbon Footprint of Organization) by 40% compared to the Business As Usual (BAU) scenario by 2030, driving the organization toward long-term sustainable growth.

Social Dimension

The Company places great importance on all stakeholders throughout the value chain by developing residential products that adhere to the highest engineering, safety, and long-term living standards. We meticulously select quality materials and maintain rigorous oversight of every construction phase to deliver homes that instill absolute confidence in our customers. Beyond our residents, we are committed to community development, leveraging our expertise to enhance the quality of life in surrounding areas and promote collective sustainable growth. Additionally, Supalai invests in the continuous potential development of our personnel to adapt to future changes, while sharing sustainability knowledge with our partners to strengthen the value chain and instill ESG mindsets across all business-related sectors.

Governance Dimension

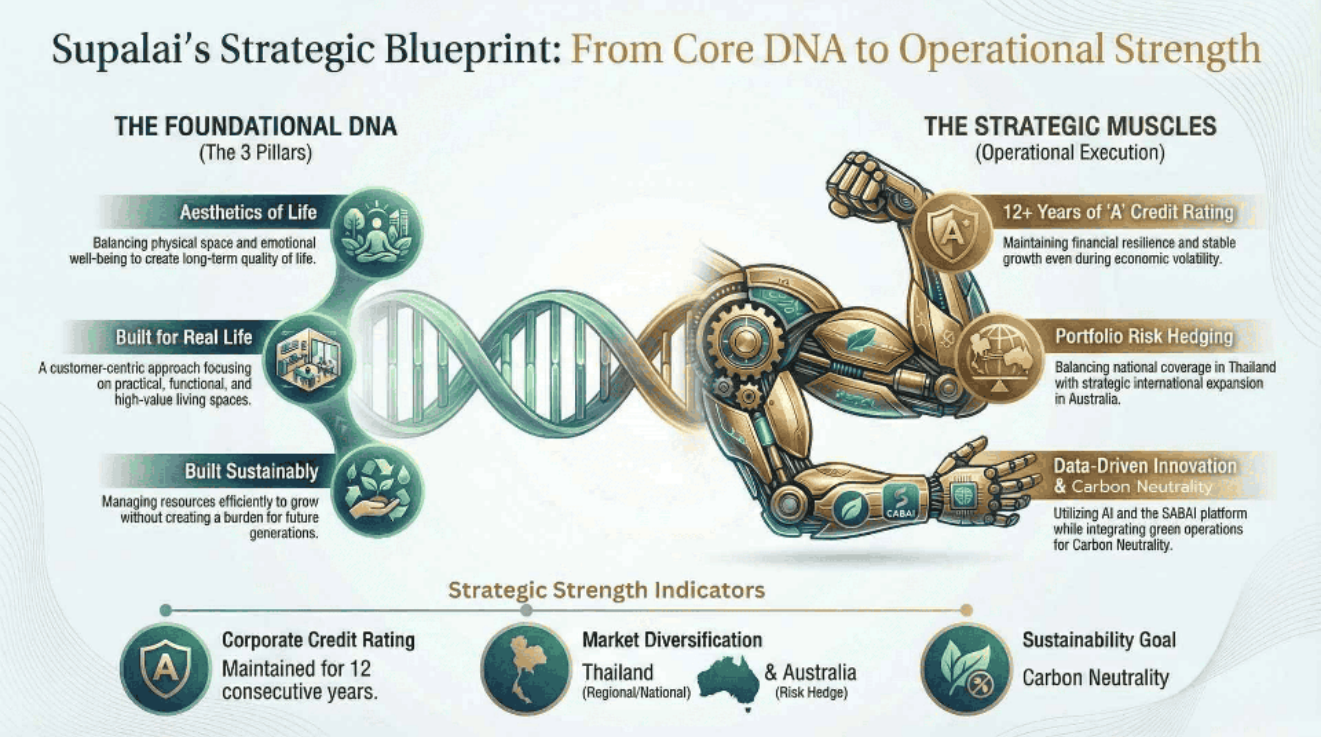
Supalai operates with a firm commitment to good governance, transparency, and accountability. These principles serve as the framework for defining policies, strategies, and management systems at every level to ensure efficient, clear, and auditable operations. Our governance covers all aspects of operational management and standard-setting while carefully considering the impacts and expectations of all stakeholders, including shareholders, customers, employees, partners, and communities. By ensuring balanced and appropriate business decisions, the Company strengthens its stability and growth potential. This foundation of transparency and ethics is the cornerstone of our long-term sustainable development.

Business strategies

Strategic Concept

“Supalai Inspire Aesthetics of Life”

The Company operates under the core concept **“Supalai Inspire Aesthetics of Life,”** reflecting a residential development philosophy that goes beyond mere physical construction. We prioritize creating an **“Aesthetics of Life”**a holistic living experience encompassing physical comfort, emotional well-being, and long-term quality of life.
This vision is anchored by two fundamental pillars: **“Built for Real Life”**addressing the practical needs of modern consumersand **“Built Sustainably”**conducting business with profound responsibility toward the environment and society. This strategic framework is integrated into every facet of our operations, from design and product development to project management and the creation of sustainable value for all stakeholders. We are committed to developing projects that harmonize **aesthetic beauty, practical functionality, and long-term value** while optimizing resource efficiency to elevate the quality of life for today’s residents without compromising the future of the next generation.



Translating the "Supalai Inspire Aesthetics of Live "Strategic Concept into Concrete Action"

1.Introduction : Strategic Dynamics under the "Aesthetics of Live" Concept

Amidst the current volatility of the real estate market and prevailing economic headwinds, the **"Supalai Inspire Aesthetics of Life"** concept is far more than a mere marketing slogan. It serves as our "Strategic Compass," precisely navigating the company's trajectory. The core driver for Supalai in this era is the transformation of "Aesthetics" into "Long-term Value"a critical asset that consumers prioritize during economic decelerations.

Aligning this vision with our operational strategy is paramount to sustainable success. We have established a unique intersection between a development philosophy focused on beauty and emotion (Aesthetics of Life) and the demand for practical functionality (Built for Real Life). Harmonizing these elements forms the bedrock of value creation, which will be further amplified through the key strategic pillars detailed below.

2. Deciphering the Core Concept: The Foundations of Sustainability (The Core Pillars)

To ensure the strategic vision is translated into precise action, the Company has established three core elements that serve as the **"Brand DNA"**:

- **Aesthetics of Life:** Viewing residences as more than physical structures, we strive to balance living spaces with emotional well-being to elevate long-term quality of life.
- **Built for Real Life:** A **customer-centric** approach focused on developing projects that offer practical utility, exceptional value, and alignment with contemporary lifestyles.
- **Built Sustainably:** Managing resources with maximum efficiency, driven by a mission to grow **"without compromising the future of the next generation."**

If these three pillars represent the **DNA** defining Supalai's identity, the following five strategic initiatives are the **"muscles"** that will propel this DNA toward achieving tangible, high-impact results.

3. The Strategic Bridge: Translating Vision into Action

To transform an abstract vision into tangible reality, a systematic **strategic alignment** mechanism is required, structured as follows:

3.1 Resilient Growth Strategy

Our growth strategy clearly reflects the **"Built Sustainably"** DNA through unwavering financial discipline and prudent expansion, designed to withstand the volatility of economic and real estate cycles. Supalai leverages its deep industry expertise combined with **financial strength** as a vital shield against severe economic uncertainty. This enables the Company to maintain profitability while seizing growth opportunities even during crises. Operating on a foundation of **Rational Optimism**, our forward-looking approach is rooted in data-driven decision-making, prudence, and accountability to all stakeholders.

Under the **"Supalai Inspire Aesthetics of Life"** concept, we prioritize long-term quality and value over mere quantitative expansion. With over 36 years of experience, Supalai has consistently maintained performance continuity and investor confidenceevidenced by our **"A" credit rating for over 12 consecutive years.** Our ability to access capital at competitive costs further strengthens our financial stability, ensuring we develop projects that truly elevate residents' quality of life and create enduring value.

3.2 Portfolio Balancing and Risk Diversification Strategy

This strategy translates the **"Built for Real Life"** and **"Built Sustainably"** DNA into a robust and flexible business structure. Supalai focuses on balanced portfolio management by diversifying investments across domestic and international markets (notably Australia) to mitigate risks from economic cycles, shifting consumer behaviors, and macroeconomic factors such as household debt.

In Thailand, we plan to launch projects across multiple price points and regions, expanding into new high-potential locations to ensure steady revenue streams. Simultaneously, our international investments act as a crucial **Risk Hedge**, supported by favorable government policies and long-term housing demand. This global presence significantly enhances our growth potential and our ability to meet the "real life" needs of customers across diverse contexts sustainably.

3.3 Product Development and Long-term Value Creation Strategy

Product development is the heart of our brand DNA. We view a residence not just as a physical structure, but as a space that fosters long-term emotion, well-being, and pride. Guided by the **"Supalai Inspire Aesthetics of Life"** philosophy, we harmonize aesthetic beauty, practical functionality, and living comfort to authentically enhance our customers' quality of life.

Creating an **"Aesthetics of Life"** encompasses everything from airy, functional spatial design and premium material selection to the cultivation of healthy living environments. Our **iconic projects** in prime locations reflect a "timeless living value" that transcends trends. This strategy not only secures long-term asset appreciation but also creates a qualitative competitive advantage, reinforcing our position as a developer dedicated to sustainable, real-world living solutions.

3.4 Data-Driven, Digital and Customer Experience Strategy

This strategy serves as the **"Muscle"** connecting our **"Built for Real Life"** DNA with the digital frontier. Supalai is systematically evolving into a **Digital Organization**, utilizing data as the primary engine for strategic decision-making. Through a **Central Data Platform** and analytical dashboards, we enhance speed, precision, and management efficiency, allowing us to respond to modern consumer needs in real-time.

Furthermore, we are developing digital platforms and **Smart Living** solutions to elevate the customer experience, such as the **"SABAI" application**, Smart Village systems, and AI integration for enhanced security and convenience. These initiatives foster deep customer engagement, add living value, and support long-term business growth on a sustainable technological foundation.

3.5 Sustainability and Shared Value Strategy

This strategy solidifies our **"Built Sustainably"** DNA. We integrate sustainability into every operational processfrom resource efficiency and green operations to reducing environmental impact and carbon footprints. Our long-term goal is to achieve **Carbon Neutrality** under a framework that ensures the **"Aesthetics of Life"** does not become a burden for future generations.

Our growth is not measured by financial returns alone but by aligning business goals with social and environmental responsibility. By designing projects that benefit both residents and surrounding communities, we create **Shared Value** for customers, society, and all stakeholders, reaffirming our mission to grow sustainably without compromising the future.

Company Background

Supalai Public Company Limited (the "Company") was established on June 26, 1989, with a steadfast commitment to becoming a leader in creating high-quality residential properties. Starting with an initial registered capital of THB 100 million, the Company began its journey by developing low-rise projects, including single-detached houses and townhomes. Over the years, we have continuously expanded our expertise into condominiums, office buildings, as well as hotels and resorts.

Built upon a solid foundation, the Company transitioned into a public limited company in 1992 and was officially listed on the Stock Exchange of Thailand on November 17, 1993. For over three decades, Supalai has reinforced its professionalism through the development of both low-rise and high-rise residential projects in high-potential locations nationwide. As of the present, the Company's total paid-up capital stands at THB 1,953.05 million.

Business Overview of the Company and its Subsidiaries

Supalai Group operates in the real estate development sector, focusing on residential and commercial properties under the core concept: "Creating high-quality housing for a quality society of the Supalai family." We are committed to developing products that meet functional needs, utilizing international standard materials, and providing excellence in both pre-sale and after-sales services to ensure maximum customer satisfaction and a safe, warm living environment for our residents.

Core Strategies and Operations:

Diversified Products and Strategic Locations: The Group develops a comprehensive range of residential projects, including single-detached houses, twin houses, townhomes, and condominiums. These projects are strategically located in high-potential areas throughout Bangkok, its vicinity, and major provinces across the country.

Target Market Penetration: Our primary focus is on middle-to-high income segments. The "Supalai" brand serves as our flagship brand to instill confidence and trust, complemented by project names that reflect unique identities and diverse lifestyles of our target customers.

Risk Diversification and International Expansion: The Company continuously seeks new growth opportunities. Since 2014, we have expanded our investment into Australia through joint ventures with strong local partnersa pivotal milestone in elevating our business to an international level. In December 2023, the Company achieved a significant breakthrough: Supalai Australia Holdings Pty Ltd entered into a joint venture with Stockland Communities Partnership HoldCo Pty Ltd (a subsidiary of Stockland Corporation Ltd, one of Australia's largest real estate companies). By acquiring a 49.9% stake in a portfolio from Lendlease Corporation Limited, comprising 12 projects, Supalai Group now boasts a robust international portfolio of 24 projects across 4 states and 6 major cities in Australia.

Domestic Leadership: In Thailand, the Company has aggressively expanded its development footprint to cover 29 provinces. We are at the forefront of the industry by integrating "Green Design & Innovation" and energy-efficient home designs. Our mission is to remain a leading sustainable real estate developer that consistently evolves to meet the needs of our customers.

1.1.2 Material changes and developments

Details regarding material changes and developments

years	Material changes and developments
2025	● Launching 22 new projects totaling 29,470 million Baht, divided into 4 condominium projects and 18 housing projects. ● Issuing debentures to Institutional Investors four times totaling 14,500 million Baht.
2024	● Launching 41 new projects totaling 52,380 million Baht, divided into 4 condominium projects and 37 housing projects. ● Issuing debentures to Institutional Investors three times totaling 11,000 million Baht.
2023	● Launching 26 new projects totaling 29,640 million, divided into 3 condominium projects and 23 housing projects. ● Issuing debentures to Institutional Investors four times, totaling 10,120 million Baht. ● In December 2023, The Company's Board of Directors' meeting passed a resolution to approve an investment by Supalai Australia Holdings Pty Ltd in SSRCP Holdco Pty Ltd, which is newly incorporated in Australia. Currently, the subsidiary has signed the joint agreement. It will pay the called-up capital of this joint venture in 2024.

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

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

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

List of spending of the money obtained from each offering of equity or debt securities			
Item 1			
Types of securities used for fundraising			**Amount of funds raised**
Debt Instruments			1,500.00 Million Baht
Spending objectives	**Duration (approximate)**	**Amount of money as planned**	**Amount of spent money**
To repay project loan	Mar 2025	1,500.00	1,500.00

Implementation according to objectives

Achieve objectives

Progress of fund utilization / reasons and measures taken in case the funds are not spent according to the objectives

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Related links

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Item 2

Types of securities used for fundraising **Amount of funds raised**

Debt Instruments 3,000.00 Million Baht

Spending objectives	Duration (approximate)	Amount of money as planned	Amount of spent money
To repay project loan	Mar 2025	3,000.00	3,000.00

Implementation according to objectives

Achieve objectives

Progress of fund utilization / reasons and measures taken in case the funds are not spent according to the objectives

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Related links

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Item 3

Types of securities used for fundraising **Amount of funds raised**

Debt Instruments 1,500.00 Million Baht

Spending objectives	Duration (approximate)	Amount of money as planned	Amount of spent money
To repay project loan	Mar 2025	1,500.00	1,500.00

Implementation according to objectives

Achieve objectives

Progress of fund utilization / reasons and measures taken in case the funds are not spent according to the objectives

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Related links

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Item 4

Types of securities used for fundraising	Amount of funds raised
Debt Instruments	2,500.00 Million Baht

Spending objectives	Duration (approximate)	Amount of money as planned	Amount of spent money
To repay the existing debentures	Aug 2025	2,500.00	2,500.00

Implementation according to objectives

Achieve objectives

Progress of fund utilization / reasons and measures taken in case the funds are not spent according to the objectives

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Related links

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Item 5

Types of securities used for fundraising	Amount of funds raised
Debt Instruments	2,000.00 Million Baht

Spending objectives	Duration (approximate)	Amount of money as planned	Amount of spent money
To repay the existing debentures	Aug 2025	2,000.00	2,000.00

Implementation according to objectives

Achieve objectives

Progress of fund utilization / reasons and measures taken in case the funds are not spent according to the objectives

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Related links

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Item 6

Types of securities used for fundraising	Amount of funds raised
Debt Instruments	1,000.00 Million Baht

Spending objectives	Duration (approximate)	Amount of money as planned	Amount of spent money

To repay the existing debentures	Sep 2025	1,000.00	1,000.00

Implementation according to objectives

Achieve objectives

Progress of fund utilization / reasons and measures taken in case the funds are not spent according to the objectives

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Related links

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Item 7

Types of securities used for fundraising **Amount of funds raised**

Debt Instruments 1,000.00 Million Baht

Spending objectives	Duration (approximate)	Amount of money as planned	Amount of spent money
To repay the existing debentures	Sep 2025	1,000.00	1,000.00

Implementation according to objectives

Achieve objectives

Progress of fund utilization / reasons and measures taken in case the funds are not spent according to the objectives

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Related links

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Item 8

Types of securities used for fundraising **Amount of funds raised**

Debt Instruments 1,100.00 Million Baht

Spending objectives	Duration (approximate)	Amount of money as planned	Amount of spent money
To repay bills of exchange due	Jan 2025	1,100.00	1,100.00

Implementation according to objectives

Achieve objectives

Progress of fund utilization / reasons and measures taken in case the funds are not spent according to the objectives

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Related links

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Item 9

Types of securities used for fundraising	Amount of funds raised
Debt Instruments	1,500.00 Million Baht

Spending objectives	Duration (approximate)	Amount of money as planned	Amount of spent money
To repay bills of exchange due	Jan 2025	1,500.00	1,500.00

Implementation according to objectives

Achieve objectives

Progress of fund utilization / reasons and measures taken in case the funds are not spent according to the objectives

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Related links

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Item 10

Types of securities used for fundraising	Amount of funds raised
Debt Instruments	725.00 Million Baht

Spending objectives	Duration (approximate)	Amount of money as planned	Amount of spent money
To repay bills of exchange due	Apr 2025	725.00	725.00

Implementation according to objectives

Achieve objectives

Progress of fund utilization / reasons and measures taken in case the funds are not spent according to the objectives

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Related links

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Item 11

Types of securities used for fundraising	Amount of funds raised
Debt Instruments	500.00 Million Baht

Spending objectives	Duration (approximate)	Amount of money as planned	Amount of spent money
To repay bills of exchange due	Apr 2025	500.00	500.00

Implementation according to objectives

Achieve objectives

Progress of fund utilization / reasons and measures taken in case the funds are not spent according to the objectives

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Related links

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Item 12

Types of securities used for fundraising	Amount of funds raised
Debt Instruments	400.00 Million Baht

Spending objectives	Duration (approximate)	Amount of money as planned	Amount of spent money
To repay bills of exchange due	May 2025	400.00	400.00

Implementation according to objectives

Achieve objectives

Progress of fund utilization / reasons and measures taken in case the funds are not spent according to the objectives

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Related links

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Item 13

Types of securities used for fundraising	Amount of funds raised
Debt Instruments	955.00 Million Baht

Spending objectives	Duration (approximate)	Amount of money as planned	Amount of spent money
To repay bills of exchange due	May 2025	955.00	955.00

Implementation according to objectives

Achieve objectives

Progress of fund utilization / reasons and measures taken in case the funds are not spent according to the objectives

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Related links

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Item 14

Types of securities used for fundraising	**Amount of funds raised**
Debt Instruments	400.00 Million Baht

Spending objectives	**Duration (approximate)**	**Amount of money as planned**	**Amount of spent money**
To repay bills of exchange due	Jun 2025	400.00	400.00

Implementation according to objectives

Achieve objectives

Progress of fund utilization / reasons and measures taken in case the funds are not spent according to the objectives

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Related links

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Item 15

Types of securities used for fundraising	**Amount of funds raised**
Debt Instruments	1,000.00 Million Baht

Spending objectives	**Duration (approximate)**	**Amount of money as planned**	**Amount of spent money**
To repay bills of exchange due	Jun 2025	1,000.00	1,000.00

Implementation according to objectives

Achieve objectives

Progress of fund utilization / reasons and measures taken in case the funds are not spent according to the objectives

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Related links

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Item 16

Types of securities used for fundraising	**Amount of funds raised**

Debt Instruments	1,100.00 Million Baht

Spending objectives	Duration (approximate)	Amount of money as planned	Amount of spent money
To repay bills of exchange due	Jul 2025	1,100.00	1,100.00

Implementation according to objectives

Achieve objectives

Progress of fund utilization / reasons and measures taken in case the funds are not spent according to the objectives

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Related links

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Item 17

Types of securities used for fundraising	Amount of funds raised
Debt Instruments	1,500.00 Million Baht

Spending objectives	Duration (approximate)	Amount of money as planned	Amount of spent money
To repay bills of exchange due	Aug 2025	1,500.00	1,500.00

Implementation according to objectives

Achieve objectives

Progress of fund utilization / reasons and measures taken in case the funds are not spent according to the objectives

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Related links

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Item 18

Types of securities used for fundraising	Amount of funds raised
Debt Instruments	725.00 Million Baht

Spending objectives	Duration (approximate)	Amount of money as planned	Amount of spent money
To repay bills of exchange due	Oct 2025	725.00	725.00

Implementation according to objectives

Achieve objectives

Progress of fund utilization / reasons and measures taken in case the funds are not spent according to the objectives

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Related links

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Item 19

Types of securities used for fundraising **Amount of funds raised**

Debt Instruments 400.00 Million Baht

Spending objectives	Duration (approximate)	Amount of money as planned	Amount of spent money
To repay bills of exchange due	Nov 2025	400.00	400.00

Implementation according to objectives

Achieve objectives

Progress of fund utilization / reasons and measures taken in case the funds are not spent according to the objectives

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Related links

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Item 20

Types of securities used for fundraising **Amount of funds raised**

Debt Instruments 400.00 Million Baht

Spending objectives	Duration (approximate)	Amount of money as planned	Amount of spent money
To repay bills of exchange due	Nov 2025	400.00	400.00

Implementation according to objectives

Achieve objectives

Progress of fund utilization / reasons and measures taken in case the funds are not spent according to the objectives

-

Related links

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Item 21			
Types of securities used for fundraising			**Amount of funds raised**
Debt Instruments			1,500.00 Million Baht
Spending objectives	**Duration (approximate)**	**Amount of money as planned**	**Amount of spent money**
To repay the existing debentures and repay project loan	Nov 2025	1,500.00	1,500.00
Implementation according to objectives Achieve objectives			
Progress of fund utilization / reasons and measures taken in case the funds are not spent according to the objectives -			
Related links -			

Item 22			
Types of securities used for fundraising			**Amount of funds raised**
Debt Instruments			500.00 Million Baht
Spending objectives	**Duration (approximate)**	**Amount of money as planned**	**Amount of spent money**
To repay project loan	Nov 2025	500.00	500.00
Implementation according to objectives Achieve objectives			
Progress of fund utilization / reasons and measures taken in case the funds are not spent according to the objectives -			
Related links -			

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

Notification of the Capital Market Supervisory Board No. ThorJor. 17/2561 Re: Application and Approval for Offer for Sale of Newly Issued Debt Securities dated January 17, 2018 (and as amended)

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

Are there any issued securities with obligations or conditions? : Yes

Obligations Undertaken by the Company in the Registration Statement to Offer for Sale of Securities and/or Conditions of Permission of Office and/or Conditions of Securities Acceptance of SET

1. The debenture issuer will make the best effort to maintain the listed securities of all issued ordinary shares of the debenture issuer on the Stock Exchange of Thailand.
2. The debenture issuer will maintain the debt to equity ratio in accordance with the debenture issuer's consolidated financial statements being audited or reviewed by the debentures issuer's auditor. Such ratio shall not exceed 2:1 at the end of the fiscal year of each quarter or at the end of the accounting period in the case of the last quarter. For the sake of the calculation of the above ratio and the interpretation under these For the sake of the calculation of the above ratio and the interpretation under these

   Liabilities refers to the debenture issuer's total liabilities as shown in the debenture issuer's consolidated financial statements which have been audited or reviewed by the debenture issuer's auditor.

   Shareholders' equity refers to the equity of the debenture issuer as shown in the consolidated financial statements which have been audited or reviewed by the debenture issuer's auditor.
3. The debenture issuer will maintain the dividend payout ratio of not exceeding 60% of the net income under the debenture issuer's financial statements audited or reviewed by the debenture issuer's auditor for each accounting period of the debenture issuer throughout the life of debentures.
4. The debenture issuer will not declare a dividend payout or stock dividend to shareholders of the debenture issuer in the event that the debenture issuer fails to pay the principal or the debenture issuer defaults the payment of any amount relating to the debentures to the debenture holders.
5. The debenture issuer will not sell, dispose, pay or transfer all assets or some important parts used in the business operation of the debenture issuer, unless the above actions will not affect the debenture issuer's solvency of debentures on the debenture holders.
6. The debenture issuer will perform actions to cause the existing obligations of the debenture issuer under this debenture to have the least order of repayment equal to all other obligations (unsubordinated or without preferential rights) of the debenture issuer throughout the life of debentures.

1.1.5 Company information

Company name :	SUPALAI PUBLIC COMPANY LIMITED
Symbol :	SPALI
Address :	SUPALAI GRAND TOWER, 1011 RAMA 3 ROAD, CHONGNONSEE, YAN NAWA
Province :	Bangkok
Postcode :	10120
Business :	The Company engages in the operation of real estate development projects include 1) detached houses, duplex houses, townhouses, and condominiums projects in a variety of areas throughout Bangkok and provincial 2) office buildings for rent in the commercial districts and 3) hotel business in the provincial
Registration number :	0107535000303
Telephone :	0-2725-8888
Website :	http://www.supalai.com
Email :	ir_spali@supalai.com
Total shares sold	
Common stock :	1,953,054,030
Preferred stock :	0

Diagram of organization's logo



1.2 Nature of business

The Company operates a real estate development business based on the principle of continuously creating added value through the development of products that comprehensively respond to market demand under the concept of **"Design with functionality at heart, combined with worthwhile quality."** This concept serves as a key strategic mechanism to drive sustainable growth and enhance competitiveness. Accordingly, the Company has established "design" as the core of its corporate strategy, enabling the development of differentiated products that create functional value while maintaining a balance between quality and cost structure. This approach leads to competitive advantages and long-term growth. The development of these projects aims to drive the Company's growth as follows:

1. Expanding New Housing Options and Launching New Brands to Serve All Customer Segments

The Company has introduced a new single-detached house series, **ROMANTIC CHARM SERIES**, designed to align with the lifestyles and practical needs of every family member. In addition, the Company has launched a new house design under the **ORIENTAL SERIES** to meet the increasing demand for more diverse housing options, particularly for new-generation families. These new designs have been developed based on customer behavior, preferences, and prevailing economic and social conditions to ensure that the products effectively meet consumer expectations. The Company also continues to study and develop new housing designs that are aligned with modern lifestyles on an ongoing basis.





2. Expanding Condominium Unit Layout Options to Meet Diverse Customer Needs

Supalai Sense Chaengwattana–Laksi is a condominium thoughtfully designed with well-proportioned living space, emphasizing essential functionality at an affordable entry price. The project offers a wide range of unit types, from one-bedroom units starting at 26 square meters to two-bedroom units up to 56.5 square meters. With as many as **14 distinct layout** options, Supalai is committed to designing diverse room configurations to accommodate different lifestylesbecause life has no single formula. The flexible spaces can be adapted to suit various needs, whether for singles or couples, allowing residents to choose a home that supports future growth. Every square meter is carefully planned for practical functionality, enabling homeowners to enjoy a residence that delivers true value while clearly reflecting their identity.







3. Product Differentiation Strategy Focused on Niche Market Segments

Supalai Elite Sukhumvit 39 introduces a new dimension of living that emphasizes ultimate privacy. With a distinctive concept that sets it apart from typical condominiums in the Sukhumvit area, the project is thoughtfully designed to genuinely support family living. The development exclusively offers **"extra-large"** units in **2–3 bedroom** layouts only. The absence of smaller unit types helps cultivate a high-quality, peaceful, and uncrowded community, truly accommodating a family-oriented lifestyle. The project stands out with a limited number of only 192 units and provides more than 100% parking capacity, eliminating concerns about parking in the heart of the city. Confidence in quality is further reinforced by generous ceiling heights of 2.8 meters and a prime location offering convenient connectivity to both Sukhumvit and Phetchaburi roads. This project successfully combines value, spacious living areas, and a quality community in one exceptional address.





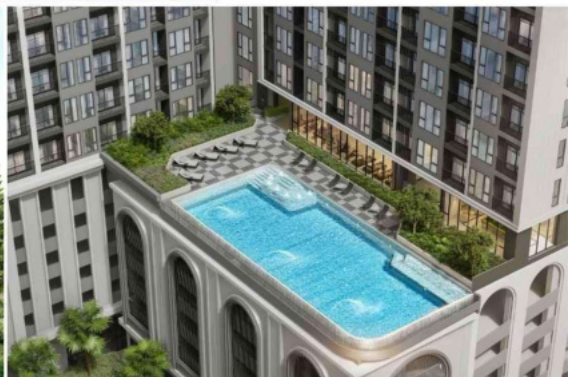
4. Building Confidence in Quality at a Worthwhile Price (Best-Cost Provider Strategy)

Supalai Premier Taksin – Wongwianyai is a high-specification project under the Premier brand, offering one of Supalai's most competitive price points. The project features thoughtfully designed layouts and interior specifications that respond to practical living needs, delivering a premium standard that elevates lifestyle with refined taste. Key features include a digital door lock and a 1-way cassette-type air conditioning system equipped with a PM 1.0 filter to help remove fine dust particles and pathogens. The Smart Kitchen comes complete with a hob and hood, while sanitary ware features Comfort Clean technology that inhibits E. coli and other bacteria, enhancing residents' hygiene and well-being. In terms of security, the project is equipped with an automatic access control system integrated with facial scan technology for safe and contactless building entry and exit. CCTV coverage is provided throughout the project, along with an LPR (License Plate Recognition) system to ensure accurate and secure vehicle access control. The units are designed to be larger than typical projects within the same price range, offering more spacious living areas and enabling well-proportioned furniture arrangements. Interior layouts are carefully planned to ensure functional zoning and efficient space utilization.

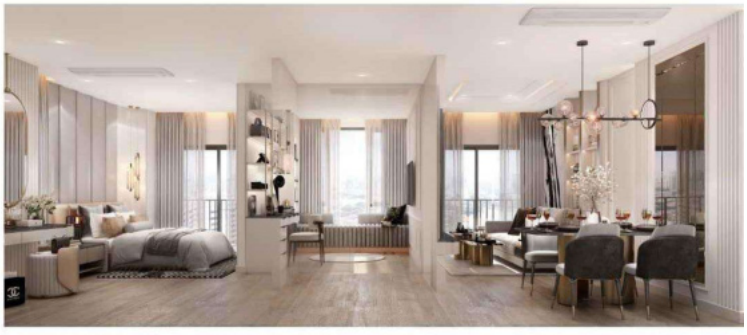
A variety of unit types are available, each designed in alignment with the orientation of the unit to optimize comfort and functionality. The spacious layouts are adaptable to diverse lifestyles, allowing residents to customize their living space according to their individual needs.











1.2.1 Revenue structure

Revenue structure by product line or business group

	2023	2024	2025
Total revenue from operations (thousand baht)	31,818,076.82	31,984,702.78	24,772,158.05
Revenue form sales of real estate (thousand baht)	30,836,438.89	30,816,648.95	23,713,621.88
Other income (thousand baht)	641,473.08	790,278.68	647,833.66
Revenue from rental and services (thousand baht)	340,164.85	377,775.15	410,702.51
Other (thousand baht)	0.00	0.00	0.00
Total revenue from operations (%)	100.00%	100.00%	100.00%
Revenue form sales of real estate (%)	96.91%	96.35%	95.73%
Other income (%)	2.02%	2.47%	2.62%
Revenue from rental and services (%)	1.07%	1.18%	1.66%
Other (%)	0.00%	0.00%	0.00%

By geographical area or market

	2023	2024	2025
Total revenue from operations (thousand baht)	31,818,076.82	31,984,702.78	24,772,158.05
Domestic (thousand baht)	29,186,631.22	28,541,344.92	22,633,259.09
International (thousand baht)	2,631,445.60	3,443,357.86	2,138,898.96
Australia (thousand baht)	2,631,445.60	3,443,357.86	2,138,898.96
Other countries (thousand baht)	0.00	0.00	0.00
Total revenue from operations (%)	100.00%	100.00%	100.00%
Domestic (%)	91.73%	89.23%	91.37%
International (%)	8.27%	10.77%	8.63%
Australia (%)	100.00%	100.00%	100.00%
Other countries (%)	0.00%	0.00%	0.00%

Other income as specified in the financial statements

	2023	2024	2025
Total other income (thousand baht)	641,473.08	790,278.68	647,833.66
Other income from operations (thousand baht)	641,473.08	790,278.68	647,833.66
Other income not from operations (thousand baht)	0.00	0.00	0.00

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

	2023	2024	2025
Share of profit (thousand baht)	246,872.47	393,716.79	730,397.57

1.2.2 Information on products and services

2025 New Project Launch Highlights

14 Low-Rise Projects

SUPALAI ESSENCE



Supalai Essence Bangna - Suvarnabhumi

SUPALAI MONTARA



Supalai Montara @Phutthamonthon

SUPALAI PRIMA VILLA



Supalai Prima Villa Rangsit Klong 3

SUPALAI PRIME VILLA



Supalai Prime Villa Samui

SUPALAI GARDEN VILLE



Supalai Garden Ville Thepharak-Bangna

SUPALAI PARK VILLE



Parkville Biz Shophouse
Nakhon Si Thammarat

SUPALAI PALM SPRINGS



Supalai Palm Springs
Chaiyaphruek - Chaeng Wattana



Supalai Palm Springs Lopburi

SUPALAI bella



Supalai Bella Soi Kantana - Salaya



Supalai Bella Bangna Srivaree

SUPALAI VILLE



Supalai Ville Khao Noi - Ratchaburi

SUPALAI Primo



Supalai Primo Nanglae - Chiangrai

SUPALAI PARK VILLE Hua Hin



Supalai Park Ville Hua Hin

SUPALAI LAKE VILLE



Supalai Lake Ville
Sukprayoon - Motorway

3 High-Rise Projects

SUPALAI sense Chaengwattana - Laksi



Supalai Sense Chaengwattana - Laksi

SUPALAI PREMIER TAKSIN - WONGWIAN YAI



Supalai Premier Taksin - Wongwianyai

SUPALAI ELITE SUKHUMVIT 39



Supalai Elite Sukhumvit 39

1.2.2.1 Product/service information and business innovation development

Residential Projects: The Company's completed projects and projects in progress and in the process of sales
As at December 31, 2025

	Project	Location	Area (Rai-Ngan-Square Wah)	Starting price	Product type	Progress of Construction (% total project)
	Low Rise Projects					
1.	Supalai Monte Biz Chiangmai	Wat Ket, Mueang Chiangmai, Chiangmai	7-2-85.5	3.4 Million Baht or more	CB	100
2.	Novo Ville Phaholyothin-Lumlukka	Khu Khot, Lamlukka, Pathumthani	8-0-0	1.9 Million Baht or more	TH	100
3.	Supalai Primo Nakhonsithammarat	Tha Wang, Mueang Nakhonsithammarat, Nakhonsithammarat	6-2-37.7	2.2 Million Baht or more	DP, TH	100
4.	Supalai Park Ville Nittayo	Nittayo Road, Nong Khon Kwang,Mueang Udonthani, Udonthani	60-3-44.1	3.5 Million Baht or more	DH	100
5.	Supalai Moda Ubonratchathani	Rai Noi, Mueang Ubonratchathani, Ubonratchathani	50-2-53.7	3.7 Million Baht or more	DH	90
6.	Supalai Ville Ubonratchathani	Rai Noi, Mueang Ubonratchathani, Ubonratchathani	28-0-61.5	2.3 Million Baht or more	DH	100
7.	Supalai Ville Suratthani	Tha Thong Mai, Kanchanadit, Suratthani	21-3-83.2	1.8 Million Baht or more	DH, DP, TH	77
8.	Supalai Ville Nakornratchasima	Hua Thale, Mueang Nakornratchasima, Nakornratchasima	36-1-21.3	2.5 Million Baht or more	DH, DP	100
9.	Supalai Bella Nakornsithammarat	Pak Phun, Mueang Nakornsithammarat, Nakornsithammarat	57-0-26.3	1.7 Million Baht or more	DH, DP, TH	100
10.	Supalai Primo Ubonratchathani	Saensuk, Warin Chamrap, Ubonratchathani	25-1-33.7	1.6 Million Baht or more	DH, DP, TH	100
11.	Supalai Park Ville Nakhonsithammarat	Pak Nakhon, Mueang Nakhonsithammarat, Nakhonsithammarat	34-2-43.2	3.9 Million Baht or more	DH	100

12.	Supalai Bella Nakornratchasima	Cho Ho, Mueang Nakornratchasima, Nakornratchasima	42-2-15	1.8 Million Baht or more	DH, DP, TH	100
13.	Novo Ville Udonthani	Ban Chan, Mueang Udonthani, Udonthani	13-3-77.6	1.7 Million Baht or more	DP, TH	100
14.	Supalai River Ville Rayong	Choeng Noen, Mueang Rayong, Rayong	24-1-41.9	6.5 Million Baht or more	DH	80
15.	Supalai Park Ville Maekorn-chiangrai	Tha Sai, Mueang Chiangrai, Chiangrai	86-1-29.1	2.9 Million Baht or more	DH, DP	87
16.	Supalai Ville Sriracha Suan-Sue	Nong Kham, Sriracha, Chonburi	16-0-98.8	1.9 Million Baht or more	DH, DP, TH	100
17.	Supalai Primo Kanchanaphisek - Chaiyaphruek	Phimon Rat, Bang Bua Thong, Nonthaburi	20-1-93	2.1 Million Baht or more	DP, TH	100
18.	Supalai Ville Bangna-Outer Ring Road	Bang Phli Yai, Racha Thewa, Samutprakan	60-2-18.7	2.6 Million Baht or more	DH, DP, TH	98
19.	Supalai Ville Ekachai - Kanchanaphisek	Bang Nam Chuet, Mueang Samut Sakhon, Samut Sakhon	62-0-75.4	2.8 Million Baht or more	DH, DP, TH	100
20.	Supalai Ville Nakhonsithammarat	Tha Sak, Mueang Nakhonsithammarat, Nakhonsithammarat	26-0-78.4	3.0 Million Baht or more	DH	100
21.	Supalai Bella Maekorn - Chiang Rai	Tha Sai, Mueang Chiangrai, Chiangrai	40-2-8.9	1.8 Million Baht or more	DH, DP, TH	75
22.	Supalai Ville Rangsit Klongluang -Klong 2	Klong 2, Klongluang, Pathumthani	53-2-34.5	2.9 Million Baht or more	DH, DP	84
23.	Supalai Pride Udonthani	Nong Bua, Mueang Udonthani, Udonthani	96-3-78.1	2.4 Million Baht or more	DH, DP, TH	90
24.	Supalai Ville Rayong	Choeng Noen, Mueang Rayong, Rayong	57-2-49.3	3.1 Million Baht or more	DH, DP	100
25.	Supalai Prima Villa Nakornratchasima	Nong Bua Sala, Mueang Nakornratchasima, Nakornratchasima	56-1-26	5.4 Million Baht or more	DH	51
26.	Supali Bella Chayangkhun-Kham Yai	Rai Noi, Mueang Ubonratchathani, Ubonratchathani	60-0-68	1.4 Million Baht or more	DH, DP, TH	90
27.	Supalai Novo Ville Suratthani	Wat Pradu, Mueang Suratthani, Suratthani	29-2-49.5	1.5 Million Baht or more	DH , DP, TH	100

28.	Supalai Park Ville Rangsit Klong 4	Bueng Yitho, Thanyaburi Pathumthani	92-2-24	4.5 Million Baht or more	DH	92
29.	Supalai Prima Villa Pinklao-Phutthamonthon Sai2	Sala Thammasop, Thawi Watthana, Bangkok	26-2-94.5	16.1 Million Baht or more	DH	96
30.	Supalai River Ville Suratthani	Bang Bai Mai, Mueang Suratthani, Suratthani	19-2-74.8	5.4 Million Baht or more	DH	100
31.	Supalai Prima Villa Phatthanakan Khu Khwang	Na, Mueang Nakhonsithammarat, Nakhonsithammarat	83-3-3.0	4.5 Million Baht or more	DH	90
32.	Supalai Pride Outer Ring-Lamlukka Klong 6	Klong 6, Lamlukka, Pathumthani	44-1-67.2	3.5 Million Baht or more	DH, DP, TH	100
33.	Supalai Primo Ayutthaya	Ban Ko, Phra Nakhon Si Ayutthaya, Phra Nakhon Si Ayutthaya	15-3-78.4	2.3 Million Baht or more	DP, TH	100
34.	Supalai Ville Sriracha-Bowin	Bueng, Sriracha, Chonburi	88-0-74.5	2.8 Million Baht or more	DH, DP	51
35.	Supalai Park Ville Hangdong-Chiangmai	Ban Waen, Hang Dong, Chiangmai	32-2-92.1	4.5 Million Baht or more	DH	81
36.	Supalai Garden Ville Nang Lae - Chiangrai	Nang Lae, Mueang Chiangrai, Chiangrai	86-2-96.2	3.0 Million Baht or more	DH	44
37.	Supalai Ville Ayutthaya	Ban Ko, Phra Nakhon Si Ayutthaya, Phra Nakhon Si Ayutthaya	31-2-86.7	3.4 Million Baht or more	DH, DP	100
38.	Supalai Bella Bansuan – Setthakit	Nong Ri, Mueang Chonburi, Chonburi	30-0-80.9	2.6 Million Baht or more	DH, DP, TH	100
39.	Supalai Pride Phitsanulok	Nai Mueang, Mueang Phitsanulok, Phitsanulok	60-2-86	1.9 Million Baht or more	DH, DP, TH	100
40.	Supalai Bella Map Yang Pon- Pluak Daeng	Yang Pon, Pluak Daeng, Rayong	39-3-7.2	1.7 Million Baht or more	DH, DP, TH, CB	59
41.	Supalai Urbana Chaengwattana-Pakkret	Bang Phut, Pak Kret, Nonthaburi	9-1-71	3.4 Million Baht or more	TH	98
42.	Supalai Palm Springs Rayong	Nong Taphan, Ban Khai Rayong	61-3-23.8	3.3 Million Baht or more	DH	100
43.	Supalai ParkVille Prachauthit-Suksawat	Nai Khlong Bang Pla Kot, Phra Samut Chedi, Samutprakarn	51-3-92.1	7.0 Million Baht or more	DH	68
44.	Supalai Elegance Borommaratchachon nani 121	Sala Thammasop, Thawi Watthana, Bangkok	34-2-65.2	18.0 Million Baht or more	DH	88

45.	Supalai Lake & Park	Ban Chan, Mueang Udonthani, Udonthani	94-0-66.7	3.2 Million Baht or more	DH, DP	62
46.	Supalai Palm Springs Thepharaks	Bang Pla, Bang Phli, Samutprakarn	99-2-33.3	3.9 Million Baht or more	DH	99
47.	Supalai Ville Bangna-Srinakarin	Bang Kaeo, Bang Phli, Samutprakarn	25-2-82.5	3.0 Million Baht or more	DH, DP, TH	100
48.	Supalai Bliss Nakornratchasima	Na Klang, Sung Noen, Nakhon Ratchasima	21-3-96.2	1.8 Million Baht or more	DH, DP, TH	73
49.	Supalai Bella Westgate	Sao Thong Hin, Bang Yai, Nonthaburi	32-3-97.2	3.3 Million Baht or more	DH, DP, TH	73
50.	Supalai Primo Lat Krabang	Lam Pla Thio, Lat Krabang, Bangkok	35-0-43	2.3 Million Baht or more	DH, DP, TH	100
51.	Supalai Palm Springs Rama 2	Khok Kham, Mueang Samutsakhon, Samutsakhon	90-3-49.1	3.2 Million Baht or more	DH, DP	67
52.	Supalai Primo Nongbuasala	Nong Bua Sala, Mueang Nakhonratchasima, Nakhonratchasima	42-0-0.3	1.2 Million Baht or more	DH, DP, TH	65
53.	Supalai Garden Ville Phitsanulok	Hua Ro, Mueang Phitsanulok, Phitsanulok	70-0-15.4	3.0 Million Baht or more	DH, DP	60
54.	Supalai Primo Rayong	Thap Ma, Mueang Rayong, Rayong	36-2-30.3	2.0 Million Baht or more	DH, DP, TH	100
55.	Supalai Tuscany Donkaew-Mae Rim	Mae Sa, Mae Rim Chiangmai, Chiangmai	92-0-83.4	5.0 Million Baht or more	DH	52
56.	Supalai Park Ville Koh Rean-Ayutthaya	Koh Rean, Phra Nakhon Si Ayutthaya, Phra Nakhon Si Ayutthaya	92-2-38.6	3.8 Million Baht or more	DH	38
57.	Supalai Elegance Phaholyothin 50	Tha Raeng, Bang Khen, Bangkok	45-0-24.4	13.0 Million Baht or more	DH, DP	96
58.	Supalai Grand Essence @Tha Phra Interchange	Wat Tha Phra, Bangkokyai, Bangkok	2-3-41	19.0 Million Baht or more	DP, TH	100
59.	Supalai Pride Sriracha	Nong Kham, Sri Racha, Chonburi	54-2-43	3.9 Million Baht or more	DH, DP	56
60.	Supalai Lake Ville Phuket	Koh kaew, Mueang Phuket, Phuket	102-2-54.3	3.5 Million Baht or more	DH, DP	95
61.	Supalai Grand Ville Maekorn-Chiang Rai	Tha sai, Mueang Chiangrai, Chiangrai	93-1-77.5	4.0 Million Baht or more	DH	42
62.	Supalai Park Ville Pattaya - Sukhumvit	Nong Prue, Bang Lamung, Chonburi	54-3-58	5.7 Million Baht or more	DH	99
63.	Supalai Bella Donkaew-Mae Rim	Mae sa, Mae Rim, Chiangmai	38-0-93.9	3.4 Million Baht or more	DH, DP	79

64.	Supalai Primo Koh Rean-Ayutthaya	Koh Rean, Phra Nakhon Si Ayutthaya, Phra Nakhon Si Ayutthaya	15-2-88.9	2.0 Million Baht or more	DH, DP, TH	85
65.	Supalai Pride Bangyai	Ban Mai, Bang Yai, Nonthaburi	90-1-44.3	3.3 Million Baht or more	DH, DP	60
66.	Supalai Ville Outer Ring - Lamlukka Klong 7	Lumlukka, Lumlukka, Pathumthani	42-1-30	3.0 Million Baht or more	DH, DP	59
67.	Supalai Primo Rangsit Klong 2	Klong Song, Klong Luang, Pathumthani	17-1-5	2.3 Million Baht or more	TH	68
68.	Supalai Pride Outer Ring Road-Rama 2	Phan Thai Norasing, Mueang Samutsakhon, Samutsakhon	69-3-9.2	2.0 Million Baht or more	DH, DP, TH	53
69.	Supalai Primo Koh Lamphu	Bang Bai Mai, Mueang Suratthani, Suratthani	8-3-60.6	2.0 Million Baht or more	DH, DP, TH	100
70.	Supalai Bliss Bannamuang	Rai Noi, Mueang Ubonratchathani, Ubonratchathani	13-3-50.3	1.5 Million Baht or more	TH	90
71.	Supalai Garden Ville Ban Pho-Chachoengsao	Klong Phawet, Ban Pho, Chachoengsao	53-0-75.9	3.8 Million Baht or more	DH, DP, CB	53
72.	Supalai Pride Nakhonsawan	Wat Sai, Mueang Nakhonsawan, Nakhonsawan	77-0-82.4	2.0 Million Baht or more	DH, DP, TH	95
73.	Supalai Ville Chaiyapruek - Outer Ring	Bang Bua Thong, Nonthaburi	63-3-98.9	3.0 Million Baht or more	DH, DP	56
74.	Supalai Primo Phetkasem - Phutthasakhon	Suan Luang, Krathum Baen Samutsakhon	15-0-0	2.4 Million Baht or more	DP, TH	64
75.	Supalai Essence Song Prapha - Don Mueang	Don Mueang, Sikan (Baanmai), Don Mueang, Bangkok	14-2-18.8	5.0 Million Baht or more	DH, DP, TH	61
76.	Supalai Lake Ville Srisaman - Pathumthani	Bang Khayaeng, Mueang Pathumthani, Pathumthani	85-0-75.4	6.9 Million Baht or more	DH	40
77.	Supalai Ville Phetkasem - Phutthasakhon	Suan Luang, Krathum Baen, Samutsakhon	27-3-44.1	3.5 Million Baht or more	DH, DP	69
78.	Supalai Palm Spring Nakornratchasima	Cho Ho, Mueang Nakhonratchasima, Nakhonratchasima	57-1-41.8	3.1 Million Baht or more	DH	37
79.	Supalai Ville Lamphun	Wiang Yong, Mueang Lamphun, Lamphun	56-3-57.3	3.2 Million Baht or more	DH, DP	31

80.	Supalai Ville Ratsada Phuket	Ratsada, Mueang Phuket, Phuket	14-3-16.8	4.9 Million Baht or more	DH, DP	100
81.	S Avenue Bankhai - Rayong	Namkhok, Mueang Rayong, Rayong	6-0-77.5	3.5 Million Baht or more	CB	100
82.	Supalai Palm Ville Santapol	Nhongbua, Mueang Udonthani, Udonthani	42-1-6.4	3.6 Million Baht or more	DH, DP	42
83.	Supalai Ville Pinklao - Salaya	Sala Klang, Bang Kruai, Nonthaburi	11-0-57	5.0 Million Baht or more	DP	62
84.	Supalai Park Ville Ramkhamhaeng 174	Min Buri, Min Buri, Bangkok	43-1-80	6.0 Million Baht or more	DH, DP	61
85.	Supalai Palm Ville Outer Ring - Rangsit Klong 4	Klongsi, Klongluang, Pathumthani	34-0-83	4.7 Million Baht or more	DH	54
86.	Supalai Ville Hua Hin	Hin Lek Fai, Hua Hin, Prachuapkhirikhan	28-1-61.4	3.7 Million Baht or more	DH, DP	99
87.	Supalai Essence Ang Sila	Samet, Mueang Chonburi, Chonburi	29-0-52.1	3.7 Million Baht or more	DH, DP, TH	56
88.	Supalai Bella Vichit Phuket	Vichit, Mueang Phuket, Phuket	21-1-52	2.7 Million Baht or more	DH, DP, TH	100
89.	Supalai Bella Nakhu-Chachoengsao	Bang Phra, Mueang Chachoengsao, Chachoengsao	53-3-3.6	2.3 Million Baht or more	DH, DP, TH	48
90.	Supalai Palm Ville Bangkhaem - Nakhonpathom	Bangkhaem, Mueang Nakhonpathom, Nakhonpathom	42-2-59	5.2 Million Baht or more	DH, DP	65
91.	Supalai Ville Samphran - Phetkasem	Yai Cha, Samphran, Nakhonpathom	40-1-73.4	2.1 Million Baht or more	DH, DP, TH	55
92.	Supalai Ville Bangsaen-Sukhumvit	Huai Kapi, Mueang Chonburi, Chonburi	21-0-75.7	4.0 Million Baht or more	DH, DP	96
93.	Supalai Palmsprings Outer Ring - Lamlukka	Lamlukka, Lamlukka, Pathumthani	44-1-46	5.6 Million Baht or more	DH	48
94.	Supalai Park Ville Kanchanaphisek-Soi Kantana	Bangmuang, Bang Yai, Nonthaburi	59-3-13.4	5.0 Million Baht or more	DH	41
95.	S Avenue Commercial Bowin 1	Bueng, Sriracha, Chonburi	1-1-9.8	3.0 Million Baht or more	CB	100
96.	Supalai Prima Villa Donkaew-Mae Rim	Mae Sa, Mae Rim, Chiangmai	25-2-57.8	8.0 Million Baht or more	DH	98
97.	Supalai Grand Ville Sankamphaeng	San Klang, Sankamphaeng, Chiangmai	61-2-5.5	3.7 Million Baht or more	DH, DP	62

98.	Supalai Lake & River Ville Nakhonsawan	Khwae Yai, Mueang Nakhonsawan, Nakhonsawan	98-3-97.5	5.0 Million Baht or more	DH	21
99.	Supalai Palm Ville Chanthaburi	Khlong Narai, Mueang Chanthaburi, Chanthaburi	21-0-6.8	3.9 Million Baht or more	DH, DP	71
100.	Supalai Prima Villa Baan Bueng	Baan Bueng, Baan Bueng, Chonburi	42-1-23.4	5.5 Million Baht or more	DH	49
101.	Supalai Palm Springs Bowin-Eastern	Bowin, Sriracha, Chonburi	96-2-14	4.4 Million Baht or more	DH	21
102.	Supalai Bella Chaiyaphruek	Phimon Rat, Bang Bua Thong, Nonthaburi	14-2-31.5	3.6 Million Baht or more	DH, DP, TH	98
103.	Supalai Tuscany Rama 2-Outer Ring Road	Khok Kham, Mueang Samutsakhon, Samutsakhon	93-3-15.2	3.4 Million Baht or more	DH	32
104.	Supalai Prime Villa New Krungthepkreetha - Motorway	Khlong Song Ton Nun, Lat Krabang, Bangkok	10-0-0	13.4 Million Baht or more	DH	100
105.	Supalai Park Ville Nimit Mai-Outer Ring	Lumlukka, Pathumthani	66-1-11.4	3.6 Million Baht or more	DH, DP	32
106.	Supalai Riviera Ayutthaya	Hua Ro, Mueang Phra nakhonsiayutthaya, Phranakhonsiayutthaya	29-0-23.5	4.1 Million Baht or more	DH, CB	57
107.	Supalai River Plaza	Samre, Thonburi, Bangkok	0-3-73.5	11.0 Million Baht or more	CB	100
108.	Supalai Grand Ville Rayong	Nong Taphan, Ban Khai, Rayong	93-1-1.6	5.7 Million Baht or more	DH	20
109.	Supalai Grand Ville Phitsanulok	Tha Pho, Mueang Phitsanulok, Phitsanulok	99-3-83	4.5 Million Baht or more	DH	30
110.	Supalai Essence Ratchada-Ramintra	Raminthra, Khan Na Yao, Bangkok	5-1-61	12.6 Million Baht or more	DH, DP	100
111.	Supalai Grand Ville Sukhumvit - Bangna	Bang Phriang, Ban Bo, Samutprakarn	99-2-99.2	5.5 Million Baht or more	DH	26
112.	Supalai Grand Essence Arun Amarin	Wat Kanlaya, Thonburi, Bangkok	4-1-57.1	15.0 Million Baht or more	DP, TH	61
113.	Supalai Grand Ville Outer Ring - Airport	Na di, Mueang Udonthani, Udonthani	77-2-10	5.0 Million Baht or more	DH	16
114.	Supalai Prima Villa Thanon Utthayan	Sala Thammasop, Mueang Thawiwatthana, Bangkok	29-0-75.7	17.0 Million Baht or more	DH	46
115.	Supalai Ville Ratchapruek-kanchanaphisek	Khlong Khoi, Mueang Pak Kret, Nonthaburi	62-2-46.7	4.0 Million Baht or more	DH, DP	42

116.	Supalai Wellness Village Bangsai	Bang Sai, Phranakhonsiayutthaya	22-3-37.1	1.9 Million Baht or more	DH, TH	49
117.	Supalai Palm Springs Jamatawee-Lampang	Bo Haeo, Mueang Lampang, Lampang	25-1-63.9	5.7 Million Baht or more	DH	52
118.	Supalai Primo Ramintra 117	Bang chan, Khlongsamwa, Bangkok	15-2-50	3.2 Million Baht or more	DP, TH	100
119.	Supalai Ville Prachauthit 90	Ban Khlong Suan, Phrasamut chedi, Samutprakarn	50-1-65.4	4.0 Million Baht or more	DH, DP	42
120.	Supalai Palm Ville Ubonratchathani	Rai Noi, Mueang Ubon ratchathani, Ubonratchathani	16-3-66.5	2.8 Million Baht or more	DH, DP	80
121.	Supalai Park Ville Borommaratchachon nani - Sai 7	Hom Kret, Sam Phran, Nakhonpathom	54-0-21.3	4.5 Million Baht or more	DH	36
122.	Supalai Park Ville Bangkhaem	Bang Khaem, Mueang Nakhonpathom, Nakhonpathom	93-2-9.4	4.7 Million Baht or more	DH	20
123.	Supalai Palm Ville Rayong	Noen Phra, Mueang Rayong, Rayong	15-2-77.3	3.0 Million Baht or more	DH, DP	54
124.	Supalai Palm Ville Monkrating-Lampang	Bo Haeo, Mueang Lampang, Lampang	42-3-12.3	4.2 Million Baht or more	DH	21
125.	Supalai Park Ville Yaek Khao Ngu	Lum Din, Mueang Ratchaburi, Ratchaburi	33-3-52	5.7 Million Baht or more	DH	45
126.	Supalai Park Ville Sukhumvit - Nongmon	Mueang, Mueang Chonburi, Chonburi	36-1-83.8	7.4 Million Baht or more	DH	31
127.	Supalai Bella Rama 2-Outer Ring Road	Khok Kham, Mueang Samut Sakhon, Samutsakhon	71-3-14.1	2.4 Million Baht or more	DH, DP, TH	22
128.	Supalai Lagoon HUA HIN	Hin Lek Fai, Hua Hin, Prachuapkhirikhan	94-2-78.6	2.7 Million Baht or more	DH, CB	22
129.	Supalai Lake Ville Chanthaburi	Bang Kacha, Mueang Chanthaburi, Chanthaburi	95-2-75.1	4.8 Million Baht or more	DH	30
130.	Supalai Ville Outer Ring - Lat Lum Kaeo	Rahaeng, Lat Lum Kaeo, Patthumthani	71-0-96	4.4 Million Baht or more	DH, DP	31
131.	Supalai Palm Ville Ko Teng	Wat Pradu, Mueang Surat thani, Suratthani	28-2-91.8	3.5 Million Baht or more	DH	50
132.	Supalai Palm Springs (Kaeng Khoi)	Tan Diao, Kaeng Khoi, Saraburi	38-3-14	3.0 Million Baht or more	DH, DP	34
133.	Supalai Palm Ville Sukhumvit - Rongpo	Takhian Tia, Bang Lamung, Chonburi	43-3-47.8	3.7 Million Baht or more	DH, DP	22

134.	Supalai Pride Phuket Heroines Monument - Paklok	Pa Khlok, Thalang, Phuket	77-3-75.1	3.2 Million Baht or more	DH, DP, TH	40
135.	Supalai Primo Nimit Mai-Outer Ring	Lumlukka, Pathumthani	8-2-76.3	3.1 Million Baht or more	DP, TH	84
136.	Supalai Primo Thep Kasatri & Sri Sunthon Heroines Monument Phuket	Si Sunthon, Thalang, Phuket	17-0-19.7	3.4 Million Baht or more	DP, TH	100
137.	Supalai Essence Bangna-Suvarnabhumi	Racha Thewa, Bang Phli, Samut Prakan	20-2-85.9	4.5 Million Baht or more	DH, DP, TH	40
138.	Prime Villa Samui	Lipa Noi, Ko Samui, Surat Thani	4-2-29.7	16.6 Million Baht or more	DH	70
139.	Supalai Montara @Phutthamonthon	Salaya, Phutthamonthon, Nakhon Pathom	61-2-37.8	8.8 Million Baht or more	DH	29
140.	Supalai Prima Villa Rangsit Klong 3	Bueng Yitho, Thanyaburi, Pathum Thani	99-2-66	12 Million Baht or more	DH	18
141.	Supalai Garden Ville Thepharak - Bangna	Phraek Sa Mai, Mueang Samut Prakan, Samut Prakan	70-0-41.2	5.3 Million Baht or more	DH	21
142.	Supalai Palm Springs Chaiyapruek-Chaengwattana	Bang Tanai, Pak Kret, Nonthaburi	42-2-13.4	4.9 Million Baht or more	DH, DP	26
143.	Supalai Ville Khao Noi-Ratchaburi	Ang Thong, Mueang Ratchaburi, Ratchaburi	39-0-53.5	3.6 Million Baht or more	DH, DP	15
144.	Supalai Palm Springs Lopburi	Nikhom Sang Ton Eng, Mueang Lopburi, Lopburi	93-1-45.2	5.0 Million Baht or more	DH	13
145.	Supalai Lake Ville Sukprayoon - Motorway	Samnak Bok, Mueang Chonburi, Chonburi	89-3-95.20	4.2 Million Baht or more	DH	5
146.	Supalai Park Ville Hua Hin	Hin Lek Fai, Hua Hin, Prachuap Khiri Khan	38-0-21.9	5.0 Million Baht or more	DH	27
147.	Supalai Bella Soi Kantana - Salaya	Bang Yai, Bang Yai, Nonthaburi	26-3-61.4	2.8 Million Baht or more	DH, DP, TH	27
148.	Supalai Prime Villa Sankamphaeng	San Klang, San Kamphaeng, Chiang Mai	3-2-47.9	7.5 Million Baht or more	DH	70
149.	Supalai Bella Bangna - Srivaree	Sisa Chorakhe Noi, Bang Sao Thong, Samut Prakan	24-1-82.5	2.7 Million Baht or more	DH, DP, TH	39
150.	Supalai Ville Lamphun Commercial Building	Wiang Yong, Mueang Lamphun, Lamphun	0-5-88.5	3.3 Million Baht or more	CB	100

151.	Supalai Primo Nang Lae - Chiangrai	Nang Lae, Mueang Chiang Rai, Chiang Rai	20-2-17.4	1.7 Million Baht or more	DH, DP, TH	40
	High Rise Projects					
1.	Supalai Vista Sriracha - Leamchabang	Sukhumvit Road, Thung Sukhla, Sriracha, Chonburi	2-1-83	1.2 Million Baht or more	CD	100
2.	Supalai City Resort Rayong	Aduntharmaprabhas Road, Choeng Noen, Rayong	4-1-88	1.2 Million Baht or more	CD	100
3.	Supalai Veranda Rattanathibeth	Bangkasor, Muang Nonthaburi, Nonthaburi	5-3-1.7	1.5 Million Baht or more	CD	100
4.	Supalai Loft @ Khaerai Station	Tiwanon Road, Bangkasor, Muang Nonthaburi, Nonthaburi	2-0-34.5	1.7 Million Baht or more	CD	100
5.	Supalai City Resort Chonburi	Ban Suan, Mueang Chonburi, Chonburi	6-0-30.1	1.2 Million Baht or more	CD	100
6.	Supalai Oriental Sukhumvit 39	Khlong Tan Nuea, Wattana, Bangkok	10-1-29	5.0 Million Baht or more	CD	100
7.	Supalai Veranda Sukhumvit 117	Samrong Tai, Mueang Samutprakan, Samutprakan	4-2-29	1.7 Million Baht or more	CD	100
8.	Supalai Veranda Ramkamhaeng	Hua Mak, Bang Kapi, Bangkok	15-1-95.9	1.7 Million Baht or more	CD	100
9.	Supalai Icon Sathorn	Thung Maha Mek, Sathorn, Bangkok	7-3-82	9.0 Million Baht or more	CD	100
10.	Supalai Park Fai Chai Station	Ban Chang Lo, Bangkok Noi, Bangkok	6-0-95.2	2.1 Million Baht or more	CD	100
11.	Supalai City Resort Sukhumvit 107	Samrong Nuea, Mueang Samutprakan, Samutprakan	13-1-78.4	2.0 Million Baht or more	CD	100
12.	Supalai Lite Thapra-Wongweinyai	Wat Tha Phra, Bangkok Yai, Bangkok	2-2-42.1	2.1 Million Baht or more	CD	100
13.	Supalai Premier Samsen - Ratchawat	Nakhon Chai Si Road, Dusit, Bangkok	2-2-93	4.2 Million Baht or more	CD	100
14.	Supalai City Home Rayong	Thap Ma, Mueang Rayong, Rayong	3-0-55.2	1.2 Million Baht or more	CD	100
15.	Supalai Blue Whale Hua Hin	Hua Hin, Hua Hin, Prachuapkhirikhan	7-2-14	1.6 Million Baht or more	CD	100
16.	City Home Sanambinnam - Rattanathibeth	Tha Sai, Mueang Nonthaburi, Nonthaburi	5-1-22.2	1.2 Million Baht or more	CD	100
17.	Supalai Parc Ekkamai-Pattanakarn	Suan Luang, Suan Luang, Bangkok	13-0-97	2.0 Million Baht or more	CD	65

18.	Supalai Sense Srinakarin	Nong Bon, Prawet, Bangkok	3-3-76.3	1.6 Million Baht or more	CD	89
19.	Supalai Sense Khao Rang Phuket	Talat Yai Mueang Phuket, Phuket	3-2-54.1	2.6 Million Baht or more	CD	10
20.	Supalai Kram Khao Tao	Nong Kae, Hua Hin, Prachuapkhirikhan	3-0-10.4	3.6 Million Baht or more	CD	45
21.	Supalai Tyme Charoen Nakhon	Bang Lamphu, LangKhlong San, Bangkok	3-1-61.2	2.9 Million Baht or more	CD	9
22.	Supalai Blu Sathorn – Ratchaphruek	Pak Khlong Phasi Charoen, Phasi Charoen, Bangkok	4-2-33.2	1.8 Million Baht or more	CD	8
23.	Supalai Elite Sukhumvit 39	Khlong Tan Nuea, Wattana, Bangkok	2-1-34	6.3 Million Baht or more	CD	-
24.	Supalai Sense Chaengwattana - Laksi	Thung Song Hong, Lak Si, Bangkok	2-3-21.8	1.6 Million Baht or more	CD	-
25.	Supalai Scenic Bay Condo	Pa Khlok, Thalang, Phuket	2-0-85.6	7.3 Million Baht or more	CD	100
26.	Supalai Premier Taksin - Wongwian Yai	Bukkhalo, Thon Buri, Bangkok	5-1-85.7	2.3 Million Baht or more	CD	-

The Company's subsidiaries have completed projects and projects in progress and in the process of sale, as follows;

1. **Haadyai Nakarin Company Limited**

	Project	Location	Area (Rai-Ngan-Sq.wa.)	Starting price	Product type	Progress of Construction (% total project)
1.	City Rrsort Pasawang	Petchkasem -Pasawang Road, Hatyai, Songkhla	5-1-59.1	1.25 Million Baht or more	CD, TH	100
2.	Palmsprings Promenade	Sriphuwanart-nai Road, Khuanlang, Hatyai, Songkhla	8-1-18.5	3.4 Million Baht or more	TH, DW, DP	100
3.	Palmsprings 9	Kanchanavanich Banpru Road, Hatyai, Songkhla	12-2-33.7	2.9 Million Baht or more	TH, DH	100
4.	Palmsprings 12	Kanchanavanich Road, Banpru Hatyai, Songkhla	23-0-94.5	1.8 Million Baht or more	TH, DP	93
5.	Supalai Garden Ville - Hatyai	Kanchanavanich Road, Banpru Hatyai , Songkhla	49-1-37.4	2.6 Million Baht or more	DW, DP	66
6.	Palmsprings Primo	Tha Kham Kanchanawanich (2031) Road, Tha Kham, HatYai, Songkhla	53-0-71	2.4 Million Baht or more	DP, DW	74
7.	Palmsprings Lift	Khong Hae-Khu Tao Road, Kholng Hae, HatYai, Songkhla	36-3-60	2.9 Million Baht or more	DP, DW	98
8.	Palmsprings Bella	Na Rang Nok Road, Khong Hae, HatYai, Songkhla	27-0-70.4	2.1 Million Baht or more	DP, DW	62
9.	Palmsprings Bright	Pokklong Pattana I Road, Khuan Lang, HatYai, Songkhla	26-2-87.6	2.2 Million Baht or more	TH, DW, DP	72
10.	Supalai Prima Villa	Asia Road, Yak Tha Thon, Tha Chang, Bang Klam, Songkhla	94-1-34.5	5.0 Million Baht or more	DP	56
11.	Palmsprings Bennet	Pokklong Pattana I Road, Khuan Lang, HatYai, Songkhla	47-0-85.9	4.5 Million Baht or more	DP	54
12.	Palmsprings Essence	Petchakasem soi 27 Road, Khuan Lang, HatYai, Songkhla	12-2-22.7	3.7 Million Baht or more	TH, DW, DP	56

2. **Supalai Northeast Company Limited**

	Project	Location	Area (Rai-Ngan-Sq.wa.)	Starting price	Product type	Progress of Construction (% total project)
1.	Supalai Royal River	Mittraphap Road, Tha Phra, Mueang Khonkaen, Khonkaen	161-3-57.4	1.3 Million Baht or more	DH, L	90
2.	Moda Airport Khonkaen	Ban Pet, Mueang Khonkaen, Khonkaen	78-2-53	2.7 Million Baht or more	DH, DP	99
3.	Supalai River Ville 2 (Non-Allocated)	Mittraphap Road, Tha Phra, Mueang Khonkaen, Khonkaen	1-1-84.3	3.0 Million Baht or more	DH	100
4.	Supalai Primo Bunegnongkhot	Ban Pet, Mueang Khonkaen, Khonkaen	15-3-3.5	2.0 Million Baht or more	DH, DP, TH	72
5.	Supalai Bliss Maliwan R.8	Ban Pet, Mueang Khonkaen, Khonkaen	10-3-4	1.4 Million Baht or more	TH	94
6.	Supalai Royal River 2	Tha Phra, Mueang Khonkaen, Khonkaen	13-1-14.3	2.4 Million Baht or more	DH	51
7.	Supalai Palm Spring Bueng Kaennakhon	Nai Mueang, Mueang Khonkaen, Khonkaen	52-2-68.8	3.8 Million Baht or more	DH, DP	80
8.	Park Ville Sukhumvit - Bangna	Bang Phriang, Bang Bo, Samutprakan	94-3-92.4	3.7 Million Baht or more	DH	23

3. **Supalai Property Management Company Limited**

	Project	Location	Area (Rai-Ngan-Sq.wa.)	Starting price	Product type	Progress of Construction (% total project)
1.	Bliss Siracha Bo-win	Bueng, Sriracha, Chonburi	28-3-5.4	1.3 Million Baht or more	DP, TH	87
2.	Bliss Bankai Rayong	Nong Taphan, Ban Khai, Rayong	28-0-0	2.0 Million Baht or more	DH, DP, TH	98

Remark: L=Land DH=Detached House SH=Shop House CD=Condominium
DP=Duplex House TH=Townhome CB=Commercial Building OT=Office Tower

Residential Projects

Supalai Public Company Limited and its subsidiaries operate real estate businesses and related businesses. The products of each category are as follows:

Land and House Development Business Projects

The Company operates in the business of land and house development for selling. It comprises housing projects with horizontal characteristics in the category of single detached houses, duplex houses, townhomes, and home offices, while simultaneously developing the infrastructure and utilities in the projects. The Company's policy is to sell the land and the house in the form of ready-made houses and houses made to order. Most of the time, the Company sells houses that are almost completed, allowing customers to see houses during construction and be confident that they will be completed as scheduled. The projects of the group of companies are located in the areas around the outer ring roads of Bangkok Metropolitan or near the existing or future mass transit systems and also in the provincial areas, which are business centers or tourist destinations. This is because they are new locations with high potential where housing is very much in demand. All projects of the group of companies are under the concept of "Supalaiwe care for Thai society." There are many types of houses with different and beautiful designs in modern classic style, which are comfortable, energy-saving, and cost-effective.

The Company uses different names for its low-rise housing projects based on the characteristics of each project, product formats, and target customer segments in order to effectively respond to the needs of different target customer groups. The Company's low-rise housing projects include the following:

Low-Rise Projects

SUPALAI GRAND ESSENCE
20-40 million Baht
Single Detached House / Duplex House/ Townhome

SUPALAI ELEGANCE
18-30 million Baht
Single Detached House

SUPALAI PRIME VILLA
10-20 million Baht
Single Detached House

SUPALAI PRIMA VILLA
8-30 million Baht
Single Detached House

SUPALAI ESSENCE
7-15 million Baht
Single Detached House / Duplex House

SUPALAI RIVIERA
7-15 million Baht
Single Detached House

SUPALAI RIVER VILLE
6-22 million Baht
Single Detached House

SUPALAI LAKE VILLE
6-19 million Baht
Single Detached House

SUPALAI TUSCANY
5.09-16 million Baht
Single Detached House

SUPALAI GRAND VILLE
5-13 million Baht
Single Detached House

SUPALAI PARK VILLE
5-10 million Baht
Single Detached House

Supalai Essence PHUKET
4.1-7.9 million Baht
Single Detached House/ Commercial Building

ปาล์มสปริงส์ พาร์ค วิลล์

4-10.5 million Baht
Single Detached House

PALM VILLE

4-8 million Baht
Single Detached House/
Duplex House

SUPALAI PALM SPRINGS

3.5-8 million Baht
Single Detached House /
Duplex House/ Townhome

SUPALAI MONTE BIZ

3.3-5.6 million Baht
Commercial Building

PALMSPRINGS Life

3.2 million Baht or more
Single Detached House/
Duplex House

SUPALAI VILLE

3-8 million Baht
Single Detached House /
Duplex House/ Townhome

SUPALAI GARDEN VILLE

3-6 million Baht
Single Detached House/
Duplex House

SUPALAI URBANA

3-5 million Baht
Townhome

SUPALAI MODA

2.7-4.9 million Baht
Single Detached House/
Duplex House

Supalai Lagoon

2.5-10.6 million Baht
Single Detached House /
Duplex House/ Townhome

SUPALAI PRIDE

2.4-6.0 million Baht
Single Detached House /
Duplex House/ Townhome

ปาล์มสปริงส์ พรีโม

2.4 million Baht or more
Single Detached House/
Duplex House



Condominium Business Projects

The Company operates the development of condominiums for sale, which comprises a project of high-rise residential buildings in locations near public utility sources and mass communications, including the area along the Chao Phraya River. The names of the condominium projects are given differently according to the specific formats of the products and the target groups of customers.

The Company uses different names for its high-rise housing projects based on the characteristics of each project, product formats, and target customer segments in order to effectively respond to the needs of different target customer groups. The Company's high-rise housing projects include the following:





Nature of Marketing

The real estate market in Thailand consists of numerous property developers of various sizes. At the same time, consumers today tend to make purchasing decisions based on rational considerations, such as affordability, desirable location, quality and construction standards, project design, housing models that meet their needs, and the developer's reputation. As a result, developers compete in multiple aspects, including design, product and service quality, environment, project facilities, and pricing. The Company faces competition from many players, including

companies listed on the Stock Exchange of Thailand, non-listed companies, other small-scale developers, and numerous local developers. The level of competition depends on product characteristics, design, product quality, project location, and pricing. To enable the Company to compete effectively with other developers, the Company has established the following competitive strategies:

Competitive Strategies

1. Business Strategy for Sustainability and Residential Innovation: An International Operational Framework

Marketing Policy

The Company implements its marketing strategy under the concept of "Supalai Inspire – Aesthetics of Life," which aims to communicate the value of living that goes beyond mere housing, reflecting the *Aesthetics of Life* across physical, emotional, and long-term quality-of-life dimensions. This is guided by the Brand Idea, "Built for Real Life," which emphasizes meeting consumers' real-life needs alongside environmental and social responsibility (*Built Sustainably*).

The Company's marketing strategy focuses on creating brand value and differentiation through communication of quality, construction standards, safety, functionality, and long-term value, rather than competing primarily on price or short-term promotional campaigns. This approach aims to build sustainable confidence among customers, investors, and all stakeholder groups.

The Company places importance on creating "Sustainable Value" as the core of its marketing communications by conveying a project image that integrates aesthetics, functionality, and efficient resource utilization to enhance residents' quality of life, while aligning with the expectations of international capital markets.

In addition, the Company integrates ESG (Environmental, Social, and Governance) principles into its marketing strategy to enhance brand credibility, manage reputational risks, and build long-term trust. It is committed to transparent and honest communication that reflects the concept of a "Good Home," encompassing structural quality, safety, environmental friendliness, as well as the introduction of green innovations and digital technologies to support the Company's sustainable growth.

2. Business Strategy in Marketing

2.1 Value-based Marketing Strategy

The Company implements a marketing strategy focused on creating long-term value for customers and stakeholders under the concept of "Built for Real Life." This reflects the development of residential properties that truly respond to real-life living needs, rather than competing primarily on price or short-term promotional campaigns. The Company emphasizes quality, construction standards, safety, long-term residential value, and brand credibility in order to strengthen consumer confidence and ensure sustainable long-term performance.

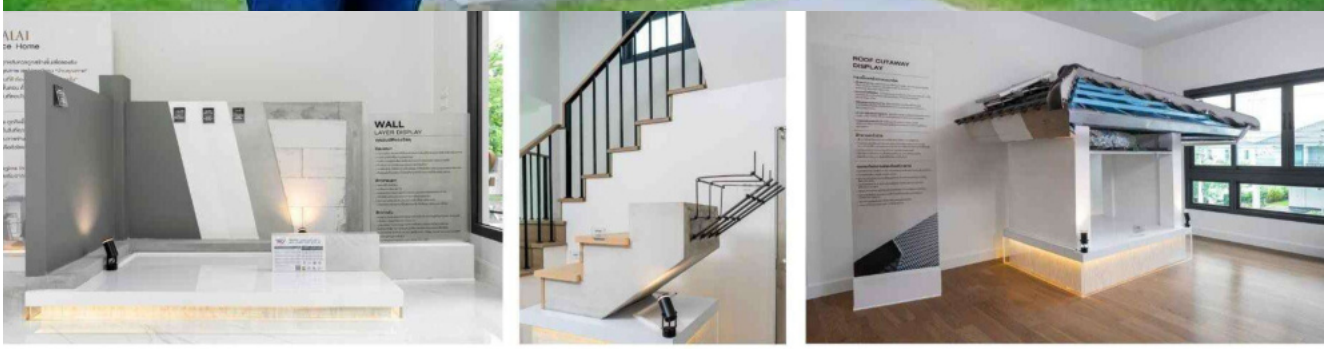
For more than 36 years, the Company has grown alongside Thai society as a brand that believes a "home" is not merely a place to live, but an integral part of life itself. Residential development therefore begins with understanding the real lives of residents and designing every element with long-term functionality in mind. This philosophy has become embedded in the Company's DNA and is clearly reflected in its Brand Idea, "Built for Real Life."

In response to changes in the social context and recent earthquake events, consumers have placed greater importance on the true quality of residential properties particularly aspects that are not visible to the naked eye, such as structural integrity, engineering systems, and construction standards, all of which directly affect safety, stability, and peace of mind. Accordingly, the Company places strong emphasis on quality control at every stage, from design and construction to inspections and handover processes, to ensure that all residential projects nationwide are built to the same consistent standards.

- **Supalai Experience Home**

To make the “true value” of residential properties tangible and clearly understood, the Company has developed the Supalai Experience Home, a space that transparently reveals the quality within. It allows consumers to see, touch, and truly understand the construction standards, structural components, and internal systems of the home. This initiative reflects the brand’s commitment to enhancing trust and strengthening buyer confidence in making residential purchasing decisions.







- **Data-driven Insight**

The Company also formulates its marketing strategy by leveraging data-driven insights to deliver a home-buying experience that is simple, convenient, and responsive to the needs of all customer segments. Customer behavior and preferences are analyzed to develop targeted campaigns and communications, while customer experiences and concerns are carefully considered in designing attractive offers. This approach enables target customers to own ready-to-move-in condominiums more easily than ever before. Such an approach lies at the heart of the Company's value-based marketing strategy, as it ensures that marketing decisions are grounded in real data and are capable of delivering long-term satisfaction, value for money, and confidence to buyers.

This strategy reflects the Company's commitment to creating sustainable value through quality, standards, transparency, and a genuine understanding of customers fostering long-term relationships with consumers and strengthening the brand for the future.



- **Building Business Partnerships to Enhance Customers' Quality of Life**

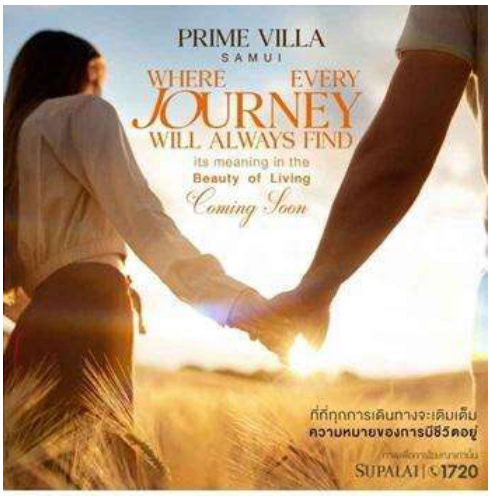
The Company implements a marketing strategy focused on creating value in customers' real living and lifestyle experiences through the development of mixed-use projects that integrate residential spaces, office areas, and commercial services in a comprehensive manner. This includes the introduction of a Lawson 108 store within the Supalai Icon Sathorn project and 7-Eleven stores in various condominium projects. Partnering with leading retailers is a key approach to enhancing the value of each project to genuinely meet the living and working needs of residents and occupants. Incorporating convenience stores into the projects increases accessibility to essential daily goods and services, such as ready-to-eat meals, beverages, and lifestyle-oriented services for modern consumers. As a result, customers enjoy an improved quality of life, reduced time and travel constraints, and greater efficiency in their daily routines.

This strategy reflects the Company's project development philosophy under the Brand Idea **"Built for Real Life,"** which emphasizes creating residences and environments that support customers' real-life needs over the long term not only in terms of housing, but also in work and everyday living thereby generating sustainable value for customers and stakeholders in every dimension.



- **Creating Experiential Value in Tourism and Residential Living**

To reflect its Value-based Marketing Strategy, the Company is committed to creating value for customers and stakeholders through the development of projects that cater to both genuine residential living and leisure in world-class tourist destinations. Projects on Koh Samui serve as a clear case study of integrating "Experience Value" with "Long-term Living Value" through location, design, and product offerings. These include *Supalai Palm Springs Samui* and *Supalai Prime Villa Samui*.



2.2 Customer-centric Marketing Strategy

The Company adopts an in-depth analysis of consumer behavior, needs, and lifestyle trends as the foundation for product design and marketing communications. It develops residential projects that cater to all customer segments, ranging from middle-income to upper-income groups, covering both low-rise housing and condominium developments.

Homes and projects are designed to align with different family structures, lifestyles, and life stages, such as small families, extended families, young professionals, and consumers who prioritize living with their pets (Pet Humanization). This is implemented through the concept of the *Supalai Pet Friendly Community*, supported by various tools and initiatives as follows:

- **Social Enable (Social Listening Tool)**

The Company has implemented Social Listening tools to monitor and gather customer feedback across various channels, including Facebook, Instagram, X, YouTube, TikTok, Pantip, and other external websites. This enables the Company to gain comprehensive insights into customer needs and to continuously apply such information to enhance its products, services, and overall customer experience.

- **Social Media Admin**

The Company has established a dedicated Social Media Admin team to provide customer support, respond to inquiries, provide project information, handle complaints, and coordinate maintenance requests through the Company's social media platforms, including Facebook, Instagram, X, YouTube, Pantip, TikTok, and various web boards. This enables customers to conveniently access information and services in a fast and comprehensive manner. The team operates daily from Monday to Sunday, 8:00 a.m. to 10:00 p.m., without holidays. This enhances customer care efficiency, increases customer satisfaction, and continuously elevates the Company's service quality.

- **Product Design and Development Aligned with Real Living Behaviors of Each Target Segment**

The Company implements a customer-centric marketing strategy by placing deep customer insights at the core of its operations. Customer Data & Insights are systematically analyzed and used as the foundation for designing and developing products that align with the actual living behaviors of each target segment, rather than relying solely on assumptions or broad market trends.

For example, in the case of *Supalai Elite Sukhumvit 39*, a high-end condominium project, the Company utilized data from customer behavior surveys of upper-end buyers, along with insights from sales agents and partners, for in-depth analysis. The findings indicated that premium customers in this location were seeking residences for genuine long-term living rather than temporary stays. They preferred larger unit sizes and flexible living functions. As a result, the Company introduced units starting from 2–3 bedrooms to meet real lifestyle needs. The project received strong customer trust and an excellent market response, achieving a full sell-out during the pre-sales period despite a slowing market environment.

In addition, the Company continuously leverages its network of agents and sales partners as channels to capture the Voice of Customer, including needs, feedback, and purchasing decision trends. These insights are used to refine product strategies, pricing, and marketing communications to precisely match each customer segment.

By adopting a customer-centric marketing strategy and designing products that are thoughtfully developed for real usability, the Company is able to deliver products that truly meet market demand, reduce the risk of product–market mismatch, improve sales efficiency, and build long-term satisfaction and confidence in the Supalai brand.

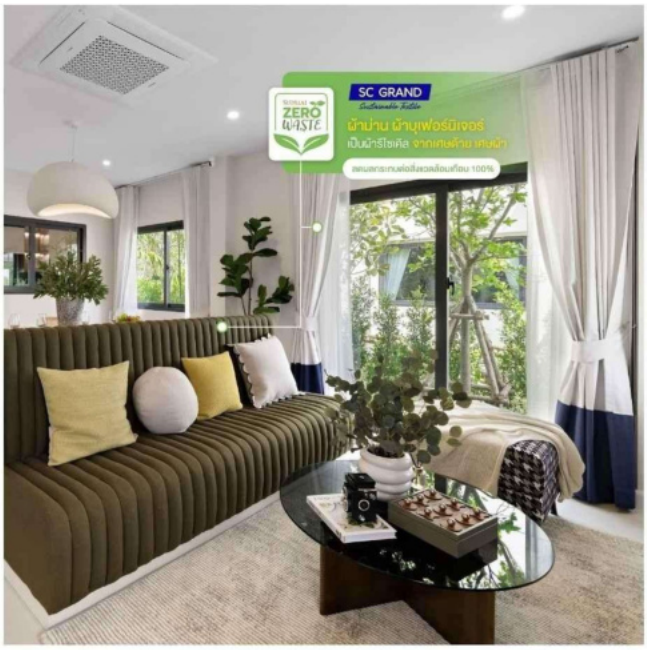
2.3 ESG-integrated Marketing Strategy

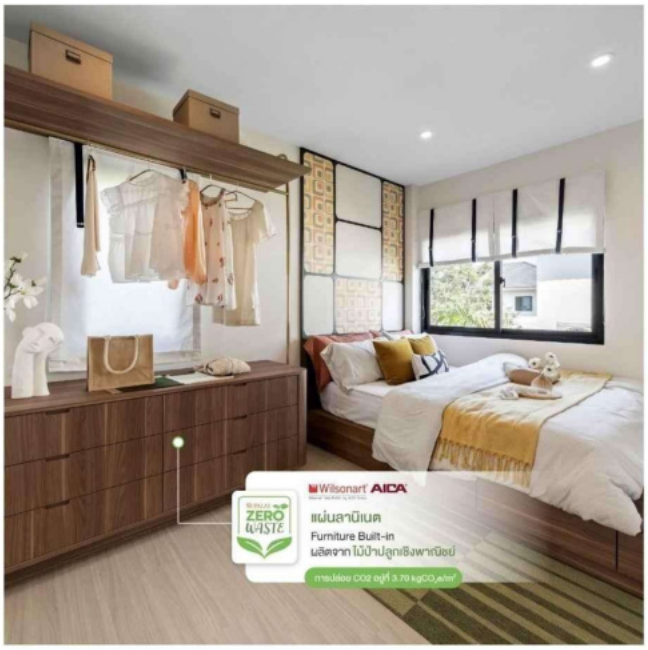
The Company has concretely integrated the concept of Sustainable Living into its marketing strategy through the development of environmentally friendly residential projects. This includes the selection of energy-efficient materials, the use of renewable energy such as solar power, and efficient resource management practices, including the promotion of waste separation within its projects. In addition, the Company collaborates with business partners specializing in green construction material innovations to elevate residential standards and support long-term greenhouse gas emission reduction goals.

- **Residential Design under the Zero Waste & Upcycling (Environmental & Product Responsibility)**

In integrating environmental considerations into product development and marketing communications in a tangible manner, Supalai places importance on selecting recyclable materials, reducing construction waste, and designing residential spaces with Life Cycle Thinking in mind. This approach helps minimize environmental impact while creating long-term residential value, in alignment with the principles of the Circular Economy.







In addition, the Company has incorporated ESG as one of the key pillars of its communications and marketing strategy. This enables the "Supalai" brand to connect its business value with environmental, social, and governance issues, thereby strengthening trust and building a strong brand image among customers and stakeholders.

- **Communicating Quality of Life and Resident Well-being (Social: Health, Well-being & Quality of Life)**

The presentation of the concept "Quality Begins Inside" reflects the design of spaces that promote residents' well-being, including natural lighting, air quality, interior materials, and an atmosphere that fosters relaxation. Supalai utilizes marketing as a tool to communicate values related to health and quality of life, reinforcing the understanding that sustainability is not solely about the environment, but also serves as the foundation for long-term well-being and a better way of living.





- **Environmental Education and Reducing Environmental Impact (Environmental Awareness & Engagement Marketing)**

Infographics illustrating carbon absorption by trees and the provision of environmental information serve as examples of awareness-based marketing. Supalai utilizes its communication platforms to deliver easy-to-understand environmental information, encouraging environmentally friendly behaviors among customers and society as a whole. This approach extends ESG principles from the organizational level to the consumer level.



- **Leveraging Innovation and Surplus Materials to Create New Value (Environmental Innovation & Circular Economy)**

The *Supalai Upcycling* project demonstrates the integration of innovation with sustainability principles by transforming surplus construction materials into new products. This initiative helps reduce waste volume, minimize the use of new resources, and lower environmental impact. The marketing strategy in this area emphasizes communicating "value beyond the product," reflecting the Company's responsibility throughout the entire value chain.



- **Promoting the Local Economy and Community Identity (Social: Community & Inclusive Growth)**

The preparation of gifts for various events such as project launches and project visits using products sourced from communities within project areas, as exemplified by the "Supalai Thai Yiem" initiative, reflects the role of marketing in connecting business with local communities. Supalai supports local products, traditional wisdom, and fair income generation for communities. This approach helps distribute economic opportunities and create shared value among the Company, communities, and society in the long term.

In addition, participation in panel discussions and executive engagement activities reflects strategic communication that links ESG with good governance and stakeholder engagement. Supalai utilizes marketing and corporate communications as channels to transparently convey its direction, policies, and sustainability commitments, thereby strengthening brand trust among customers, investors, and society at large.





2.4 Risk & Trust-led Marketing Strategy

The Company places great importance on accurate, transparent marketing communications that do not create unrealistic expectations. It emphasizes reflecting verifiable construction quality and standards. This strategy helps reduce reputation risk and strengthen confidence among customers, investors, and financial institutions. The Company

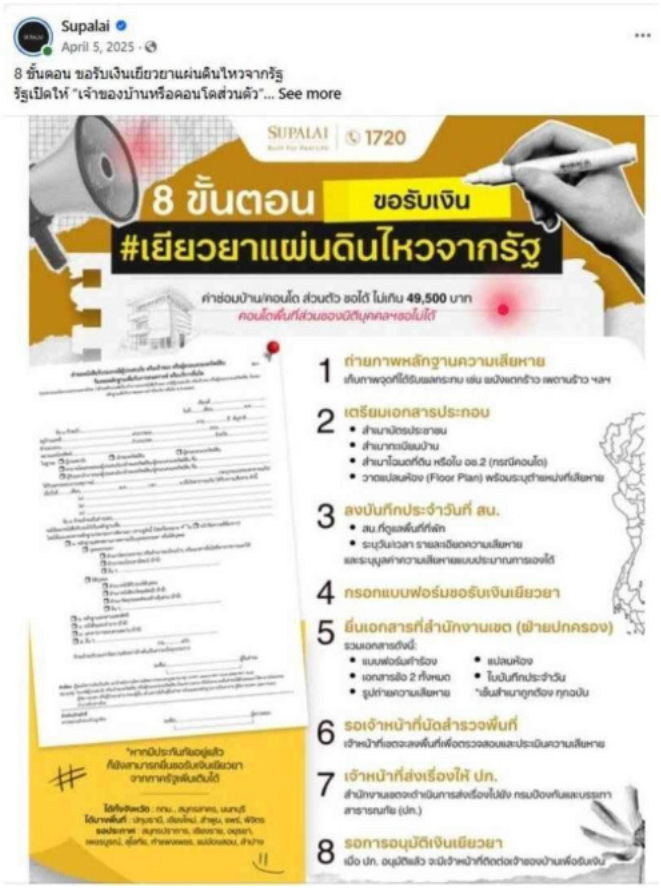
also focuses on delivering projects according to established timelines and applies international standards, such as ISO 9001:2015, as quality control tools throughout the development process.

- **Crisis Communication**

Following the earthquake incident, the Company promptly conducted systematic structural inspections covering the main structural components, architectural works, and building systems to confirm safety and readiness for occupancy. The inspection results were communicated clearly and transparently to residents and the public, with reference to verifiable engineering standards.

This approach reflects the Company's responsibility toward construction quality and customer safety. It helps mitigate reputation risk arising from misinformation or misunderstanding and reinforces confidence in the brand under the Risk & Trust-led Marketing Strategy.





- **Extension of Warranty Period**

The Company implements its marketing strategy in parallel with enhancing product quality and after-sales services to strengthen confidence in its construction standards and customer responsibility. It places emphasis on systematic quality risk management, transparent communication, and reference to verifiable standards. In 2025, the Company reviewed and revised its warranty policy for certain newly launched residential projects by extending the warranty period for both structural components and non-structural works. This reflects its commitment to elevating quality standards and post-handover customer care. Examples of projects where warranty periods have been extended include:

1. Supalai Essence Bangna–Suvarnabhumi has been the structural warranty extended from 5 years to 10 years, and n on-structural warranty extended from 1 year to 3 years.
2. Supalai Prima Villa Utthayan Road, Supalai Prima Villa Rangsit Khlong 3, and Supalai Montala @ Phutthamonthon have been the structural warranty extended from 5 years to 10 years, non-structural warranty extended from 1 year to 2 years.

2.5 Innovation & Digital Marketing Strategy

- **Application SABAI**

The Company continuously leverages innovation and digital technology to enhance the customer experience from utilizing 360 Virtual Tours and Room Tour videos to present its products, to developing digital platforms such as D.E.A.L. for mortgage loan applications and the Supalai SABAI Application for customer communication and after-sales services. This approach increases convenience, transparency, and efficiency throughout the customer decision-making process.



- **D.E.A.L. Platform**

The Company has developed and introduced the D.E.A.L. platform as a comprehensive and efficient digital system for home loan applications. This platform enables customers to complete application forms, check their eligibility, compare interest rates and terms from multiple financial institutions, and track application results through a single channel. The platform reduces the complexity of the loan application process, enhances transparency, and strengthens customer confidence in financial planning and property purchase decisions. At the same time, it systematically supports greater efficiency in the Company's sales and service processes.





- **ALL IN ONE Water Tank Innovation**

The Company has collaborated with Thammasorn Co., Ltd., a leading ASEAN manufacturer of high-quality water storage and wastewater treatment tanks (DOS LIFE), to jointly develop and design a new innovation for customers: the

“ALL IN ONE Automatic Water Pump Storage Tank with Integrated Water Filtration System.” This innovation is designed to support comprehensive functionality by improving water quality, reducing sediment in the storage tank, minimizing installation space, increasing usable area, and lowering carbon impact. The initiative has been piloted in 17 new Supalai projects, totaling 3,647 units nationwide. Supalai is the first real estate developer to implement this innovation and aims to further promote the concept across the broader property market.





- **Private Storage Innovation for Customers Requiring Additional Space**

Recognizing the needs of the younger generation living in condominiums particularly those engaged in online businesses or professions requiring additional storage space the Company has introduced the Private Storage innovation. This concept provides separate, dedicated storage units apart from the main residential unit at an affordable price. It is designed to meet the needs of modern residents who work from home, offering them additional personal storage space to support and expand their individual business activities.



- **Drop Store Parcel Management Innovation for Condominium Projects**

One of the major challenges in condominium living today is the high volume of online shopping deliveries received by residents. In projects with a large number of units, the daily volume of parcels can be substantial. Without adequate storage space for temporary parcel holding, common areas may become cluttered, visually unappealing, and difficult to manage. To address this issue, the Company has designed the Drop Store innovation to efficiently manage parcel deliveries within condominium buildings. This system helps maintain orderliness and aesthetic appeal while enabling easy and systematic parcel management without inconvenience. Drop Store is incorporated into the Company’s new condominium projects, thoughtfully designed to meet the real needs of residents.

- **Monthly Event Updates**

The Company communicates information about upcoming monthly events through its website and social media platforms, which serve as its primary digital channels. This enables customers and interested parties to conveniently and quickly access event details. Key information such as date, time, venue, and participation conditions is provided in advance and in full. This approach reflects the use of digital tools to enhance the customer experience by increasing convenience, continuity, and engagement in the Company's event communications. It forms a concrete part of the Company's Innovation & Digital Marketing Strategy.



- **360 Virtual Tour**

The Company has adopted 360 Virtual Tour technology to capture model homes and show units across its projects, providing customers with greater convenience and alternative options to explore projects virtually through the Company's website. This technology is implemented across all projects, allowing customers to thoroughly explore layouts, functional spaces, and detailed features of houses or show units from every angle, anytime and anywhere. It reduces time and location constraints associated with on-site visits and serves as important information to support customers' consideration and decision-making prior to visiting the actual project. This initiative enhances the efficiency of the sales process and elevates the overall customer experience.



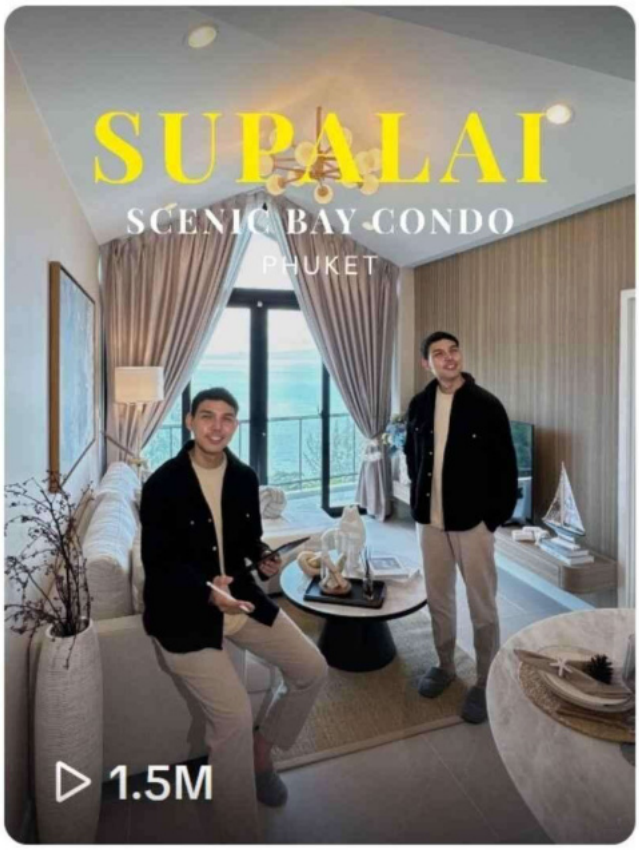


- **Room Tour / Home Tour Video Clips**

The Company has produced short-form Room Tour and Home Tour videos and distributed them through its social media platforms, including Facebook, Instagram, X, and TikTok. These videos allow customers to experience the atmosphere and details of projects, model homes, and show units as if visiting in person. This approach enables

customers to clearly visualize spatial layouts and functional features, providing valuable information to support their decision-making prior to visiting the project site and before making a purchase. It enhances communication effectiveness and systematically supports the Company's sales process.





2.6 Relationship-based Marketing Strategy

The Company is committed to building long-term relationships with its customers, extending beyond the sale of residential units to encompass post-transfer services, the provision of useful information, exclusive privileges for residents through its application, and the creation of quality communities within its projects. This strategy strengthens customer engagement, fosters brand loyalty, and encourages positive word-of-mouth based on real customer experiences.





The concept of "trust" lies at the heart of the business. Trust is built upon customer experience and plays a crucial role in brand development and business decision-making to ensure that quality and the promises made to customers

are never compromised. Emphasizing “trust” derived from consistent actions and sustained quality reflects a marketing approach that is intentional, customer-focused, and committed to delivering what truly meets expectationswhile fostering long-term relationships.

- **Homebuyer Referral Program**

The Company has implemented a Referral Program that allows existing customers who have purchased residential units in its projects to refer friends or close acquaintances to purchase a home, in exchange for benefits or rewards under specified conditions. This program leverages the trust between existing and prospective customers by encouraging word-of-mouth recommendations based on real customer experiences. Such an approach enhances communication credibility and reduces concerns in the purchasing decision process. Strategically, the program aims to foster Customer Advocacy by naturally empowering existing customers to become Brand Ambassadors. It emphasizes long-term customer value (Lifetime Value: LTV) rather than short-term sales promotions. Moreover, it strengthens long-term relationships between customers and the brand, while supporting the sustainable growth of both project communities and the business.



- **FINANCIAL DAY**

The Financial Day event at Supalai Blue Whale Hua Hin represents a marketing initiative focused on building long-term relationships with customers. It provides an opportunity for customers to meet, speak, and directly consult with the Company’s team in a close and personalized setting. The event emphasizes comprehensive information on financing and project details, enabling customers to make well-informed and confident decisions. It reflects the Company’s role as a “residential advisor” rather than focusing solely on short-term sales. Face-to-face communication enhances trust and confidence in the brand, allowing customers to perceive the Company’s attentiveness and ongoing support throughout the decision-making process. Such activities help strengthen brand loyalty and foster long-term relationships that may lead to repeat purchases and positive word-of-mouth referrals.



- **Interest Rate Updates**

The Company regularly compiles and updates interest rate information from various financial institutions on a monthly basis for customers interested in purchasing its projects. This enables customers to stay informed about special terms and interest rates offered by different banks and to use such information as part of their financial planning when applying for a home or condominium loan, ensuring alignment with their individual needs and financial capabilities.



- **Project Construction Progress Updates**

The Company regularly publishes monthly construction progress updates for condominium projects under development through its website and social media platforms, such as Facebook. This allows customers who have

already purchased units to continuously monitor the progress of their projects. At the same time, it provides useful information for prospective buyers to gain a clearer overall picture of the project prior to making a purchasing decision.



- **Project Event Information**

The Company prepares and publishes information about scheduled monthly events through its website and social media platforms to ensure that customers and interested parties are informed in advance. Key detailssuch as date, time, venue, and participation conditionsare clearly provided. In addition, the Company offers integration with electronic calendar systems, allowing users to add events directly to their personal calendars and receive reminders prior to the event date. This helps reduce the risk of missing scheduled activities and systematically supports customer participation in Company events.



- **Exclusive Privileges for Supalai Residents via Application : Supalai SABAI**

The Company collaborates with business partners to continuously provide exclusive privileges to Supalai residents, such as discounts, special promotions, exclusive activities, and complimentary gifts. These benefits are offered as a gesture of appreciation for customers' trust in the Company's products and services.

Residents can access these privileges through the Supalai SABAI application, which enhances the living experience and fosters long-term relationships with customers throughout the year.



- **Lifestyle Content (General Knowledge)**

The Company produces lifestyle content that provides general knowledge to its audience in order to create value and practical benefits for everyday living. This approach reinforces the brand image as an expert that truly understands real-life living. It helps enhance credibility and engagement with target audiences, while supporting long-term brand recognition and influencing purchasing decisions over time.





- **Financial and Tax Content**

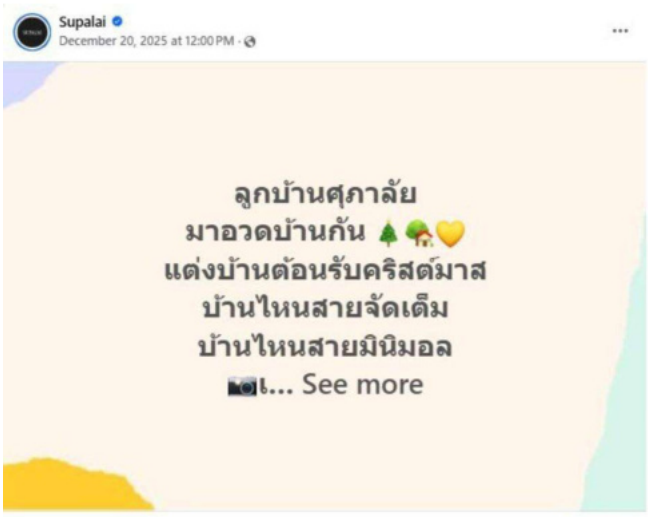
The Company produces content that provides updates on financial and tax information to help customers understand available benefits and plan their finances appropriately. This approach strengthens confidence in the brand as a valuable and reliable source of information, while helping to reduce hesitation in long-term property purchase decisions.





- **Text Chitchat Content**

The Company creates conversational text-based content to foster a friendly and approachable communication atmosphere. This format encourages ongoing engagement and interaction with followers, while supporting the development of long-term relationships and brand affinity with target audiences.





2.7 Omni-channel Distribution Strategy

The Company adopts a multi-channel distribution strategy, utilizing project sales offices, the Company's website, digital channels, social media platforms, and e-commerce platforms to ensure broad and comprehensive access to target customers. The primary focus remains on the domestic market in order to manage market and foreign exchange risks, while enhancing communication efficiency and supporting customers' purchasing decisions. Integrated promotional campaigns that connect online channels with on-site sales pointsalong with exclusive privilegesenable customers to purchase or reserve units through multiple channels, in alignment with the Omni-channel Experience concept.

- **Sales and Distribution Channels**

The Company distributes its products through sales offices located at each project, as well as through the Company's website (www.supalai.com) each project's LINE Official Account (LINE OA), LAZ Mall on Lazada, and Shopee Mall on Shopee. Promotional campaigns are organized to encourage customers to conveniently purchase cash discount coupons for condominiums and houses in their preferred zones. This approach aligns with current customer behavior and enhances purchasing convenience.

The Company also utilizes a wide range of media channels to maximize access to target customers, including print media, newspapers, billboards, email, websites, online media, and various social media platforms. In addition, the Company proactively organizes property exhibitions and sales events to increase product visibility across the Group's portfolio.

3. Outcomes

The implementation of the Company's marketing business strategies under the aforementioned policy framework has strengthened the Supalai brand as a property developer that prioritizes quality, social responsibility, and sustainability. As a result, the Company is able to retain its existing customer base while continuously expanding into new customer segments.

The marketing approach, which emphasizes the development of high-quality homes built to recognized standards, enhances confidence among consumers, institutional investors, and financial institutions. It reflects the Company's capability to manage ESG-related risks and long-term volatility in the real estate market. Furthermore, this strategy supports the creation of economic value alongside social and environmental value, in alignment with FTSE assessment criteria and international sustainability standards.

In the past year, the Company was named a Finalist at the Thailand Social Awards 2025 in the category of Best Brand Performance on social media – Residential Real Estate. This award recognizes brands with outstanding performance in social media communications within the residential property sector. The evaluation is based on in-depth social metrics analysis, covering reach, consumer engagement, and content performance across social media platforms. Receiving this recognition reflects the Company's success in executing an effective digital communication strategy that conveys brand value, builds trust, and connects appropriately with target audiences in the digital era. It also reinforces the Company's leadership in the real estate industry in terms of systematic and sustainable use of social media.



Target Customers

Target customers include company employees, senior executives, business owners, and state enterprise officials with medium income, divided into

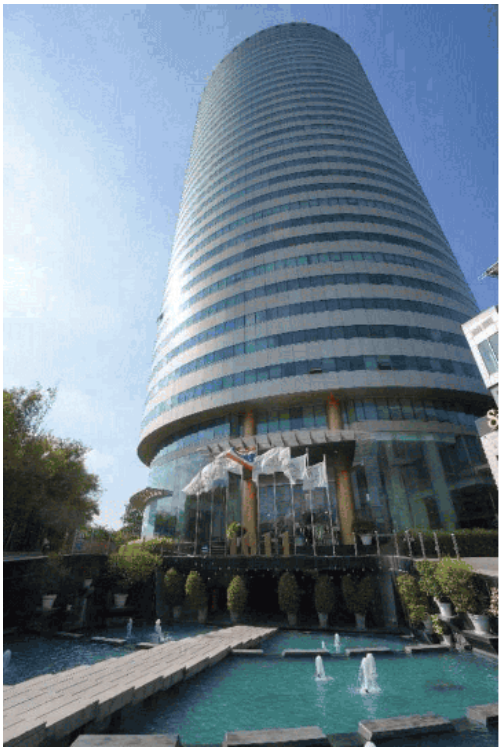
Target	Income per Month
Low-medium income	Start at 20,000–50,000 baht per month.
Medium income	Start at 50,000–120,000 baht per month.
Upper-middle income	Start at 120,000–200,000 baht per month.
High income	Start 200,000 Baht per Month or higher.

Factors of Success

1. The Company has key executives with experiences in real estate development for more than 36 years; thus, they are able to develop good quality products to meet consumer demand at a competitive cost.
2. The Company has various projects throughout Bangkok and its vicinity, including other provinces, and provides a variety of projects, both low-rise and high-rise buildings, which increase sales opportunities and diversify risks.
3. Currently, the Company has accumulated enough land to be able to develop projects for about 3 years. However, the Company does not give up the opportunity to develop land with high potential. Therefore, if the Company foresees that the land can be sold, developed, constructed, and transferred the ownership rapidly, the Company will consider additional investment. Nevertheless, it must be based on the assumption that the cost of the land is at an appropriate level and does not pose a significant risk for the Company in the current economic situation.
4. The Company continuously improves the quality of products and services. The scope of quality system control is complete from the process of production to delivery. The Company focuses on the quality of layout, design, construction, and after-sales services to meet the requirements of laws and professional standards. In addition, the delivery of the products always requires inspection, making it possible to deliver works to customers faster.
5. The Company conducts its business based on integrity, fairness, earnestness and sincerity so that all parties involved obtain mutual benefits, including customers, employees, contractors, shareholders and society.

Office Grand Tower Project

Supalai Grand Tower Project









Project Details and Highlights

Supalai Grand Tower is a premium 33-story integrated office and retail development. The building features a high-security infrastructure equipped with Face Scan Turnstile systems. Spanning a total gross floor area of 93,056 sq. m., the project comprises a 33-story office tower and two dedicated parking buildings with a capacity of over 1,200 vehicles. The development offers a comprehensive range of amenities, including an air-conditioned food court, commercial bank branches, convenience stores, cafes, and a fitness club.

The project provides approximately 42,000 sq.m. of leasable office and retail space, with unit sizes ranging from 95 to 1,400 sq.m. Designed with functional efficiency and sustainability in mind, the building utilizes a high-performance double-glazed curtain wall system. This energy-efficient facade significantly reduces heat gain while optimizing natural light, thereby lowering electricity costs for tenants.

Furthermore, Supalai Grand Tower offers "Meet & Co," a flexible workspace solution designed to cater to the evolving lifestyles of the modern workforce. This facility provides fully equipped functional zones to support diverse working styles, including:

- Co-Working Space Zone: A well-proportioned communal workspace designed for independence and agility, accommodating both collaborative team sessions and focused individual tasks.
- Conference & Meeting Room Zone: Private meeting enclosures featuring diverse interior designs to foster creativity. These rooms are fully equipped with advanced conferencing technology and can accommodate groups of 1–2, 4–6, and 10–12 people.
- Common Area Zone: A versatile shared space for relaxation or casual work, featuring vending machines, private phone booths for confidential calls, and a centralized printing station to support all business requirements.





Beyond dedicated workspaces, Meet & Co features a thoughtfully proportioned layout designed to host events & activities. This multipurpose space aims to inspire and stimulate creativity, with a total capacity of 50–60 guests. The facility offers two specialized room configurations:

- Workshop Room: An adaptable space ideal for training sessions, seminars, classes, or hands-on workshops. The furniture is fully reconfigurable to suit various functional requirements. The room is fully equipped with high-specification audiovisual tools, including a professional projector, a 150-inch wide screen, and a comprehensive sound system.
- Townhall Room: A premium venue featuring a massive 7-meter LED screen. This space is perfectly suited for corporate meetings, press conferences, and various entertainment activities, providing a high-impact visual experience for all attendees.

Supalai Icon Sathorn Project







Project Details and Highlights

Supalai Icon Sathorn is a premium Mixed-Use development comprising residential units, retail spaces, and offices. The project features a clearly partitioned 14-story building dedicated specifically to office and retail use, with a total gross floor area of approximately 24,063 sq. m. The development is meticulously designed to meet the demands of corporate clients seeking a presence in the heart of the Central Business District (CBD). The office layouts are engineered for maximum flexibility, catering to diverse business models and operational requirements, while the commercial retail zones are strategically positioned to support and enhance retail business operations.



The project embodies the “Green Building @ Sathorn” concept, aligned with the LEED (Leadership in Energy and Environmental Design) certification. This framework prioritizes high energy efficiency and environmental stewardship. Key sustainable features include a high-performance double-glazed facade, designed to significantly reduce thermal heat gain and external noise. The building is also equipped with EV charging stations and an advanced building automation

system (BAS). This system offers flexible office hours, allowing tenants to customize air-conditioning operations across three time slots. Additionally, the building features a floor-specific Destination Control Elevator system and automated self-service kiosks for visitor management and parking payments.

Furthermore, the building is engineered to enhance occupant well-being. The air-conditioning units are integrated with UVC disinfection lamps to ensure superior indoor air quality. To foster a healthy and tranquil environment, the project provides a lush green space exceeding 2,000 square meters, serving as a dedicated relaxation area that provides fresh air amidst the urban landscape. Dedicated bicycle parking facilities are also provided to support eco-friendly commuting for all building occupants.

Retail Space





Mock-up Room Decoration









Office Space








Hotel & Resort Business

Supalai Pasak Resort Hotel & Spa, Saraburi







SUPALAI PASAK RESORT HOTEL & SPA

SHA Plus+

Supalai Pasak Resort & Spa in Saraburi Province is a large natural hotel and resort on 183 rai of land, created amidst the perfection of trees and mountains. All facilities are well equipped. There are a total number of 200 rooms in the style of applied Thai houses, surrounded by Pasak River. It can accommodate up to 600 customers. Many national conferences and seminars have been organized here, such as Miss Grand Contest in Saraburi Province, meetings of village health volunteer club nationwide, mini-marathon event for 1,500 persons. The hotel has more than 30 years of experience in organizing seminars of leading public and private agencies.







Products: 4 types of rooms are available

1. Pasak Standard (without a living room)

The room features a minimal-style design without a living room. Upon entering, there is a bed inside the room. The prices start at 1,590 Baht, including breakfast.



2. Pasak Superior Suite

The house is a twin home with a modern Thai-style design. It has a separate living room and bedroom for added privacy. The prices start at 1,890 Baht, including breakfast.



3. Deluxe Suite

Decorated in a new style that seamlessly blends minimalism with Thai elements, this upgraded room is based on the Superior Suite to enhance comfort. It comes with a large 55-inch Smart TV and a full range of amenities. The prices start at 2,190 Baht, including breakfast.



4. Garden Court (New Zone)

This is a single-story building with 40 rooms, featuring the newest accommodation zone that just opened in November 2024**.** The rooms are designed in a modern style and fully equipped with amenities, such as a Smart TV and more. Additionally, the rooms are wheelchair accessible. The prices start at 1,890 Baht, including breakfast.



5. Riverfront Villa (New Zone)

Exclusively featuring two romantic couple-oriented villas, our retreat offers an intimate experience with stunning views of the mountains, the Pa Sak River, and a local bird sanctuary. Each single-story villa is meticulously designed with a minimalist aesthetic, perfect for content creators. The spacious interiors prioritize comfort and privacy, featuring an in-room bathtub and a complimentary bicycle for guest use. Rates start from 4,500 Baht.



Highlights & Services

There are many highlights of the hotel, including staff services, the delicious taste of the food, and its guaranteed cleanliness, backed by “Clean Food, Good Taste” award. Another important highlight is the invaluable natural surroundings. Supalai Pasak Resort Hotel & Spa has meticulously maintained the original landscape and trees since its

inception, resulting in abundant shady trees and fresh air. The hotel is conveniently located just one and a half hours from Bangkok.






Full amenities are provided, including Pasak Restaurant / Swimming Pool / Fitness Center / Spa / Playground / Minimart / Bicycles / Wi-Fi / Trekking Activities / A Mini Zoo and more.

8 Check-in Spots of the Hotel

The hotel's main highlight is the availability of up to 12 check-in spots where guests can take photos. This feature adds an interesting activity for visitors, including spots like "Na-Palai", a small agricultural garden for planting organic vegetables used for cooking and promoting health. Guests can also enjoy the large swimming pool designed with the concept of a lake amidst the valley, as well as attractive scenic spots on the Pasak River Curve, among other interesting check-in locations perfect for nature-loving tourists.









Supalai Cheewa Withee Project

Another pride of the hotel is to apply the principles of sufficiency economy from King Rama IX to the Supalai Cheewa Withee Project. The hotel produces shampoos and soaps and provides them in the rooms for customers. In addition, good soil and good fertilizer are also produced and distributed, including multipurpose solutions made from fruit peels, which help reduce waste and pollution and also contribute to the environment. There are many public and private agencies constantly contacting to visit the project, including various tv programs seeking interviews with executives and supervisors of Supalai Cheewa Withee Project. The hotel is very pleased to disseminate knowledge to communities or agencies for studying and generating income for their families. If any agencies or organizations are interested in this project, the hotel is pleased to demonstrate the production procedures.










ศุภาลัยชีววิถี




NA – PALAI FARM
X
Supalai Pasak Resort & Spa, Saraburi






Major Achievements

1. Green Health Hotel plus 19 Awards

The highlights of GREEN Health Hotel standards are correct health promotion, hygiene to prevent the spread of communicable diseases in the future and maintenance of a healthy environment. It is safe for tourists and workers and improves the service quality of well-developed hotels and resorts, leading to the GREEN Health Hotel Plus 19 It is the pride and encouragement for the establishment. It also builds confidence for both Thai and foreign tourists to be safe from disease with good health and increases the country's economic income further.





2. Wellness Destination Awards

Supalai Pasak Resort Hotel & Spa, Saraburi, has been selected by the Provincial Public Health Office to be one of 5 Wellness Center establishments that are clean, safe, certified by the Department of Medicine and Alternative Medicine in terms of providing services to guests. The hotel received 2 awards as follows:

- Tourist Accommodation Award
- Healthy Spa Award



3. Establish Thailand to be Sustainable Tourism Destination Project

Supalai Pasak Resort Hotel & Spa, Saraburi has been selected by the Tourism Authority of Thailand and the Foundation for Sustainable Tourism to participate in the "Establish Thailand to be Sustainable Tourism Destination" Project. This project focuses on driving Thailand to become a sustainable and environmentally friendly tourism destination.



Competitive Strategies

Product and Service Strategies

- The hotel has been continuously renovated to keep pace with current trends while maintaining its uniqueness. Its strength lies in dedicated staff service, a core value from the beginning, enhanced by full amenities.
- There are a variety of products. In addition to accommodation services, the hotel generates revenue from distribution of shower products and agricultural products from the Supalai Cheewa Withee Project, meeting a wide range of customer needs.

Confidence-Building for Customer Strategies

- Confidence in the "Supalai”brand: the hotel operates under the supervision of Supalai Public Company Limited.
- Participating in the Association of Domestic Travel, the Association of Thai Travel Agents, Saraburi Tourism Council and Saraburi Tourism Club.
- Building confidence in hygiene; the hotel is certified by SHA Plus hygiene standard. All hotel staff received 3 doses of the vaccine. In addition, staff are trained for providing services with hygiene standards to build confidence for customers using the service outbreak crisis. Furthermore, the hotel is SHA PLUS certified by the Tourism Authority of Thailand (TAT) in collaboration with the Ministry of Public Health, enhancing customer confidence.
- The service model is tailored to reduce exposure by setting QR code to scan for payment and online channels to communicate with employees to reduce face-to-face discussions.

Sales Promotion Strategy

- rganizing sales promotions and marketing activities appropriately for each period, such as promotions on long weekends, etc.
- rganizing fun events via Facebook page to create engagement and awareness.
- ffering promotions by cooperating with the public sector, such as We Travel Together campaign, promotions for medical personnel.

- Providing promotions with tour agencies and any authorities.
- Preparing special menus according to any festivals.
- Updating the photo spots with beautiful flowers on social media, where flowers are planted alternately according to the seasons, such as sunflowers, yellow cosmos, cosmos field, yellow silk, etc.
- Installing 3 locations of EV Charger to support electric vehicles and meet the lifestyle of customers.



Primary Target Group

- Group of customers organizing meetings, seminars, events
- Group of corporate customers, government agencies, private entities and organizations
- Free Individual Travelers (F.I.T)
- Group of customers with family consisting of adults and young children
- Pet friendly hotel
- Nature-loving / Peace-loving tourists
- Supalai's business partners and residents of Supalai Projects

Distribution Channels

- Tel: 090656 9952, 0 3620 0630
- Line ID: @supalaipasakresort
- Facebook Page: Supalai Pasak Resort & Spa
- Website: www.supalaipasakresort.com
- nline Travel Agents (OTA): Agoda, Booking.com
- Instagram: @supalaipasakresort
- TikTok: @supalaipasakresort

Supalai Scenic Bay Resort & Spa, Phuket



It is a resort located in a potential location with private beaches and beautiful landscape. There are 182 rooms available, 5 pool villas with 3-4 bedrooms, and 3 beachfront villas available. All rooms offer a breathtaking view of the sea and islands on the Andaman Sea side in the northeast of Phuket. There are also many facilities, such as meeting/ seminar rooms with the capacity for up to 400 persons, a library, a restaurant, a spa and private beach club, 3 swimming pools, and an activity area for children. It is ideal for customers who want to take some rest in a relaxed atmosphere or organize meetings, seminars, sports activities, parties, corporate relationship activities, and weddings in a cozy and attractive atmosphere in the style of a seaside resort.






Products: 6 types of rooms



80 Rooms
Size: 32 sqm.
Twin bed
180-degree sea view



40 Rooms
Size: 36 sqm.
King size bed
180-degree sea view



24 Rooms
Size: 40 sqm.
King size bed
180-degree sea view



38 Rooms
Size: 50 sqm.
King size bed



3 Rooms
Size: 64 sqm.
King size bed
180-degree sea view



5 Villas
4 bedrooms and usable area of approximately 377-430 sqm.
Private villa type
180-degree sea view

Marketing Strategy

1.Products & Services Strategy

The hotel has additionally renovated rooms and facilities as well as improved villas for anyone interested in buying it for investment, which are the private villas for relaxation, such as 3 beachfront villas with 1 bedroom and 5 pool villas with 4 bedrooms, that can accommodate different customer groups. In addition, the hotel has developed a wide variety of facilities to improve products, such as a library, meeting-seminar rooms, and a private beach club for customers in front of the beach, consisting of a playground for children, a beachfront swimming pool, beach umbrellas and sunbeds, water activities such as kayaking and beach volleyball, and the Sand & Sea restaurant, accommodating customers who require organizing a private beach party or a private dinner in a romantic atmosphere.









Wedding Planner

This service is available for customers interested in holding Thai-style and European-style beachfront wedding ceremonies, which are very popular for Thai and foreign young people. The hotel provides Supalai Beach Club, which is a private beach with potential and appropriateness for holding a beachfront wedding ceremony, including atmosphere, attractive scenery, and privacy.






2. Price Strategy

The hotel has taken into account its price strategy and occupancy rate to be competitive with the market and set the appropriate price for the products and customer behavior of each market segment.

A customer group making a reservation through B2C, the online platform, is defined as

- **BARBest Available Rate** for anyone requiring flexibility and agility for changing the check-in date and the length of stay.
- **Last Minute** is for anyone who always makes last-minute decisions without any advance plan, or when it is necessary to book a last-minute room for running an unexpected errand or emergency.
- **Advanced Purchase/Early Bird** is a pre-booking for a period specified by the hotel, taking into account the customer's booking form and room inventory management. It may be 14 days, 21 days, or 30 days.

Market Segment of Major Travel Agent (B2B) and Tour Operator: The price is based on the number of customers from each agent, which has different bargaining powers.

The market segment of Corporate and meeting-seminar includes government agencies, organizations, companies, embassies, etc.

3. Distribution Channel Strategy (Place)

- **Sales Office**: Emphasizing on direct booking through the head office, sales office at the hotel or the Reservation Department (Front Office Department)
- **Hotel Website**: It is the channel through which customers can find information about the hotel, such as room types, facilities, prices, promotions, etc. The reservation can be made through the hotel's booking engine system with real-time confirmation, and the payment is made via the payment gateway system. The hotel can send promotions directly to customers who are members or Supalai residents using databases from the system and business partners.
- **Agency B2B, Agency Online (B2C), Tour Operator**: Nowadays, customer booking behavior is to increasingly use online channels.

- **Exhibition:** Participating in booth exhibition, such as Thai Tiew Thai, Thailand Travel Mart, and the Phuket Ded Yok Koh Event

4. Promotion Strategy

- Advertising through any channels, such as social media, i.e., Facebook, TikTok, Line Ads, and Google Ads, and publications, i.e., brochures and leaflets, to provide customers with promotional information or send information to attract the target customer group.
- Public relations by conducting CSR projects and participating in activities with neighboring communities
- Sales Promotion by offering discounts in any festivals, such as
  1. Providing discounts during low season and winter promotions to customers who are business partners, such as Supalai redidents, customers of agents, or customers requiring long stay, i.e. a weekly, monthly or yearly stay
  2. Preparing any packages, such as packages including dinner and airport shuttle bus, providing cash back credit to spend on food and beverages, Stay 3 Pay 2 Package, etc.

5. Strategies to Build Customer Trust

5.1 Easily contactable and accessible

The hotel has a contact channel that is easily accessible to customers. There is staff who can answer any questions for customers and help them make a reservation for each channel, such as Line ID: @supalairesort, phone, and email address, which can be contacted 24 hours a day, or social media, such as WhatsApp, etc. Good service and promptness in answering questions or organizing activities for customers will impress customers and create a positive image for the business.

5.2 Room standards and quality service

The standard of rooms and facilities as well as the good service provided to customers who use the hotel are the main factors of the business. A good-quality product that can meet the needs of customers is fundamental to the success of a business.

In addition, the hotel also focuses on hygiene standards. The hotel is certified as an SHA Extra Plus^{+} hotel, which increases the confidence of customers.

5.3 Being honest with customers' property and personal data security

To build the trust of customers using the service, the hotel performs the management in various matters in terms of employee integrity, use of a key card system, 24-hour security, CCTV camera installed in vulnerable areas, provision of insurance for third parties, and collection of customer data into the HMS system to determine access rights to customer data. These are considered one of the measures that give customers confidence in using the service.

6. Regarding the cooperation with business partners and participation in nearby communities

The hotel has cooperated with tourism business partners in nearby communities to distribute revenues to the communities, such as Longtail Boat Club of Ao Po Village, various travel agencies, Ban Bang Rong Community, Ao Po Pier for providing services to tourists by taking them to nearby tourist attractions to increase the point of sale and alternative activities for customers, island trips to Koh Naka Yai, Koh Naka Noi, Koh Phae, tourist attractions in communities; Phang Nga Bay, etc.

Tourist Attractions in Ban Bang Rong Community



Thale Waek at Koh Phae



Koh Naka Noi



Phang Nga Bay



Samed Nang Chee Viewpoint Chee Viewpoint



Koh Naka Yai



Laem Khad Viewpoint

Trekking





Pineapple Plantation Tour



Target Customer Group

The hotel's target customer group includes foreign and Thai customers, which can be divided into the following groups:

- A group of travelling customers, including personal trip, free individual travelers, and group travelers, made the reservation through travel agencies and online companies.
- A group of customers organizing meetings and seminars who use rooms and meeting/seminar rooms, as well as a group of activity and event organizers.
- A group of corporate customers, government agencies, state-owned enterprises, and organizations.
- A group of honeymooners.

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

Research and development (R&D) policy : Yes

R&D expenses in the past 3 years

	2023	2024	2025
Research and development (R&D) expenses over the past 3 years (Million Baht)	0.60	0.44	0.44

Additional explanation about R&D expenses in the past 3 years

During 2023–2025, Supalai Public Company Limited allocated budgets to support internal Innovation Awards to foster a culture of creativity and innovation among employees. The total prize value was approximately THB 600,000 in 2023, and THB 440,000 per year in 2024 and 2025, aimed at encouraging ideas and projects with high potential to positively impact the business and customers.



Award-winning ideas and projects span several categories, including:

- Enhancing the efficiency of space utilization and building structures
- Developing sustainable water and energy systems
- Creating digital tools and systems to improve operational efficiency
- Collecting and analyzing customer satisfaction data to improve products and services

The business impact of these projects can be further leveraged, generating an estimated financial value of THB 11 million, demonstrating the potential of innovation to improve efficiency, reduce costs, and drive sustainable growth. In summary, the Innovation Awards serve as a strategic tool for promoting a culture of innovation within Supalai, motivating employees, and supporting the company's ongoing development and competitiveness in the real estate market.

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

Residential Projects

The Company operates in the real estate development sector, encompassing both low-rise and high-rise projects under the core philosophy: "Supalai... Caring, Creative, and Contributing to Thai Society." Our operations span strategic locations across Bangkok, its vicinity, and major provinces nationwide. We prioritize modern, energy efficient designs tailored to a diverse clientele, ranging from mid-to-high-income segments (starting from THB 20,000 per month).

Our sustained success is underpinned by over 37 years of management expertise, enabling effective Cost Leadership. We mitigate risks through a well-diversified product portfolio across all prime locations and maintain a strategic Land Bank sufficient to support continuous growth for at least three years. Furthermore, we implement a Total Quality Control (TQC) system and remain committed to conducting business with integrity to maximize long-term value for all stakeholders.

Market Share

The Company has a ratio of sales to the total sales made by the group of listed companies on the Stock Exchange of Thailand (SET) in the year 2025 as summarized below:

- For the group of low-rise projects, the Company has a market share of approximately 4%.
- For the group of high-rise projects, the Company has a market share of approximately 8%.

The Company's total market share amounts to approximately 5% of the entire shares achieved by the group of listed companies on the Stock Exchange of Thailand. (Source: AGENCY FOR REAL ESTATE AFFAIRS : AREA)

The industry competition during the preceding year

Thai Economic Situation in 2025-2026

Dr. Prasas Tangmatitam

The prevailing sentiment regarding the Thai economy in 2025 is one of "sluggishness." In reality, this condition is not new but has persisted since 2019, with year-on-year economic expansion remaining below 1% on average. However, this year, the impact is distinctly reflected in housing sales figures, which have declined by approximately 10% for listed companies and by as much as 20% for the overall market. In fact, housing sales have dropped by roughly 10% for two consecutive years, causing the industry to acutely feel the severity of the situation.

If we examine the actual statistics, the economic expansion rate of 2.5% is not lower than the average recorded between 2019 and 2025. However, the consumption growth rate of 2.5% is below the period's average of 3.5%. Conversely, the investment growth rate of 4% is certainly not lower than the average of 1%. Furthermore, the 7.5% growth in automobile sales is significantly higher than the previous year, which saw negative growth throughout.

The discrepancy mentioned above highlights the contrast between sentiment and reality. The changes in various economic sectors are illustrated in Figure 1, which displays the growth rates of different economic variables. A key observation is that growth rates fluctuate in cycles. Excessive or insufficient investment impacts economic expansion and consumption in similar cycles, following basic economic theory. Government policies may shift the position of these cycles somewhat, though often with negative rather than positive consequences.

The "sluggishness" of the Thai economy, with an overall growth rate of around 1%, has persisted for approximately 7 years. The primary underlying factor is investment, which has expanded at a similarly low level of 1%, mirroring the overall economy. In contrast, during the preceding 15 years, the average was 4.2%. This insufficient investment has consistently kept overall economic growth low. Private sector investment cannot be coerced. Public sector investment can be injected, but it faces limitations regarding public debt levels and the requirement for reasonable returns. Foreign investment is another avenue that can be solicited, but one must not forget that the incentives provided to foreign investors are a form of cost that must be exchanged.

Regarding private consumption, there may be proposals to create incentives or request financial institutions to relax lending standards to stimulate housing demand. However, housing development falls under the category of private investment, which has its limits. Excessive lending leads to high levels of bad debt (NPLs) and can trigger a crisis, as experienced in the past. Meanwhile, promoting automobile purchases, especially in the current era, exacerbates trade deficits, which reduces GDP rather than increasing it.

Economic stimulus cannot be heavily concentrated in any single area. However, stimulating each sector incrementally is feasible and does not pose excessive riskfor example, partial support for consumption, housing, private investment promotion, and public infrastructure investment. When the economic cycle shifts in a positive direction, the overall economy will recover simultaneously.

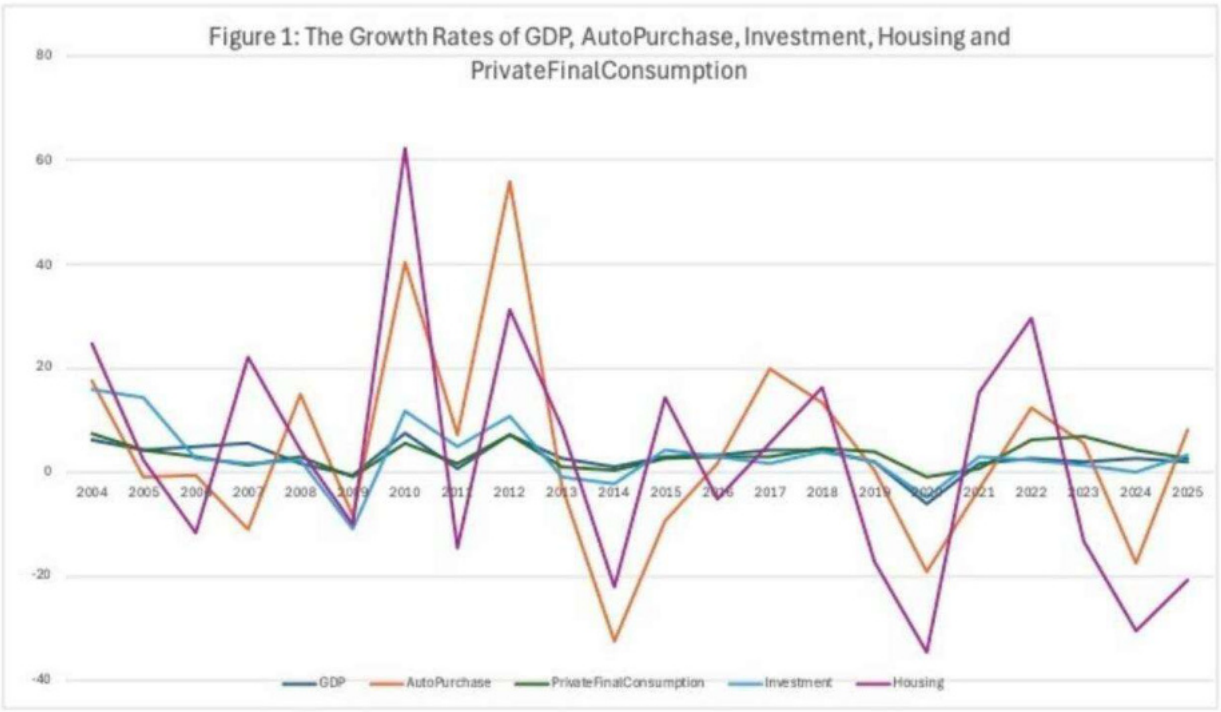
Regarding economic drivers, consumption and investment are in a weakening state in 2025, which is expected to continue into 2026. This is a consequence of various sectors spending beyond their capacity. Therefore, economic sectors are unlikely to have significant expansion momentum in 2026; rather, it will be a period of maintaining the status quo. However, private investment in general and housing sector in particular are on their upcycle. Consequently, it is projected that economic expansion in 2026 will likely remain in the range of 2.5 – 3.0%.

Housing Market Situations in 2025-2026

Dr. Prasas Tangmatitam

The housing market condition in 2025 can be described as experiencing a severe stagnation, a continuation from 2024. Housing sales by listed companies declined by approximately 12% compared to the previous year. Similarly, sales

in 2024 had already dropped by a comparable rate of 12% from 2023. This two-year consecutive decline is a consequence of developers aggressively stimulating the market in 2022, where they succeeded in pushing high-end detached and semi-detached houses. Developers anticipated similar success in 2024, only to be met with disappointment.



This phenomenon correlates with other economic variables as illustrated in Figure 1. There is a distinct and clear correlation between housing and automobile purchases, both of which exhibit high volatility. These two variables are also linked to investment, which subsequently impacts economic growth rates. However, the volatility of GDP and investment is significantly lower than that of housing and automobiles. From this behavior, it can be inferred that housing and automobile purchasing decisions are heavily dependent on economic conditions and income levels and are highly sensitive to impacts. Conversely, a negative shift in income causes consumers to immediately halt purchases of houses and cars, with severe magnitude. In consumers' view, houses and cars are viewed as "non-essential items" that can be cut immediately. On the other hand, an improvement in income triggers an immediate purchase of these two goods. In economic terms, it can be stated that for Thai people, "permanent income" is a function of very short-term income, resulting in the behavior shown in Figure 1.

Another noteworthy observation is that investment and GDP exert only a minor impact on detached house and townhouse sales and, at times, show no correlation at all. What is even more remarkable is that any year in which condominiums sell well corresponds with a robust overall housing market. Specifically, it can be said that the launch of condominium projects stimulates chain effects to investment within the economic system.

Therefore, if the government intends to stimulate investment within the economic system, it is imperative that the government promote investment in condominium projects, which implies easing lending conditions for condominium buyers.

The volume of housing sales in 2025 was low primarily due to a reduction in new project launches, which stood at merely half of the 2024 figures. Sales rates for all low-rise housing categories dropped lower than in 2024, with only condominiums maintaining a similar sales rate. The projects that disappeared from the market were likely those that lacked confidence that sales rates would justify the launch.

Observing Figure 1, it is evident that investment and national income fluctuate according to economic cycles. Simultaneously, the number of houses and cars sold follows the same cycle. While Thailand's GDP and consumption tend to expand steadily at a rate of 3% per annum, investment remains the only variable that is difficult to predict and

fluctuates according to political impacts. The direction of Thai politics in 2026 also appears difficult to forecast. However, at a minimum, the direction of the housing market in 2026 is expected to be positive, even if it may not reach the level of a boom.

Office Grand Tower Project

Suplai Grand Tower Project

Strategic Location

Supalai Grand Tower is strategically situated on Rama 3 Road, offering seamless connectivity to the Central Business District (CBD), specifically the Silom and Sathorn areas via Naradhiwas Rajanagarindra Road. The project also provides direct access to Rama 4 Road via Rama 3 Road and is in close proximity to the Chalerm Maha Nakhon and Si Rat Expressways. Furthermore, the project benefits from its immediate access to the Bhumibol Bridge, a vital link connecting Rama 3 Road to Suksawat Road, Pu Chao Saming Phrai Road, and the Kanchanaphisek Road (Outer Ring Road), reinforcing its position as a high-potential location.

Target Audience

The primary target clientele includes medium-to-large-scale corporations, encompassing both domestic and multinational firms seeking premium office spaces with strategic connectivity to the city's business hubs.

Sales and Distribution Channels

The majority of leasing transactions are facilitated through real estate agencies, leveraging their extensive networks to reach key target demographics. Additionally, prospective tenants have the option to secure office space directly through the Company’s dedicated In-house Leasing Team.

Supalai Icon Sathorn Project

Prime Location Potential

Supalai Icon Sathorn is strategically situated in the heart of the Sathorn district, offering exceptional accessibility via MRT Lumphini, BTS Sala Daeng, and BTS Chong Nonsi. The latter provides a seamless connection to the BRT Sathorn rapid transit station. The project also benefits from convenient access to the Rama 4 and Sathorn Expressway entry and exit points. Furthermore, the development is surrounded by key business hubs, leading hospitals, and prestigious educational institutions, including TISCO Bank (Headquarters), St. Andrews International School Sathorn, St. Joseph Convent School, Bangkok Christian College, BNH Hospital, Bangkok Christian Hospital, Saint Louis Hospital, Chulabhorn Hospital, and Lumphini Park.

Target Audience

The primary target clientele consists of medium-to-large-scale corporations, including both domestic and multinational firms seeking a premium office presence within the Central Business District (CBD). These clients prioritize locations integrated with leading shopping malls, five-star hotels, and residences, as well as a comprehensive multimodal transportation network encompassing BTS, MRT, and BRT systems.

Sales and Distribution Channels

Leasing operations are primarily conducted through real estate agencies, leveraging their extensive professional networks to reach target demographics effectively. Additionally, prospective tenants may inquire and secure office spaces directly through the Company’s In-house Leasing Team.

The industry competition during the preceding year

Supalai Grand Tower Project

In 2025, the overall office building market remained volatile due to the economic slowdown, coupled with a rising supply trend from newly completed office spaces. This resulted in intensified competition within the sector. Nevertheless, the company implemented a strategic approach by offering flexible leasing terms to satisfy tenants seeking office spaces in the Rama 3 area that align with their corporate budgets. Furthermore, the Company continues to prioritize building renovations, both interior and exterior, to align with Environmental, Social, and Governance (ESG) principles. These initiatives aim to enhance operational efficiency through measures such as reducing energy consumption, campaigning for waste reduction and segregation among tenants, and utilizing eco-friendly materials. These efforts have successfully driven tenant satisfaction, leading to lease renewals by existing occupants and adding significant value for those seeking new office spaces. In 2025, the office occupancy rate stood at 86%, while the retail occupancy rate reached 100%.

Supalai Icon Sathorn Project

Amidst the increasing supply of office space within the Central Business District (CBD), the Company has adapted its strategies to align with evolving tenant behaviors and demands for modern working environments. This includes providing flexible workplace solutions such as ready-to-use offices, co-working spaces, meeting rooms, and versatile short-term or long-term leases located on the 3rd floor. Regarding the retail space, the project emphasizes diversity by integrating various services to become a destination for health and culinary enthusiasts. Offerings include convenience stores, cafes, hotel-grade restaurants, Japanese cuisine, and exclusive optical boutiques. To cater to the shifting lifestyles of professionals, the project also features wellness activities such as fitness centers, Pilates studios, and golf simulators. In 2025, the office occupancy rate was 20%, and the retail occupancy rate was 90%.

Hotel & Resort Business

Supalai Pasak Resort Hotel & Spa, Saraburi

Business is conducted based on integrity and understanding to meet the needs of the guests so that they will receive a good impression and experience. In addition, the revenue management and the consumption of the most cost-effective resources are also implemented. Products and services are developed and improved continuously in terms of state-of-the-art technologies, employee services, and other facilities, while the hotel's uniqueness is still maintained. However, it must be adapted to the situation appropriately according to the needs of changing behavior of tourists. focusing on health and hygiene safety.

Supalai Scenic Bay Resort & Spa, Phuket

Regarding factors of success for hotel business operation, especially hotels in Phuket and neighboring provinces where there are many operators and it is highly competitive, the hotel needs to use a marketing strategy that surpasses its competitors, defines a clear and appropriate customer group, and builds customer trust to attract a large number of customers to use the services. In addition, the development of personnel in the organization is one of the factors that can contribute to the success of the organization.

Regarding the management's vision and commitment to developing products to meet the needs of customer groups that constantly change and the emphasis on health, hygiene, and environmental safety, the hotel must adapt and thoroughly plan to promptly handle with any future situations.

The characteristics of the hotel market consist of customer origins from 2 major channels, which are tour operators/travel agents and F.I.T. (Foreign Individual Traveler/Free Individual Traveler). The hotel focuses on 3 marketing approaches as follows:

1. Creating a point of sale and designing an environmentally friendly hotel, as the eco-green trend is a new lifestyle that tourists all over the world are interested in. Plus, the hotel's geography and location are surrounded by beautiful nature. The hotel has the action plans to be certified as a Green Hotel. The hotel joined the 2023 CF-HOTELS, Eco-friendly Hotel and Accommodation operator Empowerment Program. The amount of greenhouse gases is calculated according to the guidelines of the Greenhouse Gas Management Organization (Public Organization). The hotel also participated in training to be able to calculate the amount of carbon footprint emitted from activities of the hotel and accommodation business. This will reflect the operation of the hotel and accommodation business affecting the environment and can indicate the past management potential and how successful the business has been in sustainable management. In addition, it can analyze approaches to reduce greenhouse gas emissions, which will be information to support the business management decisions to increase revenue and reduce expenses from energy consumption appropriately.
2. Creating content and adding value to suit products and services as well as to be attractive to each group of customers
3. Expanding the base of the quality tourist market by offering local experiences through community-based approaches in terms of culture, food, and livelihoods of communities in the area of Ao Po and Phuket

The industry competition during the preceding year

Supalai Pasak Resort Hotel & Spa, Saraburi

The hospitality or hotel industry shows a constant growth rate as the current global behavior has changed. The trend of peace and nature loving is very popular. In addition, since the COVID-19 outbreak, situation is improving, both Thai and foreign tourists as well as the demand for seminars or events increase. Customers need accommodation that can provide all kinds of services. The hotel is ready to provide venues and services. The Company formulates its competitive strategy as follows:

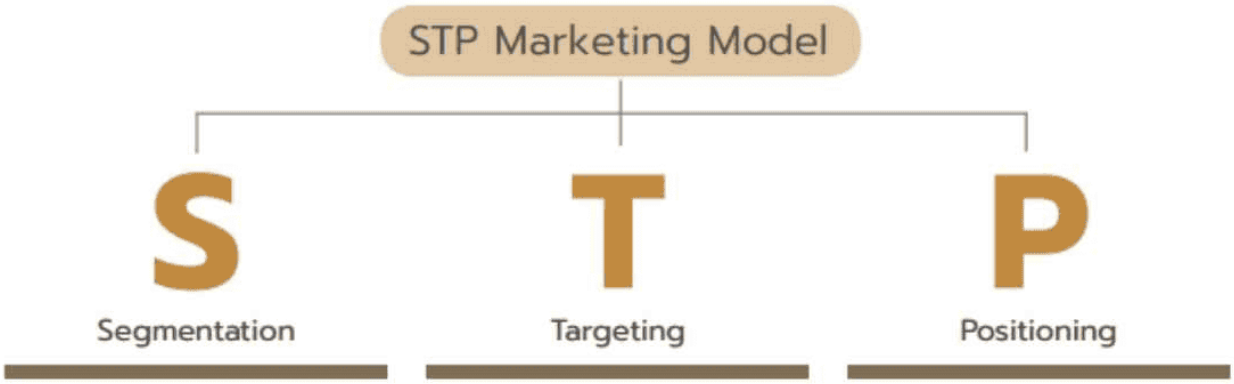
Studying from Consumer Insight

The insight of main customers using services is the need to find a peaceful and safe place with good services and reasonable prices that can accommodate all kinds of customers, such as seminar groups, families requiring relaxation. They choose to use the services at this hotel because it is equipped with a full range of facilities, such as indoor and outdoor area for organizing events, meeting rooms in various sizes to meet the needs of customers, beautiful and large swimming pools, pure air, large usable areas of house for cooking, barbecuing, singing karaoke, doing activities together, which is ideal for family vacations.

Supalai Scenic Bay Resort & Spa, Phuket

The tourism and service industry in Thailand is available in a wide range of sizes and levels, especially hotels and resorts on the Andaman Sea coast, mainly located in Phuket, Phang Nga, and Krabi. They consist of small, medium and large hotels. The styles and levels of service have various standards. The difference of location is also a factor of decision-making for tourists or service users. Therefore, the current behavior and the purchasing decision process of tourists using reasons supporting the decisions include the location and the standard quality of rooms and services responding to the needs as well as the reputation of hotels. Operators compete in amenities, hotel activities, design, room quality and service, surroundings, and prices. The Company has many competitors, including world-class hotels and hotels located near well-known beautiful beaches and tourist attractions, and other small entrepreneurs.

The hotel has formulated a competitive marketing strategy by segmenting the market and customer groups. The customers groups are segmented by adopting the STP marketing model.

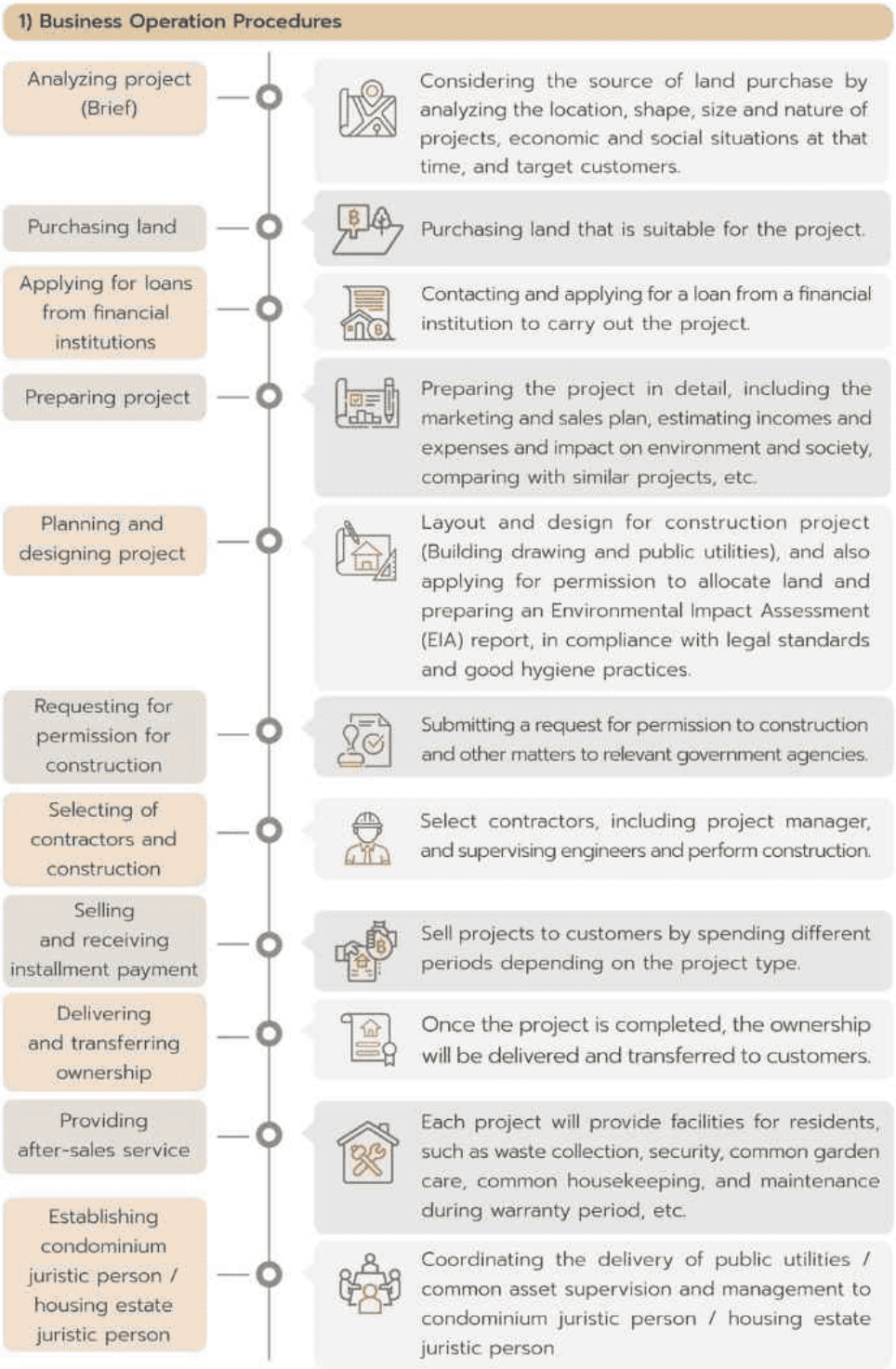


S - Segmentation: Market Segmentation and Customer Grouping based on customer behavior, emphasizing on the lifestyle of each person or group, such as customers preferring room reservation through online channels, etc.

T – Targeting: Interesting and prospective customers are selected to design the market. In this procedure, the hotel does not only consider the purchasing power and lifestyle of the customer but also analyzes consumer trends in order to choose the target group more precisely.

P – Positioning: The market positioning of each potential target customer group is conducted by finding out what the lifestyle of target customer groups is and what kind of communication channels are used and how in order to communicate the marketing and lead the hotel to customer journey in each step, such as use of social media to reach each group of customers, including Instagram, Facebook, Line, etc.

1.2.2.3 Procurement of products or services



1. Acquisition of Land for Development

The Company focuses on the acquisition of land and real estate, which are the main raw materials of the real estate development business operation. The Company has provided officers with knowledge, capability, and expertise in the acquisition of land and property for development. They are able to analyze any type of real estate project in order to carry out projects rapidly. The Company has expanded the opportunity to seek for real estate for development in different regions widely. It also increases the search for land for development, which is conducted by the Company's own personnel through a survey of each plot in the real area and the search for sales announcements or auctions in publications, the internet, and social media of agencies and institutions, including the Company's announcements of the requirement of land and real estate for development to the public at regular intervals through such a system continuously. The Company also accepts and considers any real estate for development from brokers and agents. The Company has always supported the knowledge and information that is necessary to seek for potential lands for brokers

and agents. Currently, the Company establishes the system for land acquisition, which is installed on the website, land.supalai.com, in order to facilitate those interested in submitting information of lands to the Company for purchasing consideration. GIS (Geographic Information System) technology is applied to facilitate the receipt and storage of data. As a result, the number of persons submitting information on lands to the Company for consideration has increased dramatically. Currently, the criteria for considering land purchase applied by the Land Procurement Department are as follows:

Location

The Company will consider the land purchase to distribute the land in many locations in Bangkok and its vicinity and in provinces with large populations and economies, including areas in the government's large-scale development projects, in order to meet the needs of customers in each area and diversify the investment risks of the Company which are not limited to only one specific area.

Price

Considering the purchase of lands with a reasonable price, which must be able to be sold after the project development at a price suitable for the market conditions in that area.

Market Situations

The Company has studied the varying demands of the real estate market in different areas and analyzed this data to make informed land acquisition decisions, ensuring that its development projects align with market needs.

Transportation

The Company will purchase land plots that are conveniently accessible and suitable for each type of project. If it is a low-rise housing project, there must be a road accessible to the project with the size and width in accordance with the standards permitted by laws for land allocation. It must be located near a mass transit system, communities, or new road projects. If it is a high-rise housing project, it must be located on the main road of the customer target with congestion and be accessible to the mass transit system by walking and near to BTS and MRT or near to the extension stations according to the government policy.

Public Utilities, Public Assistance, and Facilities

The Company will purchase the lands that are connected to basic public utilities, such as electricity, water supply, telephone, Internet, drains, waste collection, etc. The nearby distance of the land to be purchased by the Company must consist of facilities necessary for daily life, such as shopping malls, markets, educational institutions, hospitals, etc.

Environment

The Company will purchase land plots surrounded by a good environment that are suitable for projects to be developed. However, it must not be adjacent to slums and places that may cause harm to customers who purchase the Company's products.

Shape and Size of Lands

The Company will select land plots with the shape that allows the Company to be able to plan the project layout according to the principles appropriately. In addition, the Company will purchase the land that is suitable for the type of projects to be developed.

Laws

Before considering purchasing lands, the Company has procedures and processes to verify the authenticity of documents, rights, registration obligations, legal requirements, rules, and relevant guidelines for practices of each provincial government agency, including studying the draft laws to be enacted and other relevant details possibly affecting the purchase and development of lands. In addition, the Company inspects the physical characteristics of the land, including entrances and exits, the surrounding environment, and nearby communities, to assess whether the land that the Company will consider purchasing can be carried out in accordance with the project’s objectives, complies with applicable laws, and harmonizes with its surroundings.

Future Trends

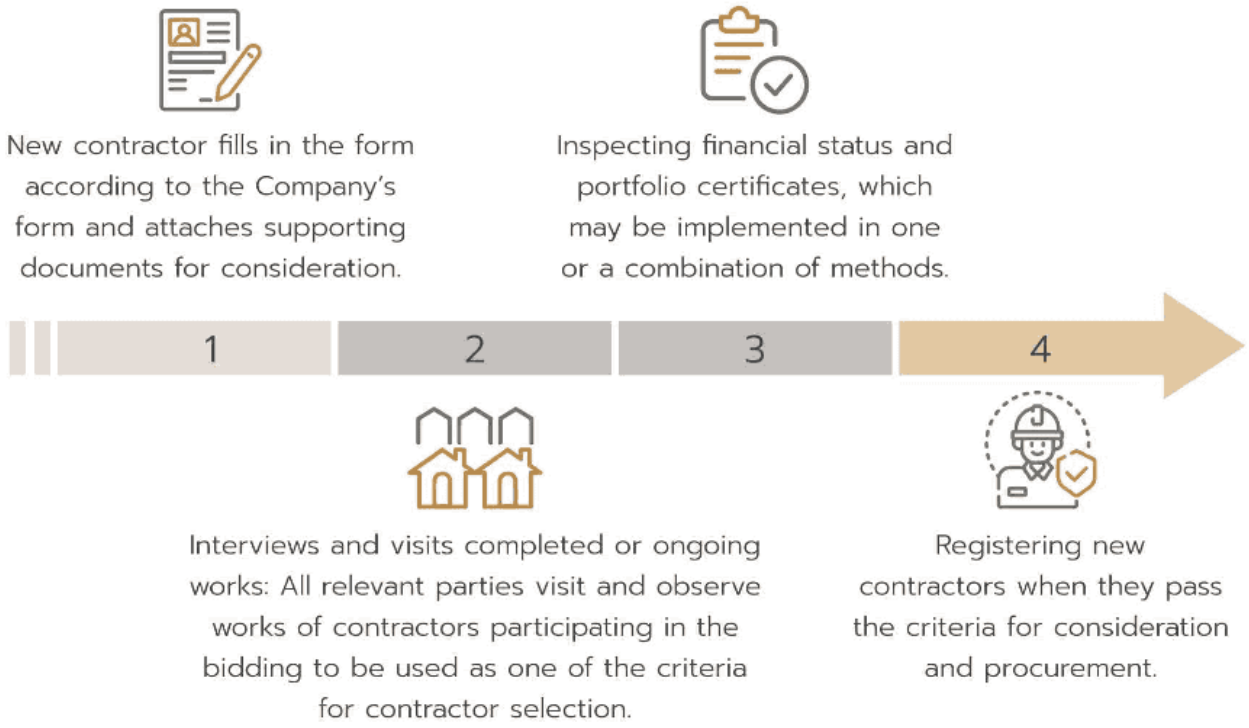
The Company will try to select lands in areas where the Company considers that there is a potential to grow in a positive way; for example, there are the government's urban development projects to be implemented in the future, and there is a project of a rail-based mass transit system in nearby areas, so that the customers of the Company will receive benefits from the owner or resident and added value of the assets purchased from the Company.

2. Method for Contractor Selection and Evaluation

2.1 Contractor Selection Process

1. The new contractor fills in the form according to the Company's form and attaches supporting documents for consideration.
2. Interviews and visits completed or ongoing works: All relevant parties visit and observe works of contractors participating in the bidding to be used as one of the criteria for contractor selection.
3. Inspecting financial status and portfolio certificates, which may be implemented in one or a combination of methods.
4. Registering new contractors when they pass the criteria for consideration and procurement

   As shown in the figure below



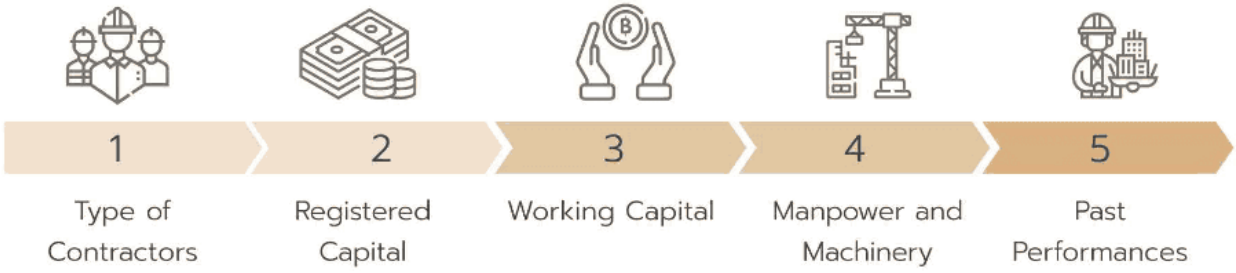
The Company requires all relevant parties to visit the works of contractors participating in the bidding process, to use this as one of the criteria in selecting contractors based on their potential to successfully carry out the business.



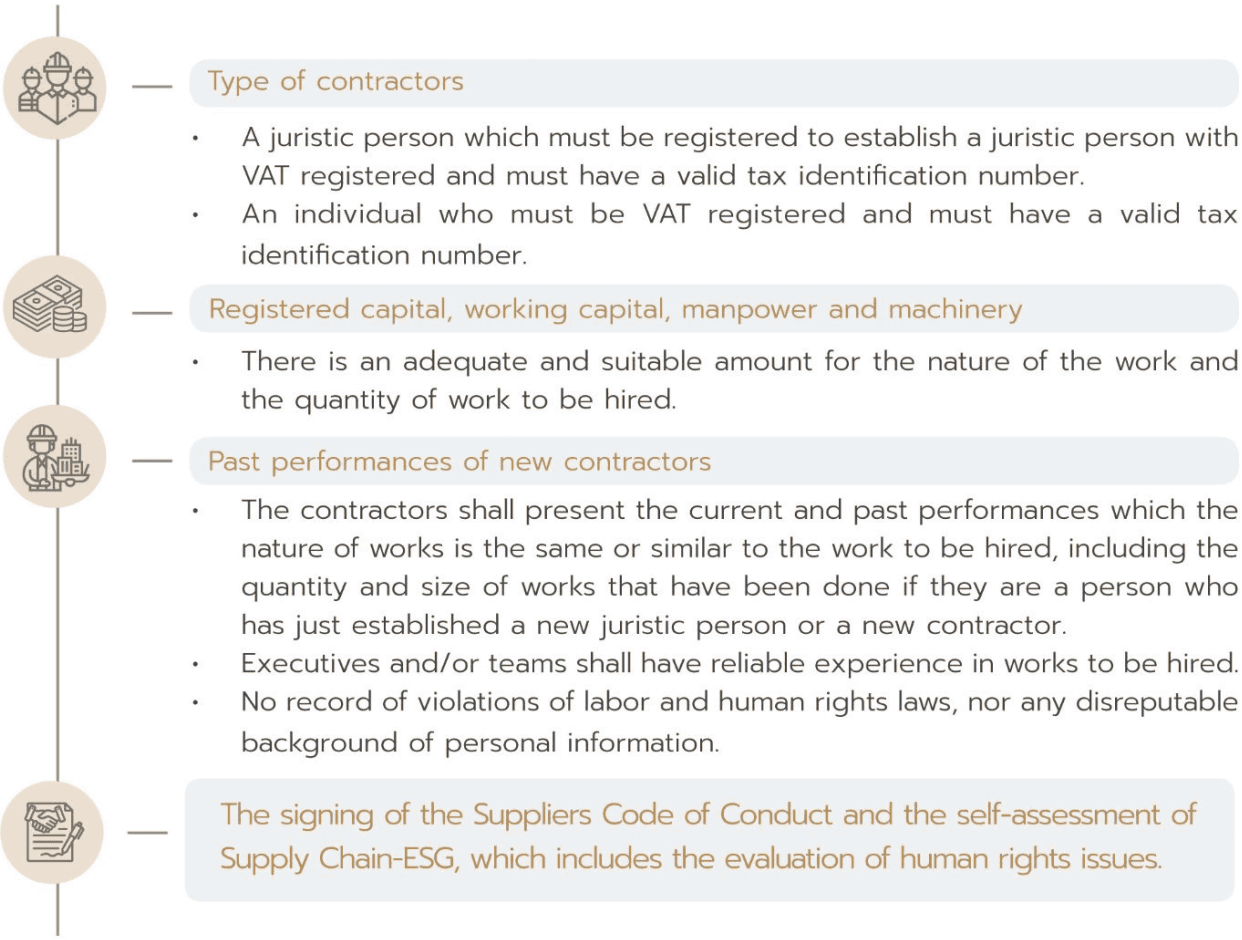
Visiting and observing works of contractors participating in the bidding for glass and aluminum work

2.2 Elements and Criteria for Contractor Selection

5 Elements of Contractor Selection



Criteria for Contractor Selection



2.3. Contractor Evaluation

The Company has established guidelines regarding the performance evaluation of external contractors.

- For high-rise construction, evaluations are conducted on a monthly basis, with an annual performance summary compiled throughout the construction and warranty periods. This evaluation applies to all contractors engaged by the Company. Monthly results are communicated to contractors to facilitate continuous improvement and operational development.
- For low-rise construction, an annual performance summary is conducted for all registered contractors. The results are shared with each contractor for their further development and serve as a key criterion for the awarding of future projects.

	Contractor Assessment	
	High-Rise Project	**Low-Rise Project**
Evaluation Period	● Evaluating results monthly throughout the period of construction ● Performance warranty period	● Evaluate every time a work payment is disbursed
Evaluation Scope	All contractors	All contractors
Notifying Contractors of Assessment Results	All contractors	All contractors

In addition, the Company invites all contractors under the Company's projects to participate in development contests in various fields with selection criteria to jointly develop the knowledge and competence of contractors. Outstanding contractors are evaluated annually.

3. Sources and Materials Used in Construction

As a real estate developer committed to cost leadership, the Company prioritizes strategic management to ensure competitive pricing that remains below industry peers in the same locations while maintaining equivalent or superior quality.

In alignment with this, the Company has established a Green Procurement policy for sourcing primary energy-saving, eco-friendly, and resource-efficient materials. Furthermore, there is a strategic roadmap to encourage all active suppliers to recognize the importance of eco-friendly raw materials for Supalai projects. This includes initiatives to recycle waste materials into functional products for internal project use.

The Company operates under a management system certified by ISO 9001:2015, featuring a transparent procurement process. This involves price comparisons among at least three vendors or manufacturers and the systematic tracking of supplier workload per product category to mitigate operational risks and ensure consistent quality and service standards.

Regarding cost management, the Company leverages economies of scale to negotiate construction material prices based on total volume. In anticipation of potential price hikes, proactive negotiations are conducted with suppliers and manufacturers to collaboratively manage and secure optimal pricing.

As a comprehensive real estate developer with projects including detached houses, semi-detached houses, and townhomes spanning 29 provinces nationwide, the Company emphasizes the recruitment and development of regional partners. By increasing the proportion of localized contractors, the Company enhances operational efficiency and service responsiveness, fostering customer satisfaction and solidifying the Supalai brand as a trusted name across Thailand.

4. Environmental Impact

The Company provides the public utility system of projects in accordance with the laws relating to project development, including the study of environmental impact within the project as required by laws. The Company has studied and provided public utilities in accordance with the aforementioned study results. Regarding projects where an environmental impact study is not required by government agencies, the Company also takes into account the impact on the environment and nearby communities, especially the quality of the wastewater from the project. The Company provides the wastewater treatment system in every household before releasing into the project's drains and the pond for water quality inspection to meet the standards required by laws before releasing into public waterways to avoid the impact on public water sources and nearby communities. In addition, some provinces require the people forum before submitting the request for construction permission. The project is designed for efficient energy consumption or environmentally friendly water management to save costs of living for customers. The Company also reduces electricity consumption by switching to natural energy sources, resulting in energy savings and lower costs, for example, the use of solar roofs in common areas and homes within the projects.

Furthermore, the Company focuses on design and construction management by taking into account how to use materials and equipment to avoid remaining scraps and meet the manufacturer's standards as much as possible to reduce scraps in construction projects. The Company also standardizes certain tasks, such as doors and windows, to allow for the use of common designs and sizes, helping to save construction materials. Additionally, most of the Company’s projects include green spaces for planting trees, which exceed the legal requirements. This is done to provide recreational benefits and increase oxygen release, helping to mitigate the impact of PM 2.5 dust pollution.

5. Contractor Capacity and Capability Enhancement

5.1 Strategic Plan and Initiatives for Capability Upgrading in Construction Projects

Annual Seminars

To foster collaboration, mutual understanding, and synergy between the Company and its contracted partners, an annual seminar and training program is conducted. These events include team-building activities, such as organized runs and professional workshops, designed to align operational goals. The primary objective is to enhance cooperation, ensuring maximum efficiency and effectiveness in joint project execution.

2025 Annual Activities and Seminar : Low-Rise Construction Department



2025 Annual Activities and Seminar : High-Rise Construction Department

..







- **Collaboration in Product, Service, and Innovation Development**

The integration of sustainability expertise to develop, implement, and pioneer innovations that yield environmental benefits. Key initiatives include the transition from wooden pallets to reusable plastic alternatives and a recycling partnership with TOA to repurpose scrap gypsum board, thereby minimizing resource depletion. Furthermore, the material used for anchorage block-outs in post-tensioning systems has been upgraded from disposable foam to reusable PVC.

Transition from wooden pallets to plastic alternatives.

Supalai Blue Whale Hua Hin





Supalai Park Ekkamai-Pattanakarn.





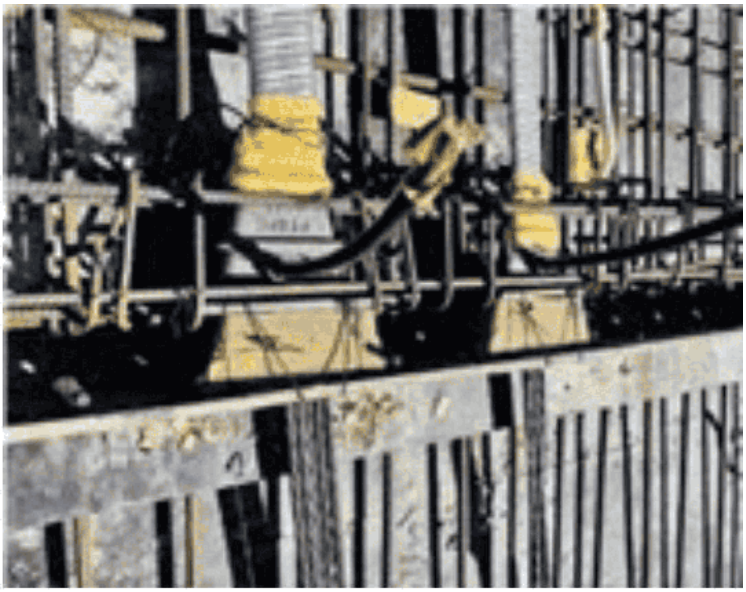
Recycling of Gypsum Scrap in Collaboration with TOA





Transitioning from Foam to PVC Anchorage Block-outs





- **Product Innovation**

The Company collaborates with business partners to develop jointless fire extinguishing system pipes to reduce the number of fire extinguishing system pipe joints by drilling connections at the main pipe, which can reduce welding, shorten working time, and decrease electricity consumption in electric welding.

Training and Technical Demonstration Services

- Masonry Construction Training





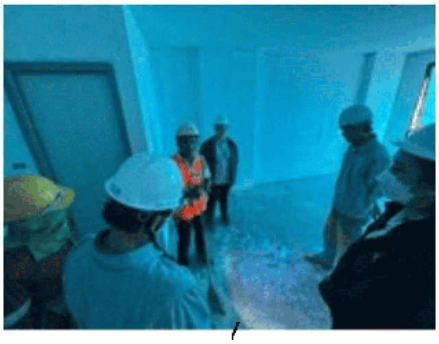


- Professional Painting and Surface Preparation Training





- Floor Leveling and Screeding Technical Training


- PPR Pipe Fusion Welding and Installation Training





5.2 Strategic Plan and Capacity Building Initiatives for Horizontal Housing Project Contractors

Training and Technical Demonstration

The Company conducts comprehensive training programs and technical demonstrations covering PPR pipe fusion welding, painting, and masonry (bricklaying and plastering) prior to project commencement. These initiatives are designed to enhance construction skills in alignment with corporate standards, fostering sustainable business development for our trade partners. The details are as follows:

- Ceiling Installation Standards Training




- Exterior House Skirting and Foundation Wall Painting Training



- Standardized Tile Installation and Grouting Technical Training



6. Sustainable Business Development for Trade Partners

Strategic Plan and Initiatives for Enhancing Safety and Environmental Standards

Safety Compliance and Regulatory Inspections

- Monthly Fire Extinguisher Inspection

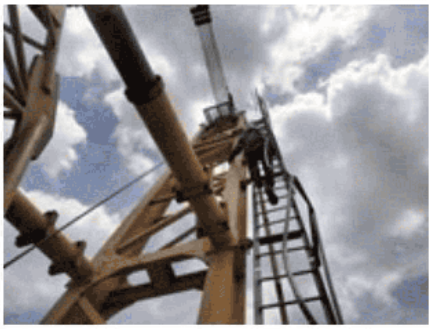


- Monthly Tools and Equipment Inspection





- Annual Statutory Inspection (Sor.Tor.1) for Tower Cranes and Passenger Hoists


Safety Activities and Engagement

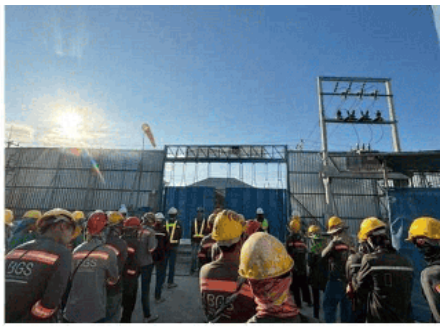
- Occupational Health, Safety, and Working Environment Training (OSH)





- Morning Talk and KYT (Kiken Yochi Training) Meetings





- Post-Beam Protection Cleaning Operations

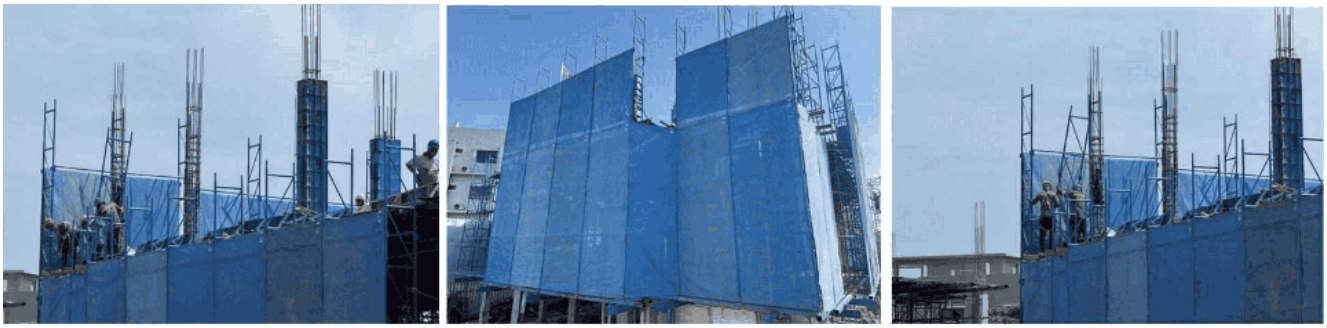




- Tower Crane Dismantling and Transportation



- Installation of Support Shoring Systems and Protection Netting/Canvas



7. Neighbor Notification Process for Overtime Operations and Mitigation Measures for Surrounding ResidentsThe process consists of 4 key steps:



.

Notification of Work Schedules and Community Engagement to Assess Impact on Adjacent Households





Environmental Management

- Weekly "Big Cleaning Day" Initiatives





- Dust Suppression and Mitigation Measures





- Environmental Monitoring and Measurement





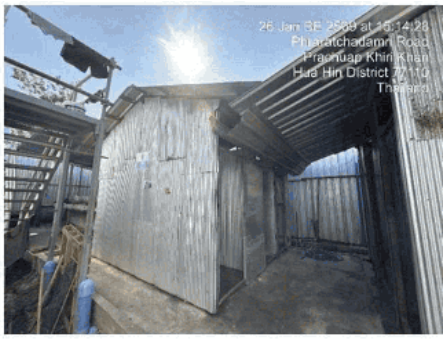
- Community Impact Surveys (Conducted in collaboration with the EIA Audit Team)





- Worker Accommodation (Construction Camps)



- Mosquito Thermal Fogging and Pest Control





Waste Segregation Programs

- Sorting of Recyclable Materials for external processing





- Construction Camp Waste Management: Implementation of proper waste sorting awareness campaigns and the conversion of food waste into organic compost






- Waste Management at Park Ekamai Phatthanakan Project







- Self Proved



The objective is to maximize the utilization of construction debris within the project site, ensuring that materials are repurposed effectively rather than being discarded as external waste. This initiative enhances construction efficiency while mitigating environmental impacts on the surrounding community. Through rigorous waste management, the project aims to maintain construction waste levels below the established threshold, with a specific target of not exceeding 3,300 tons.

1.2.2.4 Assets used in business undertaking

As at December 31, 2025, the Company and its subsidiaries had assets used in the business operation, consisting of property development projects for sales, investment properties, (details are shown in attachment 4) and property, building and equipment, the details are as follows:

Core permanent assets

Supalai Public Company Limited

Fixed Assets	Book Value as of 31 Dec 2025 (Million Baht)	Estimated Useful Lives (Year)	Obligations	Mortgage Limit (Million Baht)
Land	71.63	-	N/A	-
Building	205.05	20, 30	N/A	-
Building improvements and structures	200.88	5	N/A	-
Machinery and equipment	30.94	5	N/A	-
Furniture, fixtures and office equipment	303.71	3, 5	N/A	-
Motor vehicles	82.88	5	N/A	-
Asset under construction	6.35	-	N/A	-
Deduct: Accumulated depreciation	(545.66)			
Net Book Value	**355.78**			

Supalai Property Management Company Limited

Fixed Assets	Book Value as of 31 Dec 2025 (Million Baht)	Estimated Useful Lives (Year)	Obligations	Mortgage Limit (Million Baht)
Land	7.92	-	N/A	-
Building and building improvements	25.07	5, 20	N/A	-
Furniture, fixtures and office equipment	26.45	3,5	N/A	-
Equipment	26.07	5	N/A	-
Hotel operating appliances	19.45	3	N/A	-
Motor vehicles	12.00	5	N/A	-
Deduct: Accumulated depreciation	(73.49)			
Net Book Value	**43.47**			

Haadyai Nakarin Company Limited

Fixed Assets	Book Value as of 31 Dec 2025 (Million Baht)	Estimated Useful Lives (Year)	Obligations	Mortgage Limit (Million Baht)
Machinery and equipment	7.98	5	N/A	-
Furniture, fixtures and office equipment	20.80	5	N/A	-
Motor vehicles	4.51	5	N/A	-
Deduct: Accumulated depreciation	(28.34)			
Net Book Value	4.95			

Supalai Northeast Company Limited

Fixed Assets	Book Value as of 31 Dec 2025 (Million Baht)	Estimated Useful Lives (Year)	Obligations	Mortgage Limit (Million Baht)
Machinery and equipment	2.35	5	N/A	-
Furniture, fixtures and office equipment	4.30	3,5	N/A	-
Motor vehicles	1.71	5	N/A	-
Deduct: Accumulated depreciation	(6.72)			
Net Book Value	**1.64**			

Phuket Estate Company Limited

Fixed Assets	Book Value as of 31 Dec 2025 (Million Baht)	Estimated Useful Lives (Year)	Obligations	Mortgage Limit (Million Baht)
Land and land improvement	31.54	-	Security for bank overdrafts	10
Building and building improvements	201.39	5, 20		
Equipment	37.78	5	N/A	-
Motor vehicles	6.40	5	N/A	-
Furniture, fixtures and office equipment	9.18	5	N/A	-
Deduct: Accumulated depreciation	(224.92)			
Net Book Value	**61.37**			

Core intangible assets

As of December 31, 2025, the Group's intangible assets primarily consist of computer software used to support core business operations. The details and key characteristics are as follows: The Group prioritizes investment in digital

infrastructure to enhance operational efficiency. These intangible assets comprise software for internal enterprise management, customer relationship management (CRM), and construction management system, covering critical workflows across the entire organization. This software serves as a vital digital foundation, enabling the Company to transform into a "Smart Organization". It enhances operational speed, ensures data accuracy, and supports data-driven decision-making amidst high competition in the real estate industry. The accounting policies and key characteristics of these intangible assets are as follows: 1. Recognition and Initial Measurement The Group records the initial cost of computer software at its acquisition cost. Subsequent to initial recognition, computer software is stated at cost less accumulated amortization and any accumulated impairment losses (if any). 2. Amortization and Useful Life The Group amortizes computer software using the straight-line method over its estimated economic useful life of 10 years. This period reflects the long-term functional utility of the software. Amortization is recognized as an expense in the statement of profit or loss for each accounting period. 3. Review and Impairment Assessment To ensure financial information remains accurate and up-to-date, the Group performs the following: • Policy Review: The Group reviews the amortization period and method at least at each financial year-end. • Impairment Testing: The Group conducts an impairment assessment whenever events or changes in circumstances indicate that the asset's carrying amount may exceed its recoverable amount.

Investment policy in the subsidiaries and associated companies

Investment policy in the subsidiaries and associated companies : Yes

The Company has the policy to make long-term investment in businesses relating to real estate development business or to expand its business base without a policy to invest for speculation. The Company's investments must be considered by the Board of Directors and/or the Shareholders' Meeting in accordance with the scope of approval authority specified by the Company. However, the Company will send a representative to be a director in the subsidiary in order to supervise the management in accordance with the goals.

As at December 31, 2025, the Company invested in 6 subsidiaries as follows:

Company's Name	Paid-up Capital (Million Baht)	Percentage of Shareholding (percent)	Investment Cost (Million Baht)
Supalai Property Management Company Limited	745	100	745
Haadyai Nakarin Company Limited	192	57	185
Supalai Northeast Company Limited	335	99	331
Phuket Estate Company Limited	169	82	215
Supalai Philippines Incorporate	900 (Million PHP)	100	433
Supalai Singapore Holdings Pte Ltd	602 (Million SGD)	100	15,447
Total			17,356
Less Allowance for impairment loss of investments			(33)
Investments in subsidiaries - net			**17,323**

1.2.2.5 Under-construction projects

Backlog revenue awaiting to be transferred of The Company and its subsidiaries

1. **Supalai Public Company Limited**
   As at December 31, 2025, the Company had obligations to transfer the ownership of houses and/or condominiums to the buyers in accordance with the contract, amounting to 12,986 million Baht. It is estimated that, by 2026, the Company will be able to deliver products in the total amount of 6,765 million Baht, with the remaining 6,221 million Baht to be recognized over the next three years.
2. **Haadyai Nakarin Company Limited**
   As at December 31, 2025, Haadyai Nakarin Company Limited had obligations to transfer the ownership of houses and/or condominiums to the buyers in accordance with the contract, amounting to 485 million Baht. It is estimated that, by 2026, the Company will be able to deliver products in the total amount of 485 million Baht.
3. **Supalai Northeast Company Limited**
   As at December 31, 2025, Supalai Northeast Company Limited had obligations to transfer the ownership of houses to the buyers in accordance with the contract, amounting to 80million Baht. It is estimated that, by 2026, the Company will be able to deliver products in the total amount of 80million Baht.
4. **Supalai Property Management Company Limited**
   As at December 31, 2025, Supalai Property Management Company Limited had obligations to transfer the ownership of houses to the buyers in accordance with the contract, amounting to 15 million Baht. It is estimated that, by 2026, the Company will be able to deliver products in the total amount of 15 million Baht.
5. **Supalai Australia Holdings Pty Ltd**
   As at December 31, 2025, Supalai Australia Holdings Pty Ltd had obligations to transfer the ownership of houses to the buyers in accordance with the contract, amounting to 1,251 million Baht. It is estimated that, by 2026, the Company will be able to deliver products in the total amount of 1,099 million Baht, with the remaining 152 million Baht to be recognized over the next year.

Under-construction projects : No

Details of under-construction projects

Total projects : N/A

Values of total ongoing projects : N/A

Realized value : N/A

Unrealized value of remaining projects : N/A

Additional details : -

1.3 Shareholding structure

1.3.1 Shareholding structure of the group of companies

Policy on operational organization within the group of companies

Supalai Public Company Limited (“the Company”) manages its group operations through a strategic framework designed to optimize management efficiency, enhance sustainable growth, and systematic risk diversification. The division of operations is categorized by governance structure and business nature as follows:

1. Governance-Based Operational Division (Control-Based Policy) The Company defines its management policies for subsidiaries, joint ventures, and associates in strict accordance with Financial Reporting Standards:

- Subsidiaries: Entities where the Company exercises power to direct significant activities that affect returns. Major subsidiaries include Haadyai Nakarin Co., Ltd., Supalai Northeast Co., Ltd., Supalai Property Management Co., Ltd., Phuket Estate Co., Ltd., and international holding entities.
- Joint Ventures and Associates: Representing a strategic policy for international expansion, particularly in Australia. These operations leverage the expertise of local partners through collaborative investment structures.

2. Business Segment-Based Division (Segment Reporting Policy) The Group’s operations are segmented based on the nature of products and services into two primary categories:

- Real Estate Development Segment: Focuses on developing residential properties for sale, including both horizontal (detached houses and townhouses) and vertical (condominiums) projects. This segment operates across Bangkok, its vicinities, various high-potential provinces in Thailand, and Australia.
- Hotel and Management Segment: Conducted through subsidiaries to manage hotel operations and office space rentals. This policy aims to generate recurring income and increase the long-term value of the Group’s assets.

3. Geographical Operational Policy The Company diversifies its operations into high-growth potential regions:

- Domestic Operations (Thailand): Emphasizes strengthening market presence in regional areas through localized subsidiaries to ensure agility in reaching local customer bases.
- International Operations: Utilizes Singapore and Australia as investment hubs for overseas projects to ensure efficient management of international regulations and cross-border investments.

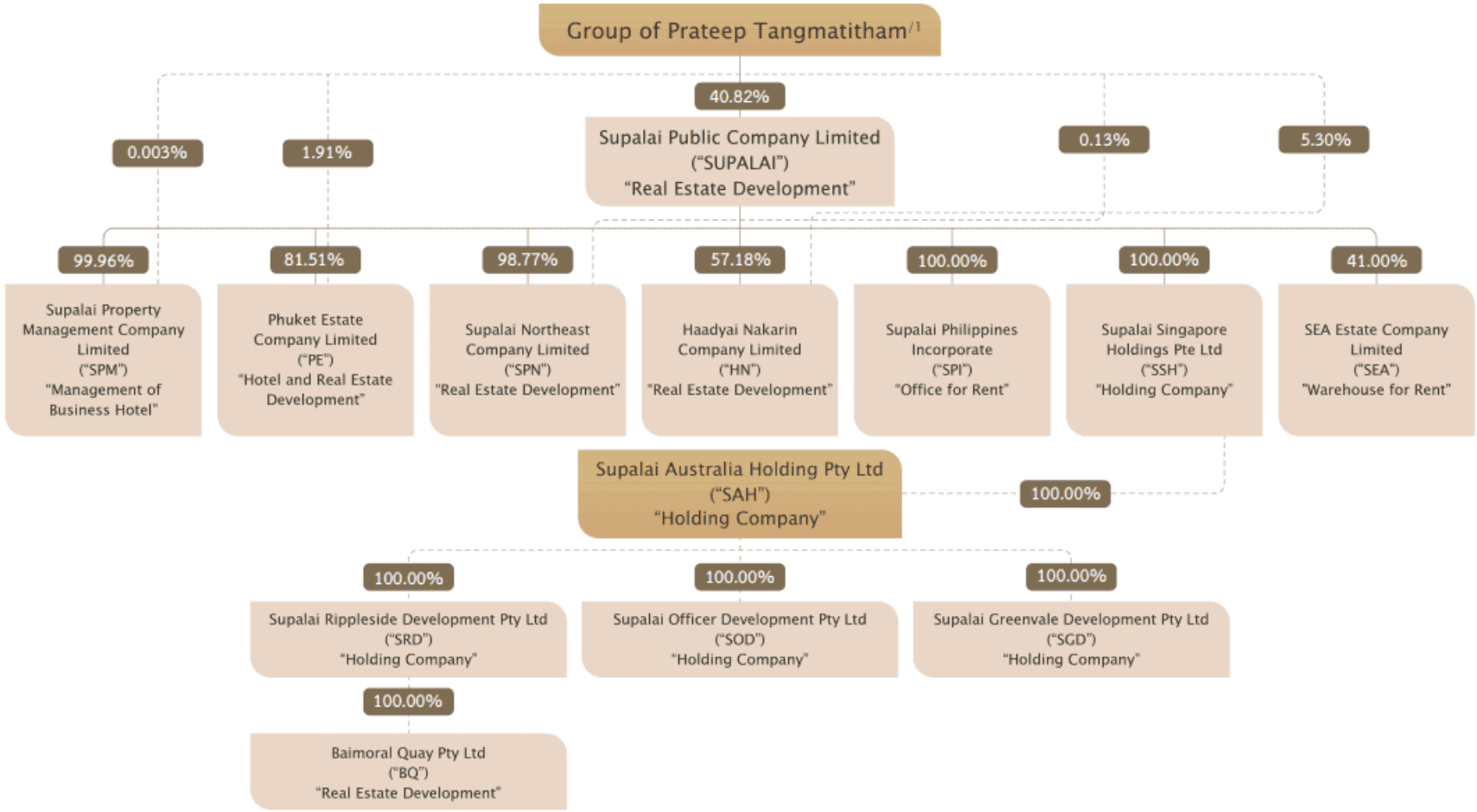
4. Policy on Inter-company Transactions and Oversight

- All subsidiaries are required to adopt and consistently apply accounting policies identical to those of the Company.
- Inter-company transactions must be conducted on an "Arm’s Length Basis," adhering to market prices or standard commercial terms to prevent conflicts of interest.

Shareholding diagram of the group of companies

Does your company have any shareholdings in other companies? : Yes

Shareholding diagram



/1 The shares are held by Dr. Prateep Tangmatitham and the persons pursuant to Section 258 of the Securities and Exchange Act B.E. 2535 (1992).

Subsidiaries

Company name	Juristic person who holds shares of the company	Shareholding proportion (%)	Voting right proportion (%)
Supalai Property Management Company Limited	SUPALAI PUBLIC COMPANY LIMITED	99.96%	99.96%
Haadyai Nakarin Company Limited	SUPALAI PUBLIC COMPANY LIMITED	57.18%	57.18%
Supalai Northeast Company Limited	SUPALAI PUBLIC COMPANY LIMITED	98.77%	98.77%
Phuket Estate Company Limited	SUPALAI PUBLIC COMPANY LIMITED	81.51%	81.51%
Supalai Philippines Incorporate	SUPALAI PUBLIC COMPANY LIMITED	100.00%	100.00%
Supalai Singapore Holdings Pte Ltd	SUPALAI PUBLIC COMPANY LIMITED	100.00%	100.00%

Associated companies

Company name	Juristic person who holds shares of the company	Shareholding proportion (%)	Voting right proportion (%)
SEA ESTATE COMPANY LIMITED	SUPALAI PUBLIC COMPANY LIMITED	41.00%	41.00%
	AUTRAL PTE. LTD.	49.00%	49.00%

Company that holds 10% or more of the total shares sold

Name and the location of the head office	Type of business	Type of shares	The number of shares	The number of shares sold

Name and the location of the head office	Type of business	Type of shares	The number of shares	The number of shares sold
Supalai Property Management Company Limited 79 Moo 1, Tha Khlo Sub-district, Kaeng Khoi District Saraburi 18110 Telephone : 036-200630 Facsimile number : -	Management of Business Hotel	Common shares	74,500,000	74,500,000
Haadyai Nakarin Company Limited Unit 1468/218, 3rd Floor, Asean City Resort, Kanjanavanich Road, Hat Yai Sub-district, Hat Yai District Songkhla 90110 Telephone : 074-559050-52 Facsimile number : -	Real Estate Development	Common shares	19,150,000	19,150,000
Supalai Northeast Company Limited 1011 Supalai Grand Tower, Rama 3 Road, Chong Nonsi, Yan Nawa Bangkok 10120 Telephone : 02-7258888 Facsimile number : -	Real Estate Development	Common shares	67,089,504	67,089,504
Phuket Estate Company Limited 69/9 Moo 6, Pa Khlok Sub-district, Thalang District Phuket 83110 Telephone : 076-302302 Facsimile number : -	Hotel and Real Estate Development	Common shares	30,726,080	30,726,080

Name and the location of the head office	Type of business	Type of shares	The number of shares	The number of shares sold
Supalai Philippines Incorporate Unit 29B, 29th floor Rufino Pacific Tower, 6784 Ayala Avenue, Makati City, Philippines Foreign country Telephone : 02-7258888 Facsimile number : -	Office for Rent	Common shares	900,000,000	900,000,000
Supalai Singapore Holdings Pte Ltd 1 Harbourfront Avenue #14-07 Keppel Bay Tower, Singapore 098632 Foreign country Telephone : 02-7258888 Facsimile number : -	Holding Company	Common shares	509,260,073	509,260,073
SEA ESTATE COMPANY LIMITED Unit 804, 8th Floor, Supalai Grand Tower, No. 1011 Rama 3 Road, Chong Nonsi, Yan Nawa Bangkok 10120 Telephone : 02-7258888 Facsimile number : -	Warehouse for Rent	Common shares	12,000,000	4,200,000

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

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

1.3.3 Relationship with major shareholders' business

Does the company have a relationship with a business group of a major shareholder? : No

1.3.4 Shareholders

List of major shareholders

Group/List of major shareholders	Number of shares (shares)	% of shares
1. Mr. Prateep Tangmatitham	674,359,855	34.53
2. Thai NVDR Company Limited	133,754,409	6.85
3. Mrs. Ajchara Tangmatitham	122,933,850	6.29
4. Supalai Public Company Limited	61,216,600	3.13
5. SOUTH EAST ASIA UK (TYPE C) NOMINEES LIMITED	45,181,731	2.31
6. Bank of Ayudhya Public Company Limited	40,320,900	2.06
7. STATE STREET EUROPE LIMITED	35,334,525	1.81
8. SOCIAL SECURITY OFFICE	27,473,425	1.41
9. NORTRUST NOMINEES LIMITED-NTC-MELBOURNE BRANCH CLIENTS ACCOUNT	27,168,196	1.39
10. BNY MELLON NOMINEES LIMITED	23,713,274	1.21
11. NORTRUST NOMINEES LIMITED-NTC-CLIENTS ACCOUNT	21,367,251	1.09
12. MRS. WACHANEE SINGHAWANGCHA	21,200,000	1.09
13. Vayupak Fund 1	16,788,300	0.86
14. MR. NITI VANICHJIRATIKAL	15,814,000	0.81
15. Mr. Atiphoo Luechaichanakul	13,450,000	0.69
16. SE ASIA (TYPE B) NOMINEES LLC	12,213,725	0.63
17. Bank of Ayudhya Public Company Limited by Krungsri Asset Management Company Limited for investment (2)	10,908,600	0.56
18. UBS AG LONDON BRANCH	10,556,200	0.54

Major shareholders' agreement

Does the company have major shareholders' agreements? : No

1.4 Amounts of registered capital and paid-up capital

1.4.1 Registered capital and paid-up capital

Registered capital and paid-up capital

Registered capital (Million Baht) :	1,955,666,261.00
Paid-up capital (Million Baht) :	1,953,054,030.00
Common shares (number of shares) :	1,953,054,030
Value of common shares (per share) (baht) :	1.00

Has the company listed in other stock exchange?

Has the company listed in other stock exchange? :	No

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

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

1.4.3 Shareholding by Thai NVDR Company Limited (NVDR)

Are shares held by Thai NVDR Company Limited (NVDR)? :	Yes
Number of shares (Share) :	133,754,409
Calculated as a percentage (%) :	6.85

The impacts on the voting rights of the shareholders

From the information on ordinary shareholders who hold shares of the Company through Thai NVDR Company Limited as of August 28, 2025, there were 133,754,409 shares, or 6.85% of the paid-up ordinary shares. Also, since the ordinary shares of the Company held by Thai NVDR Company Limited have no right to vote in the meeting of shareholders (except the exercise of right to vote on the resolution to delist the shares), the voting rights of other shareholders have increased. The shareholders can check the most recent number of NVDR shares of the Company from the website of the Stock Exchange of Thailand at www.set.or.th for consideration to further exercise their voting rights.

1.5 Issuance of other securities

1.5.1 Convertible securities

Convertible securities : No

1.5.2 Debt securities

Debentures

During the years 2023–2025, the Company had debentures that matured and were fully redeemed, as detailed below:

2023: Debentures amounting to THB 8,600 million matured, with tenors ranging from 1–3 years and interest rates of 1.23%–1.88% per annum.

2024: Debentures amounting to THB 7,200 million matured, with tenors ranging from 1–2 years and interest rates of 1.44%–2.85% per annum.

2025: Debentures amounting to THB 9,800 million matured, with tenors ranging from 1–2 years and interest rates of 2.77%–3.30% per annum.

Bills of Exchange

During the years 2023–2025, the Company also had bills of exchange that matured and were fully redeemed, as detailed below:

2023: Bills of exchange amounting to THB 8,500 million matured, with tenors ranging from 32–263 days and interest rates of 1.58%–2.50% per annum.

2024: Bills of exchange amounting to THB 10,845 million matured, with tenors ranging from 92–267 days and interest rates of 2.45%–2.97% per annum.

2025: Bills of exchange amounting to THB 9,525 million matured, with tenors ranging from 175–211 days and interest rates of 2.43%–2.80% per annum.

As at 31 December 2025, the Company had outstanding debt instruments as follows:

Debt securities : Yes

Debenture

List of debentures 1	
Debenture name	Lots of Debentures 1/2024
Debenture type	● Senior Debenture ● Unsecured Debenture
Maturity (year)	2
Maturity date	27 Feb 2026
Interest rate (% per annum)	2.82
Outstanding debenture (million baht)	3,000
Additional details	-

List of debentures 2	
Debenture name	Lots of Debentures 2/2024-2
Debenture type	● Senior Debenture ● Unsecured Debenture
Maturity (year)	2
Maturity date	30 Apr 2026
Interest rate (% per annum)	3
Outstanding debenture (million baht)	1,000
Additional details	-
List of debentures 3	
Debenture name	Lots of Debentures 3/2024-2
Debenture type	● Senior Debenture ● Unsecured Debenture
Maturity (year)	2
Maturity date	6 Aug 2026
Interest rate (% per annum)	2.96
Outstanding debenture (million baht)	4,000
Additional details	-
List of debentures 4	
Debenture name	Lots of Debentures 1/2025-1
Debenture type	● Senior Debenture ● Unsecured Debenture
Maturity (year)	1
Maturity date	20 Mar 2026
Interest rate (% per annum)	2.45
Outstanding debenture (million baht)	1,500
Additional details	-

List of debentures 5	
Debenture name	Lots of Debentures 1/2025-2
Debenture type	● Senior Debenture ● Unsecured Debenture
Maturity (year)	1 Year 11 Months 27 Days
Maturity date	19 Mar 2027
Interest rate (% per annum)	2.49
Outstanding debenture (million baht)	3,000
Additional details	-
List of debentures 6	
Debenture name	Lots of Debentures 1/2025-3
Debenture type	● Senior Debenture ● Unsecured Debenture
Maturity (year)	3
Maturity date	20 Mar 2028
Interest rate (% per annum)	2.6
Outstanding debenture (million baht)	1,500
Additional details	-
List of debentures 7	
Debenture name	Lots of Debentures 2/2025-1
Debenture type	● Senior Debenture ● Unsecured Debenture
Maturity (year)	2
Maturity date	06 Aug 2027
Interest rate (% per annum)	1.94
Outstanding debenture (million baht)	2,500
Additional details	-

List of debentures 8	
Debenture name	Lots of Debentures 2/2025-2
Debenture type	● Senior Debenture ● Unsecured Debenture
Maturity (year)	3
Maturity date	08 Aug 2028
Interest rate (% per annum)	2.07
Outstanding debenture (million baht)	2,000
Additional details	-
List of debentures 9	
Debenture name	Lots of Debentures 3/2025-1
Debenture type	● Senior Debenture ● Unsecured Debenture
Maturity (year)	2
Maturity date	15 Sep 2027
Interest rate (% per annum)	1.72
Outstanding debenture (million baht)	1,000
Additional details	-
List of debentures 10	
Debenture name	Lots of Debentures 3/2025-2
Debenture type	● Senior Debenture ● Unsecured Debenture
Maturity (year)	3
Maturity date	15 Sep 2028
Interest rate (% per annum)	1.85
Outstanding debenture (million baht)	1,000
Additional details	-

List of debentures 11	
Debenture name	Lots of Debentures 4/2025-1
Debenture type	● Senior Debenture ● Unsecured Debenture
Maturity (year)	2
Maturity date	04 Nov 2027
Interest rate (% per annum)	1.81
Outstanding debenture (million baht)	1,500
Additional details	-
List of debentures 12	
Debenture name	Lots of Debentures 4/2025-2
Debenture type	● Senior Debenture ● Unsecured Debenture
Maturity (year)	3
Maturity date	03 Nov 2028
Interest rate (% per annum)	1.93
Outstanding debenture (million baht)	500
Additional details	-

Bills of exchange

List of bills of exchange 1	
Bill of exchange issue date	10 Apr 2025
Value as at issue date (million baht)	500
Outstanding value as at the end of the fiscal year (million baht)	500
Maturity date	05 Jan 2026
Call option	N/A
Additional details	-
List of bills of exchange 2	
Bill of exchange issue date	27 May 2025
Value as at issue date (million baht)	955
Outstanding value as at the end of the fiscal year (million baht)	955
Maturity date	19 Feb 2026
Call option	N/A
Additional details	-
List of bills of exchange 3	
Bill of exchange issue date	18 Jun 2025
Value as at issue date (million baht)	1,000
Outstanding value as at the end of the fiscal year (million baht)	1,000
Maturity date	12 Mar 2026
Call option	N/A
Additional details	-

List of bills of exchange 4	
Bill of exchange issue date	08 Jul 2025
Value as at issue date (million baht)	1,100
Outstanding value as at the end of the fiscal year (million baht)	1,100
Maturity date	05 Jan 2026
Call option	N/A
Additional details	-
List of bills of exchange 5	
Bill of exchange issue date	21 Aug 2025
Value as at issue date (million baht)	1,500
Outstanding value as at the end of the fiscal year (million baht)	1,500
Maturity date	19 Feb 2026
Call option	N/A
Additional details	-
List of bills of exchange 6	
Bill of exchange issue date	09 Oct 2025
Value as at issue date (million baht)	725
Outstanding value as at the end of the fiscal year (million baht)	725
Maturity date	09 Apr 2026
Call option	N/A
Additional details	-

List of bills of exchange 7	
Bill of exchange issue date	28 Nov 2025
Value as at issue date (million baht)	400
Outstanding value as at the end of the fiscal year (million baht)	400
Maturity date	27 May 2026
Call option	N/A
Additional details	-

1.6 Dividend policy

The dividend policy of the company

For sustainable growth, the Company has set divided policy to be not less than 35 percent of net income after tax of the separate financial statements. However, in case the Company still suffers accumulated loss, it will be not able to pay dividend as specified in its Articles of Association. In addition, subject to the Company's regulation on rights and duties of the debenture issuer, the Company can pay dividend in the amount of not more than 60% of the net profit of such particular year. Nevertheless, the Board of Directors may pay interim dividend to shareholders from time to time if deemed appropriate that the Company's profit is sufficient to do so, and report to the subsequent meeting of shareholders for acknowledgement.

Nonetheless, the Company has set up condition in maintaining the conditions for making dividend payment according to the Loan Agreement, that is, the Company shall not pay dividend, be it interim or annual dividend, or distribute any benefit or remuneration to any or all shareholders by any means or method unless all of the following events take place in a complete manner:

(1) the Company has not breached the Loan Agreement and

(2) the Company has presented the evidence for consideration by the creditors and is of the opinion that in the year in which any dividend and/or benefit and/or remuneration shall be paid, the Company has provided reserve in a sufficient amount to fully pay all the interest and principal due in the year in which any dividend and/or benefit and/or remuneration shall be paid.

The dividend policy of subsidiaries

For the subsidiaries, there is no certain policy regarding dividend payment, it depends on the operational result of each company each year.

Historical dividend payment information

	2021	2022	2023	2024	2025
Net profit per share (baht : share)	3.6300	4.1900	3.0700	3.1700	2.0900
Dividend per share (baht : share)	1.2500	1.4500	1.4500	1.4500	1.2500
Ratio of stock dividend payment (existing share : stock dividend)	0.0000 : 0.0000	0.0000 : 0.0000	0.0000 : 0.0000	0.0000 : 0.0000	0.0000 : 0.0000
Value of stock dividend per share (baht : share)	0.0000	0.0000	0.0000	0.0000	0.0000
Total dividend payment (baht : share)	1.2500	1.4500	1.4500	1.4500	1.2500
Dividend payout ratio compared to net profit (%)	34.44	34.61	47.23	45.74	59.81

2. Risk management

2.1 Risk management policy and plan

Risk management policy and plan

The Board of Directors of Supalai Public Company Limited has been committed and has attached importance to risk management by adopting the risk management process covering strategic, operational, financial, legal and regulatory, corruption, marketing, cyber, materiality issues regarding sustainability of the company through environmental, climate change, social, and corporate governance (ESG) aspects and emerging risks that have an impact on the company are managed in accordance with the COSO Enterprise Risk Management (2017) framework, in order to ensure that risk management is conducted in a systematic and effective manner, while reducing the likelihood of damage which might affect the achievement of the Company's objectives to an acceptable level and be consistent with the strategic plan of the Company, which covers;

- causes of risks affecting the Company in financial and nonfinancial aspects, and provide a review of the risks every time there is a change of various factors affecting the capital fund of the Company.
- categories of risks and determine the risk appetite to be used as a basis for responding to the risks of the Company.
- assessment of risks by adding measures for risk assessment to achieve greater accuracy in terms of both quantitative and/or qualitative aspects.
- management of risks and monitoring each category of risk according to the priority by arranging for monitoring of risks at least on a quarterly basis.

The above-mentioned policy covers the operations of its subsidiaries, associated companies and other companies under the Company's control. The 8th amendment was made in accordance with the resolution of the Board of Directors' Meeting No. 12/2025 held on 9 December 2025. The guidelines are as follows:

1. Establishing the risk management process with the same standard throughout the Company.
2. Implementing integrated risk management throughout the Company with a systematic and continuous management and operation in accordance with the Company's indicators and strategic plans.
3. Encouraging employees at all levels to proactively manage risks and also providing a risk management plan related to material sustainability issues of the Company, including environmental issues, climate change, social responsibility, and corporate governance (ESG). Additionally, the plan covers emerging risks so that the Company can operate its business continuously (Business Continuity Plan) and sustainably.
4. Executives and supervisors at all levels are responsible for supporting activities related to risk assessment, risk analysis, and ESG risk management in accordance with the criteria set by the Stock Exchange of Thailand and external regulatory bodies, ensuring tangible implementation.
5. Promoting and developing employees and executives at all levels to have knowledge, understanding, participation, and awareness of the importance of risk management and fostering the risk management culture throughout the Company.
6. Providing an internal control system that covers all major risks in various aspects as follows:
    - Strategy Risk
    - Operation Risk
    - Financial Risk
    - Compliance Risk
    - Corruption Risk
    - Market Risk

- Cyber Risk
- Risks related to the Company's key sustainability issues, covering Environmental, Climate Change, Social, and Corporate Governance (ESG) Risk
- Emerging Risk

This is done to ensure that the Company has an appropriate and efficient internal control system.

7. Encouraging all employees at all levels to participate in risk management and be responsible for identifying risks that affect the Company's action plan, directions, and strategies, and assessing risks by considering the likelihood and potential impact of risks and proposing methods or seeking approaches to manage risks and complying with the plan to maintain the risk appetite. The risk management plan and the risk appetite for the risk in medium, high, or very high level shall be reported to the Risk Management Committee.
8. When employees encounter or acknowledge risks that may affect the Company, such risks must be reported to the Company's Management and the Risk Management Committee to seek the appropriate approach for risk management under such circumstances or they can report such risks via riskmgt@supalai.com.
9. Monitoring, evaluating and preparing a risk management report, presenting it to the Risk Management Committee, and reporting it to the Board of Directors for approval or suggestion. Additionally, reviewing, improving and reporting incidents of potential emerging risks to mitigate impacts on the achievement of the Company's objectives.
10. Establishing a Business Continuity Plan (BCP) and a Disaster Recovery Plan (DRP) to fully prepare for crisis in a timely manner and prevent disruption to the Company's business operations.

The Company has communicated the risk management policy to executives and employees through e-mail, Intranet and the Company’s website to raise awareness and mutual understanding on risk management.

Corporate Risk Management Plan

Supalai Public Company Limited conducts an annual review and assessment of significant business risks through meetings of the Risk Management Committee, which comprises experienced and expert executives. Risk Map and Risk Radar Chart tools are used to consider the relationships between risks and prioritize urgent matters to enhance resource allocation efficiency. Measures and risk management plans are established to align with organizational goals and strategic plans, presented to the Board of Directors, and assigned to each department to manage risks to an acceptable level, in order to support to ensure the organization's strategic plan succeeds.

Culture of Risk Management

Supalai Public Company Limited is committed to continuously fostering a risk management culture among employees at all levels throughout the organization by instilling attitudes that promote awareness of the importance of the Company's risk management process, enabling them to effectively and consistently apply risk management processes in their work. This begins with organizational leaders, the Board of Directors, and executives at all levels leading the enhancement of risk management processes to serve as role models for employees, fostering shared responsibility and applying knowledge to manage work-related risks.

Building a risk management culture focuses on ensuring that the Company's employees have the knowledge, understanding, and ability to naturally manage related risks. by relying on executives at all levels to drive change and implement good frameworks that enable rapid identification and management of risks, by aims to respond to the Company's goals, vision, and mission.



as a tool to create a good working environment alongside timely management of risks that may affect the Company, which will contribute to business sustainability. in the long term. The Company therefore focuses on promoting an organization-wide risk management culture to ensure stable and sustainable growth.

The Company has established a risk management culture through its risk management policies and guidelines, risk management structure and governance, and continuous monitoring of risk management progress at all levels. The Company has develop risk management culture guidelines and apply them to employees at all levels throughout the organization, while communicating the objectives and benefits derived from the organization's risk management. to allow senior executives, and inform all employees.

The aforementioned approach consists of 6 key components:



1. Risk Management Governance starting with the establishment of a risk management policy to cover new risks that may arise in both the present and the future. The Risk Management Committee holds meetings at least 2 times per year, and the management results are monitored planned risks monthly. The risk management unit is responsible for monitoring and reporting the performance of each department that responsible for risks to the Risk Management Committee, for evaluating and reviewing management plans to ensure risk levels are acceptable rapidly and in response to situations.

2. Leadership executives and the board of directors prioritize risk management by setting policies and guidelines during meetings at all levels. The Chairman of the Board mandates that all meetings adhere to the following practices:

- with risk consideration as one of the agenda items to be discussed every time.
- The meeting chairman will raise risk issues for discussion at every meeting to create awareness and consistently prioritize risk management.
- Risk management guidelines are closely monitored and must be implemented concretely, with follow-up items as mandatory agenda points. report on the implementation of resolutions (Follow up) for risk management.
- The meeting chairman must report the results of risk management operations to the next level of meetings.

3. Risk Management Structure standardize the Company's risk management process by implement comply with international practices. according to the framework COSO Enterprise Risk Management (2017) and ISO 9001:2015 standards, as well as The risk management process is implemented in the operations of all departments throughout the organization.

4. Risk Management The Company applies risk management techniques in accordance with academic risk management frameworks and integrates psychological techniques to enhance risk management efficiency, with key guidelines as follows:

- Utilize the COSO ERM 2017 risk management framework and ISO 9001:2015 standard as tools for risk identification, risk assessment, risk management, and performance monitoring and reporting. Additionally, Key Risk Indicators (KRI) are used as risk warning signals to prepare and establish proactive preventive measures if there is a tendency for likelihood or the expected impact.



Source: http://www.coso.org

- Quality management systems are monitored by employees appointed as Internal Quality Auditors (IQA) at the process level. The scope of audit covers ESG (Environment, Social, Governance) risks, including safety, that may directly and indirectly affect stakeholders, to identify and define appropriate risk management approaches.
- Campaigning for supervisors to build a risk management culture by having supervisors self-declare and measure the effectiveness of supervisors in building a risk management culture through evaluations from subordinates. The Company will use these evaluation results to further improve and develop its risk management culture-building guidelines.

5. Risk Communication communication is conducted knowledge and case studies from both internal and external factors continuously, to support employees in monitoring and preparing for potential risks. Risk issues are appropriately discussed at all levels of meetings. The Company emphasizes creating an environment conducive to open communication, such as providing opportunities for employees at all levels can express opinions creatively and propose risk-related views equally. to promote an organization-wide risk management culture.

6. Dissemination of Knowledge on Risk Management The Company promotes to ensure employees at all levels continuously acquire knowledge and understanding of risk management through various knowledge resources and channels, such as risk management manuals, training for all new employees, online courses (E-Learning) which are mandatory for all employees, risk-related knowledge dissemination via email and the Supalai Connect system. Furthermore, in 2025, all employees passed the basic risk management knowledge test, accounting for 63% of all employees, to enhance awareness and understanding of risk management for executives and employees at all levels throughout the organization. The Company also supports continuous learning and development, which is a crucial foundation for an organization-wide risk management culture, such as organizing training and disseminating knowledge on risk management topics like Digital Strategy Risk Management and AI to align with business growth strategies for employees at all levels, from Board members, senior executives, and employees.

The Company mandates risk management training as a compulsory course for all new employees. In 2025, 100% of all new employees completed risk management training.



Agile Team and Development of Risk Management Processes

The Company has adopted the working concept of Agile into the organization in order to promote the development of risk management processes in the form of that is flexible, agile, and aligned with the rapidly changing business context, with key guidelines as follows:

- **360-degree Risk Management** from the working model of Agile that emphasizes communication and collaboration between various departments. that is rapid resulting in the sharing of risk perspectives from personnel with diverse expertise, which helps make risk management more comprehensive and holistic.
- **Risk Management throughout the Work Process** gradual delivery of work and providing feedback rapidly and continuously throughout the work process, facilitating regular review and improvement of risk management to align with rapidly changing environments, including technology, regulations, and consumer behavior.
- **Risk Management In-Process** development and improvement of work based on stakeholder feedback rapidly and continuously, which helps risk management occur. automatically throughout the work process. alongside actual operations naturally. reduce complex techniques or tools, and encourage employees to gain risk management perspectives from direct work experience.
- **Support from senior management** Executive directors support employees at all levels can express opinions openly about operations and risks. by providing opportunities for employees can communicate or report information directly to the executive directors to strengthen the risk management culture and transparent communication throughout the organization.



Link for risk management policy and plan : https://sustainability.supalai.com/th/governance-and-economic/risk-management

2.2 Risk factors

In 2028 The Company has experienced continuous growth, expanding its real estate development projects nationwide to over 30 provinces, thus having the opportunity that business operations must confront threats and conditions of uncertainty or diverse risk factors according to the geographical conditions of each area both (1) economic, political, social, cultural, environmental, and legal aspects, and (2) various hazards such as natural disasters, fires, floods, and hazards or other unpredictable risk factors, such as political unrest or threats from information technology and online social networks, which could escalate into a crisis affecting the continuity and sustainability of business operations. of the Company

The Company analyzes its annual business strategic plan in conjunction with its risk management plan (in accordance with COSO ERM 2017 standards) to support future industry growth. It also implements a Business Continuity Plan (BCP) and a Disaster Recovery Plan (DRP) to address potential threats and prevent business operations from disruption, such as disruption of information technology systems, accident response at projects/headquarters, fires, floods, severe storms earthquakes etc. The Company has established a working group with experience and expertise in each area to ensure promptness in respond and appropriately manage threats or risk factors that vary according to geographical conditions, to ensure that being affected by the Company's operations as minimally as possible

Furthermore, the Company has established a working group and a crisis response plan for potential crises arising from the spread of information on online social networks, which could impact the Company's reputation and image. A phased communication plan has been set to respond to crises quickly and effectively.

The Company integrates an organizational risk management culture, which incorporates risk management and crises into the normal operations of all departments and employees at all levels. Additionally, a risk management unit team provides consultation risk management across all departments to foster participation and ensure that important plans and processes have risk management in place, enabling them to be practically implemented and successful, comprising 3 main steps:
Risk Management pre-crisis, crisis management, and post-crisis recovery, focusing on assessment, analysis and manage various risk factors to control and limit the likelihood and negative impacts as much as possible before a crisis occurs.

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

Risk 1 Changes that may affect the company's business operations in the next 3-5 years (Emerging Risks)

Related risk topics : Strategic Risk

- Business operations of partners in the supply chain
- Climate change and disasters

Operational Risk

- Impact from population structure

Risk characteristics

1. Structural demographic changes (aging society) and changes in public income structure, which may affect Changes in consumer behavior and demand

Thailand is facing Structural problems related to demographic changes or entering an aging society which resulting in changes in consumer behavior that may significantly impact businesses by Consumers are increasingly prioritizing well-being and health care, both for caring for elderly family members and for preparing themselves for life after

retirement. becoming one of the factors consumers consider when choosing to purchase housing today.

2. Risks related to the environment, climate change, and natural disasters that may impact projects

Climate risk is a significant international risk and a major risk for countries that are both the business sector and the public are paying more attention as the impacts of climate change become clearer and more severe, such as increased flooding due to heavier rainfall, rising sea levels from melting polar ice, heatwaves, and heat radiation. This climate risk issue has led various countries to prioritize climate management with the goal of controlling global warming, which is the root cause of climate problems.

3. Supply chain disruptions can significantly impact businesses.

1. The closure of sea shipping routes due to war / conflict situations geopolitical (Geopolitical Tensions) or international conflicts or wars that may occur with trading partners, making it difficult to predict their likelihood and impact in advance.
2. Shortages of certain key raw materials in the production process
3. Key maritime shipping routes may be disrupted by environmental issues, natural disasters, and climate change "condition of global warming" which may cause important global maritime trade routes to be cut off or lack sufficient water for "cargo ships" to pass through.
4. Polarization of superpowers
5. Trade wars, trade protectionism, increasing sanctions
6. Emerging diseases

Risk-related consequences

1. Demographic structural changes (aging society) and the income structure of the population, which may affect changes in consumer behavior and demand.

Currently, Thailand is undergoing significant demographic structural changes, particularly the continuous decline in the birth rate, which directly impacts the overall real estate business in the long term. The Company has identified challenges arising from various structural factors as follows:

1. Demographic Shift: The complete transition into an aging society has led to a continuous decline in the number of family-forming age groups (30–49 years old), which are the primary purchasing power in the housing market, over the next decade. This situation will inevitably result in a decrease in demand for new housing, proportionate to the changing population. Furthermore, the social trend of declining birth rates creates opportunities for inheriting real estate from previous generations. previous generations, which are all significant variables that reduce the necessity for deciding to purchase new housing.
2. Compared to the past managing housing price levels in line with economic conditions (Market Affordability) over nearly a decade. In the past, the real estate industry faced challenges from rising production costs and housing prices. which is higher than the average income growth rate of the overall population. This situation makes "Affordability" a crucial factor in consumer decision-making. Therefore, the Company places great importance on managing operational efficiency and designing innovations for systematic cost control to ensure that its products remain at an accessible price level and align with actual purchasing power in the current economic climate.

2. Environmental risks: Climate change and natural disasters that may affect building structures.

The real estate business is one of the industries affected by climate change, with increasing frequency and severity, which may impact construction projects, such as:

- construction delays, disruptions, leading to increased costs, and affecting the timely delivery of products to customers.
  which may affect the organization's reputation and image.
- designing housing and adapting new construction materials to accommodate extreme weather conditions, such as unusually high rainfall.
  severe storms, increased toxic dust, floods, and earthquake risks.

3. Supply chain disruptions may significantly impact the business.

These factors may adversely affect the Company's operations through disruptions in the supply of construction materials, thereby impacting competitiveness and causing delays in construction and project delivery, which may result in the loss of target customer segments. Given the Company's nationwide presence across more than 30 provinces, it places strong emphasis on systematic supply chain management to enhance business continuity and sustain long-term competitiveness.

Risk management measures

1. Demographic structural changes (aging society) and changes in public income structure, which may affect consumer behavior and demand.

The Company has recognized and prioritized these changes, thus expanding its real estate development projects nationwide. Currently, projects have expanded to over 30 provinces, with home designs that support the lifestyles of residents across all genders and age groups (Universal Design), including detached houses, semi-detached houses, townhomes, and condominiums. These designs accommodate various uses and lifestyles of different resident groups, such as Pet-Friendly homes for animal lovers, as well as private spaces designed for the modern lifestyle, and for LGBTQ+ couples who can jointly apply for home loans. Additionally, homes are designed to support an aging society, such as the Supawattanalai project, which chose to use materials and interior home design that support usage for the elderly.



Furthermore, the Company has designed and constructed projects that prioritize the quality of life for both residents and neighboring communities, offering quality products at affordable prices. This includes continuously developing communication channels and services through various platforms, such as online home or condominium bookings, and developing the Supalai Sabai application to create new living experiences for residents and meet the demands of modern lifestyles that increasingly utilize technology for convenience. Additionally, the Company emphasizes customer needs and continuously develops products to

ensure that its products can respond to changing consumer behavior in both the short and long term. Market research and technology studies are conducted to adapt to design and construction work, resulting in the Company's products aligning with customer needs and offering value for money.

2. Environmental risks, climate change, and natural disasters that may affect building structures.

The Company has therefore established measures and targets to mitigate climate impact, while also managing business risks and opportunities.

- Setting a target to reduce carbon footprint by 40% by 2030, established as an organizational strategy and Key Performance Indicators (KPIs) for all departments, to reduce greenhouse gas emissions into the environment. By 2025, the Company has received certifications and awards for organizational-level greenhouse gas reduction, such as:
  - International standard ISO 14064-1:2018 for reporting greenhouse gas emissions and reductions at the organizational level.
  - Standards of the Greenhouse Gas Management Organization (Public Organization) (TGO) for carbon reporting disclosure. Footprint of the organization.
  - Construction design award meeting evaluation criteria for the Energy Efficiency Labeling Project (Electricity Saving Label No. 5) from the Electricity Generating Authority of Thailand (EGAT).

- Other activities implemented by the Company to mitigate climate change impacts, such as:
  - Forest for Happiness activity with Supalai's 36th anniversary. Supalai employees jointly planted over 2,250 trees on 10 rai of the company's land in Prachuap Khiri Khan province. This is the 3rd consecutive activity, with a total of 6,650 trees planted on a combined area of 55 rai.
  - Selecting products that reduce greenhouse gas emissions, such as Green Products or products with low CFP (Carbon Footprint) values, Low GHGs, and Low VOCs architectural paints.
  - Creating innovations to reduce construction waste, such as finely crushed lightweight brick scraps mixed with soil for planting trees.
  - Solar Roof project for sales offices, construction offices, show homes, and temporary customer parking.
  - Utilizing energy-saving innovations, including Motion Sensor / Heat Wheel Energy Recovery / Precooled Evaporator / UVC light sterilizing air conditioners / Building Management System (BAS) / Lift Destination, etc.
  - SUPALAI SELF-PROVED project measures construction waste from various company projects to reduce waste through innovative construction and effective management planning under the Waste Management project.
  - Waste separation is implemented within the project, categorizing waste into 8 types: wet waste, plastic, glass bottles, foam, paper, cans, plastic bottle caps, and food scraps. Furthermore, the Company is committed to separating hazardous waste from non-hazardous waste, establishing guidelines for proper disposal and measurable outcomes.
  - The 'The More You Separate, The More You Get' (Waste Separation) project with Recycle Day has comparable carbon reduction data. Footprint 11.82 tonCO_2e, and equivalent to planting 1,228 large trees.
  - E-Waste project with AIS, totaling 20 kg of waste, comparable to carbon reduction. Footprint 0.12 tonCO_2e and equivalent
    Planting 14 trees.
  - Recycling used sealant tubes and manufacturing them into various items such as chairs, plant pots, coasters, etc.
  - Employee uniforms made from recycled plastic, totaling 97,400 pieces, reducing carbon by 9.74 tonCO_2e, and reducing energy from ironing/year, which helps reduce carbon by 25.27 tonCO_2e, total carbon reduced 35 tonCO_2e, equivalent to planting 3,640 trees.

- Campaigning and educating residents in the project, along with providing color-coded waste bags for waste separation.
- Transforming lightweight brick scraps into “aroma stones,” reducing greenhouse gas emissions by 0.002 $kgCO_2$ e/piece, which is used to make a souvenirs for various company events.
- New Gen Zero Waste project for separating recyclable waste.
- Replacing Chillers to enhance the efficiency of the cooling system, along with installing CPMS (Chiller Plant System Management) equipment to control and manage the cooling system (Chiller) according to usage load, and to monitor system operation in real-time to reduce energy consumption.
- Replacing 9W 6,400K LED bulbs in common areas and restrooms of Supalai Grand Tower to reduce electricity consumption.
- All real estate development projects initiated in 2025 will use water-saving equipment/sanitary ware.

By managing risks from climate change, which is increasing in frequency and severity, and may affect construction projects in various aspects as follows:

- Designing residences and adapting new construction materials to accommodate extreme weather conditions.
  - Designing products and construction processes for projects to accommodate extreme weather conditions, such as Green Design, using lightweight bricks and green tinted glass to cool the interior of homes, or raising ground levels appropriately to mitigate impacts.
    In case of flooding, without affecting neighboring communities.
  - Organizing internal innovation competitions (Innovation Award) and adopting Agile methodologies to enhance approaches for “mitigating future climate change impacts”
  - Increasing the warranty period for condominium building structures from 5 years to 10 years to enhance quality assurance for customers.

- Construction delays and disruptions lead to increased costs and affect the timely delivery of products to customers.
  - Developing a Business Continuity Management (BCM) plan to prepare for natural disasters or events that may disrupt business operations.
  - Environmental, Social, and Governance (ESG) Risk Assessment: Developing ESG risk assessment forms for key partners and external contractors to reduce the risk of business disruption for partners and promote sustainable operations.

3. Supply chain disruptions may significantly impact the business.

The Company manages risks to mitigate the impact of supply chain disruptions, alongside opportunities, such as:

- Monitoring news regarding key raw materials and critical situations or situations that may cause raw material disruptions, in order to promptly understand price trends, extend lead times for ordering goods, and manage inventory.
- Procuring new (backup) partners to replace existing suppliers in case of disruption.
- Procuring (backup) goods from domestic suppliers to ensure sufficient stock for operational needs.
- Establishing product price control standards by monitoring international product prices to inform purchasing decisions and fixed-price contracts for critical and rare goods, thereby controlling costs/expenses to prevent them from becoming excessively high and impacting the business.
- Managing significant partner risks in Supply Chain Management and ESG, coupled with on-site facility surveys, building relationships with key partners, and entering into long-term contracts to ensure the Company does not face raw material shortages in its operations.

- Conducting Environmental, Social, and Governance (ESG) Risk Assessments for all partners to mitigate supply chain risks and promote sustainable operations.

Risk 2 Procurement Risk Management

Related risk topics : Strategic Risk

• Government policy

Risk characteristics

Procurement risks arise from reliance on a limited number of suppliers for certain critical goods or materials, as well as the concentration of sourcing in specific areas, which leads to a lack of diversity in the supply chain and vulnerability to disruptions from external factors.

Risk-related consequences

This may result in delays in the delivery of goods and services. Furthermore, procurement from partners located far from the project area may lead to increased transportation and travel costs, thereby impacting operational efficiency and the company's overall costs.

Risk management measures

The Company has managed procurement risks by continuously seeking new partners and compiling data on the distribution of usage load across all goods/items to ascertain a sufficient number of partners for each period. The Company has sought partners in provinces where projects are located, leading to a significant increase in local contractors. This results in the rapid delivery of goods and services to customers and can reduce costs in traveling from Bangkok to the provinces.

The Procurement Department has continuously sought and developed partners, resulting in having partners in provincial areas covering 30 provinces. where Supalai projects are located, thus eliminating the company's risk in procuring goods and enabling timely delivery to meet demand.

Furthermore, the Procurement Department and the Engineering Department have compiled data on product prices, which are adjusted, and contractor hiring prices every 3 months. Construction prices are set according to current market rates to ensure fairness for the Company's partners and contractors, and to facilitate the procurement process procurement, which is rapid. correct, and goods can be delivered in time for use.

The Company has procedures in its procurement process, which involves negotiating construction material prices through advance bidding for goods. and utilizes the principle of bulk bidding to reduce the cost of purchasing goods through bidding. Advance notification of product usage plans is provided to partners for their planning. and prevent product shortages, enabling partners to plan production and deliver goods on time.

Risk 3 Changes in customer/consumer behavior or needs

Related risk topics : Strategic Risk

• Behavior or needs of customers / consumers

Risk characteristics

Currently, businesses across various industries are increasingly adopting innovation in their operations, driving rapid advancements in smart devices used in everyday life. This has accelerated changes in consumer behavior across multiple aspects, including greater adoption of innovation in daily life, a shift toward working from home instead of in offices, and increased reliance on online communication in place of face-to-face interactions. In addition, various transactions both financial transactions and product purchases are increasingly conducted through applications rather than at banks or department stores.

Risk-related consequences

The transition into an aging society supports changes in consumer behavior, as the elderly tend to prefer staying at home rather than traveling for external activities, thus influencing the demands and conditions for consumers' residential property choices in emphasizing the importance of internal living space, the utility of common areas, safety, and the environment natural surroundings suitable for living within the residence, within the project, and in the surrounding areas.

The real estate development business is therefore one of the businesses affected by changes in customer/consumer behavior or needs. on the selection of residential properties, leading developers to continuously review marketing plans and product development to meet the evolving needs of customers/ consumers.

Risk management measures

The Company closely monitors changes in customer/consumer behavior through research surveys to utilize the data. in designing products to accommodate new lifestyles, such as

- Increasing internal workspace within residences
- Building layout design emphasizing natural ventilation from wind and the use of natural light.
- Utilizing Face Scan for entry/exit to minimize contact
- The addition of Dedicated Delivery Drop Off areas separate from residential spaces
- designing and installing support points. EV Chargers within residential buildings

Furthermore, the Company also incorporates the concept of Home Automation, adapting it to new product designs to support future living innovations, with a focus on the functional benefits within customers' residences. Additionally, it facilitates customers in integrating various technologies for future use. Furthermore, the Company is also adjusting its online marketing strategies and brand image creation.
within the brand to address needs Future clientele.

Risk 4 Business of partners or operators in the supply chain

Related risk topics : Strategic Risk

• Business operations of partners in the supply chain

Risk characteristics

Environmental sustainability has been elevated in importance at both global and national levels due to the impacts of climate change. The drivers of this shift include the anticipated enforcement of future regulations, enhanced regulatory oversight by government authorities, and increasing expectations from society and consumers. These factors are fostering greater collaboration among businesses across the supply chain to drive collective change.

Similarly, in the real estate development sector, as well as related industries within the supply chainsuch as construction materials, furniture, and construction contractorswhile there is growing pressure to adapt to these emerging trends, fundamental changes will require time and are expected to occur gradually.

Risk-related consequences

Risks arising from changes in the business operations of suppliers and contractors within the real estate development supply chain may occur at any time, driven by evolving domestic and international factors beyond the Company's control. Such changes may disrupt the supply chain, which may not be able to adapt in line with the Company's expectations, particularly as external expectations continue to rise.

Risk management measures

The Company collaborates with its suppliers and contractors by providing training on construction techniques in accordance with the Company's standards, as well as ESG-related knowledge to support the development of innovation and operational processes. These efforts are aligned with the expectations of stakeholders across all sectors, with the aim of continuously enhancing business practices in response to evolving economic, social, and environmental contexts. By leveraging the Company's strengths in combination with those of its business partners, the Company seeks to create competitive advantages and achieve sustainable growth.

Risk 5 Economic uncertainty

Related risk topics : Strategic Risk

• Economic risk

Risk characteristics

Currently, the economic situation is highly volatile, influenced by various factors such as slowing consumer purchasing power, trade wars, rapid tax rate increases, geopolitical tensions, and conflict situations in several regions, all of which impact the overall global economy.

Risk-related consequences

The business is facing increasing challenges. In 2025, Thailand's residential property market is expected to contract compared to the previous year, particularly in condominium transfers, which are projected to decline by approximately 11.8% year-on-year. In response to weakening demand and excess supply, the Bank of Thailand has introduced a relaxation of loan-to-value (LTV) limits, allowing up to 100% financing for residential properties from 1 May 2025 to 30 June 2026.

Risk management measures

In response to weakening demand and excess supply in the market, the Bank of Thailand has introduced a relaxation of loan-to-value (LTV) limits, allowing up to 100% financing for residential properties from 1 May 2025 to 30 June 2026.

However, the Company operates a real estate development business under a business-to-customer (B2C) model, directly serving a diverse customer base across more than 30 provinces nationwide, while also expanding into international markets. This enables the Company to maintain a diversified customer base. In addition, the Company offers an integrated digital lending platform, 'D.E.A.L.', featuring preferential interest rates in collaboration with 10 leading banks to enhance financial experience standards. This platform helps reduce customers' interest burden and simplifies the loan application process. As a result, the Company is able to mitigate the impact of economic volatility and diversify risks arising from external factors.



Risk 6 Data Security or Computer Systems and Cyber Attacks

Related risk topics : Operational Risk

- Information security and cyber-attack

Risk characteristics

Rapid advancements in data transmission technologies and wireless communication devicessuch as computers, laptops, and smartphoneshave led to an increasing reliance on digital technologies and online transactions. This has driven exponential growth in online transactions, which, while creating significant business opportunities, has also attracted a growing number of cyber threats. The substantial value of global online transactions has made them a key target for cybercriminals, resulting in a sharp increase in cybersecurity risks.

Risk-related consequences

Although the Company has relatively limited critical online transactions with customers and other stakeholders, any data breach or cyberattack that compromises its systems or databases could result in harm to data owners and cause temporary disruptions to business operations.

Risk management measures

The Company has adopted cloud computing technology to manage critical system databases, selecting service providers with globally recognized security standards and reliability. In addition, the Company has established processes and procedures to mitigate risks arising from potential cyberattacks, including those caused by human error and data leakage. Key measures include:

- Establishing an Information Technology Usage Policy in line with recognized security frameworks, including clearly defined data access controls based on roles and responsibilities
- Conducting regular cybersecurity risk assessments and implementing continuous risk management measures
- Utilizing cloud computing solutions to enable rapid data recovery in the event of unforeseen incidents, thereby ensuring business continuity
- Implementing firewall and VPN controls to reduce the risk of unauthorized access and data breaches from external threats
- Performing vulnerability assessments and management, including monitoring, detection, and incident alerting to enable timely response and remediation
- Requiring IT and cybersecurity self-assessments for external contractors to ensure adequate risk management and protection against cyber threats
- Promoting cybersecurity awareness among employees at all levels, including the risks of data leakage in various work scenarios
- Conducting cybersecurity awareness testing to reinforce employee readiness and vigilance

Risk 7 Safety, Occupational Health, and Working Environment

Related risk topics : Strategic Risk

• ESG risk

Operational Risk

• Safety, occupational health, and working environment

Risk characteristics

Issues concerning safety, occupational health, and the working environment are considered significant risks for the real estate development business. This is due to the operational nature that heavily relies on a large workforce and involves work in construction areas, which inherently carries risks of accidents and undesirable incidents.

Risk-related consequences

If not properly managed, these risks may lead to operational disruptions, increased medical expenses and compensation costs, serious accidents, non-compliance with applicable laws and regulations, as well as disputes with communities or other stakeholders. Such impacts could adversely affect the Company's business objectives, stakeholder confidence, and long-term corporate reputation.

Risk management measures

The Company places strong emphasis on occupational health, safety, and working conditions for its employees. Appropriate personal protective equipment (PPE) is provided to employees working at construction sites, including safety helmets, safety footwear, and other protective items such as jackets, sun protection sleeves, and basic medical supplies. In addition, the Company has established an Occupational Health, Safety and Environment (OHSE) Committee

responsible for setting safety plans, reporting, and recommending corrective and preventive measures in compliance with applicable laws and regulations. The Committee also promotes safety-related activities, monitors safety practices, reviews workplace incident statistics, and ensures continuous improvement in safety performance.
A reporting system for unsafe working conditions is in place, requiring employees at all levels to report potential risks. The Company also conducts regular evaluations of workplace safety performance to ensure effectiveness and compliance.

Furthermore, the Company provides suitable working environments across its head office, sales offices, and construction sites, taking into consideration temperature, lighting, and ventilation. Adequate drinking water, sanitation facilities, and work equipment are provided to support employees in performing their duties effectively. The Human Resources function also conducts proactive site visits to assess employees' needs and continuously enhance welfare programs in line with current conditions.

The Company also implements accident prevention measures and fosters a strong safety culture through training and simulation exercises. In addition, the Company promotes employees' physical and mental well-being through annual health check-ups, communication on proper nutrition, and wellness activities such as therapeutic yoga and other health-related programs.

Risk 8 Environmental and Biodiversity Impacts

Related risk topics : Strategic Risk

- ESG risk

Operational Risk

- Impact on the environment

Risk characteristics

In recent times, pressure from the global community on environmental and biodiversity issues has continuously escalated. This stems from the evident and intensifying problems of climate change and biodiversity loss in many areas worldwide, leading to increased awareness and demands from both government and the public sector. This has, in turn, become a pressure on the business sector, which must prioritize the environmental and biodiversity impacts in all its activities, as well as increasingly emphasize environmental and biodiversity sustainability issues.

The construction and real estate development businesses are among those with multi-dimensional risks from environmental and biodiversity impacts. This is due to their activities requiring large land areas and extensive supply chains, with the potential to affect natural ecosystems, alter wind patterns and sunlight, generate dust, and produce greenhouse gases.

Risk-related consequences

Real estate development businesses have operational control measures, both legal and regulatory, from the government and independent agencies to establish appropriate guidelines, and there is still a high potential for disputes with neighboring communities, which may result in
Project construction is halted or delayed due to not receiving operational permits from the government or being sued by neighboring communities, and may have to pay compensation to those affected, as well as impacting the organization's sustainability image.

Risk management measures

The Company is committed to developing high-quality projects while minimizing impacts on the environment and biodiversity. Prior to project development, the Company conducts Environmental Impact Assessments (EIA) to evaluate potential impacts on surrounding communities, including public consultations to assess both positive and negative environmental impacts across all dimensions. In addition, Biodiversity Action Plans (BAP) are developed for areas with biodiversity-related risks, along with mitigation measures to minimize adverse impacts. These proactive approaches help reduce potential remediation costs after project implementation and ensure ongoing monitoring of environmental impacts throughout the project lifecycle.

The environmental impact assessment process covers four key dimensions:

- Physical environment
- Biological environment
- Human use values
- Quality of life values

Furthermore, the Company participates in the 'Care the Bear' initiative, led by the Stock Exchange of Thailand, to raise employee awareness of environmental management and foster collaboration in reducing greenhouse gas emissions in a measurable manner.

Risk 9 Human Rights Impact

Related risk topics : Strategic Risk

- ESG risk

Operational Risk

- Impact on human rights

Risk characteristics

Human rights issues have gained increasing prominence and attention at both global and national levels, driven in part by the widespread influence of social media, which has intensified public discourse on such matters. For the real estate development sectorwhere operations involve a large workforce, multiple tiers of contractors, and activities within local communitieshuman rights risks may arise in areas such as employment conditions, fair treatment of workers, and impacts on surrounding communities. In the absence of appropriate oversight, such risks may lead to grievances and adversely affect the Company's reputation.

Risk-related consequences

Human rights issues are highly sensitive and have wide-ranging impacts across all sectors. There is increasing expectation for businesses to respect human rights, diversity, and freedom of expression, leading to the strengthening of relevant laws and regulations, as well as the implementation of sanctions or restrictions on cooperation with entities involved in human rights violations.

If the Company or its business partners fail to implement appropriate management practices, this may result in both direct and indirect impacts, including legal and regulatory risks, investigations or complaints, loss of confidence among customers, investors, and other stakeholders, as well as adverse effects on the Company's reputation, corporate image, and long-term business continuity.

Risk management measures

Recognizing that all individuals are entitled to dignity and equal rights, the Company places strong emphasis on human rights and has established a Human Rights Policy, supported by internal processes to ensure effective implementation. The policy covers key principles including equality, non-discrimination, and the promotion of

fundamental human rights, as well as providing whistleblowing channels for reporting potential violations. These principles are also communicated to business partners and embedded in practice.

The Company requires its suppliers to formally commit to respecting human rights and agrees to the application of criteria relating to human rights, occupational health, safety, and the environment in supplier selection and evaluation processes. In addition, the Company engages with contractors' employees to understand their needs and collaboratively develop improvement plans, supported by site visits, ongoing monitoring, and reporting to management. The Company has also integrated the United Nations Guiding Principles on Business and Human Rights (UNGPs) into its business operations across all processes, while promoting awareness of human rights among employees and business partners.

Furthermore, the Company has established Human Rights Due Diligence (HRDD) and Human Rights Risk Assessment (HRRA) processes to identify, assess, and manage potential risks. These processes involve evaluating issues that may impact the human rights of key stakeholders, including employees, customers, and communities, based on the severity and likelihood of risks, in order to implement appropriate preventive and mitigation measures.

Risk 10 Shortage or fluctuation in the prices of raw materials or factors of production

Related risk topics : Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources

Risk characteristics

Shortages or fluctuations in the prices of raw materials and production factors represent significant risks that are challenging to manage. These impact various industries, including the real estate development business. The primary causes can stem from both domestic and global factors, such as trade policies, global economic conditions, geopolitical tensions, and transportation limitations, which consequently impose restrictions on the use of certain types of materials.

Risk-related consequences

Supply chain disruptions may result in higher production and service costs, and may cause interruptions or delays in production processes, service delivery, and product delivery to customers, or the delivery of substandard products due to shortages of raw materials or production factors, which could affect the organization's reputation and image.

Risk management measures

As construction materials are key inputs in project development, the Company recognizes risks arising from price volatility and potential shortages. The Company therefore places strong emphasis on robust raw material and construction material risk management to mitigate such impacts. Key measures include:

- Diversifying suppliers by selecting experienced and capable manufacturers or distributors to ensure consistent quality and reliable delivery, while avoiding over-reliance on any single source. The Company also enters into advance pricing agreements with suppliers to mitigate the risk of price increases
- Monitoring material price trends through designated functions that closely track changes in key construction material categories and implement timely mitigation measures
- Collaborating with suppliers and contractors to plan material usage on an ongoing basis, ensuring sufficient resource availability in line with construction schedules, while sourcing raw materials through multiple channels to maintain quality standards and operational flexibility
- Identifying and securing substitute materials during periods of shortage to minimize potential disruptions

- Implementing contingency planning, including supplier diversification across regions, sourcing from suppliers located near project sites to reduce lead time and logistics costs, and conducting comprehensive supplier evaluations based on factors such as political, geographical, and economic risks
- Encouraging suppliers to conduct business continuity and recovery plan drills, including maintaining business data across multiple systems to support effective recovery
- Reviewing the capabilities and supply chain management practices of key suppliers, including the use of supply chain management assessment tools

In addition, the Company regularly assesses supply chain risk factors, which is critical to ensuring projects proceed according to construction plans and to fostering a risk management culture throughout the supply chain.

Risk 11 Changes in regulations and laws related to business operations, and violations of relevant regulations and laws

Related risk topics : Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations

Risk characteristics

The real estate development business is subject to a wide range of laws and regulations, which can be categorized into three main groups: (1) general laws applicable to all types of real estate development, such as urban planning laws, building control regulations, and environmental laws; (2) sector-specific laws applicable to particular types of real estate, such as land subdivision and condominium laws; and (3) supporting laws that facilitate, regulate, or promote real estate-related activities, such as energy conservation laws and investment promotion regulations.

In addition to the breadth of applicable legislation, certain laws may vary by locality and are subject to ongoing revisions in response to evolving environmental conditions, economic circumstances, and national development policies, including economic and social development plans.

Risk-related consequences

Changes in government policies and the enforcement of new laws and regulations represent key risks for the real estate development business. This is particularly relevant for the Company, given its diverse development portfolioincluding low-rise housing projects, office buildings, hotels, and condominiumsas well as its continuous expansion into major provincial cities across regions. As a result, the Company is required to comply with a wide range of applicable laws and regulations, each with complex and evolving requirements.

Failure to comply, or incomplete compliance, may result in various impacts, including restrictions on land use for certain types of developments, building height limitations, setback requirements, boundary disputes with adjacent landowners, and complaints during construction. In addition, risks may arise from land expropriation for public infrastructure projects or disruptions caused by changes in laws and regulatory requirements that come into effect while the Company is in the process of preparing permits for land already acquired.

Risk management measures

To mitigate regulatory risks, the Company conducts comprehensive legal due diligence prior to commencing any real estate development project, including reviewing applicable laws, regulations, and requirements of relevant authorities. Dedicated functions have been established to monitor and ensure compliance with evolving legal requirements, while maintaining an up-to-date and comprehensive legal and regulatory database covering all aspects of the Company's operations.

In addition, condominium and housing projects that meet the applicable criteria are subject to Environmental Impact Assessments (EIA) for approval by the Office of Natural Resources and Environmental Policy and Planning under

the Ministry of Natural Resources and Environment. The Company strictly complies with all conditions specified in the EIA reports and regularly reports on the implementation of mitigation measures in accordance with the Enhancement and Conservation of National Environmental Quality Act B.E. 2535 (1992). This approach helps minimize environmental impacts and supports the Company's sustainable business operations.

Following the enforcement of the Personal Data Protection Act B.E. 2562 (2019) on 1 June 2022, the Company has strengthened its data protection practices to ensure that personal data of customers and stakeholders is handled appropriately and in line with regulatory requirements. The Company has appointed a Data Protection Officer (DPO) and established a cross-functional working team, including representatives from legal and digital technology functions, to oversee compliance.

The Company also provides mandatory training and knowledge assessments on data protection to all employees to ensure an appropriate level of understanding and compliance with the law. For functions handling personal data, key performance indicators (KPIs) have been established to prevent data breaches and ensure that no personal data leakage occurs. Data protection risks are incorporated into the Company's enterprise risk assessments, with appropriate mitigation measures implemented to reduce potential future risks.

Environmental regulations in Thailand are becoming increasingly stringent and complex, particularly in areas such as carbon emission reduction, air quality control, and sustainable project classification. As a result, the real estate sector faces increasing challenges in adapting construction processes, material selection, energy management, and environmental reporting. The Company has proactively prepared for these changes by continuously monitoring regulatory developments and aligning its internal systems and project-level measures with applicable standards. Furthermore, the Corporate Governance and Quality Management function regularly reviews and monitors the implementation of policies and procedures across all departments to ensure full compliance with relevant laws and regulatory requirements.

2.2.2 Risk to securities holders

Are there any risk factors affecting securities holders? : No

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

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

3. Business sustainability development

3.1 Policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

Sustainability Policy and Operational Framework

The Company has established **"Sustainable Development Policy"** To serve as principles and operational guidelines for responsible business growth and the management of impacts and risks covering economic, social, environmental, and governance dimensions, including appropriately addressing the needs of all stakeholder groups. This aligns with international sustainability practices and standards, such as the 10 principles of the UN Global Compact (human rights, labor, environment, and anti-corruption), which are among the UN Sustainable Development Goals (UN SDGs), the OECD Due Diligence Guidance for Responsible Business Conduct, the United Nations Guiding Principles on Business and Human Rights (UNGPs), and the ISO 9001:2015 international quality management system.

The Company is committed to and prioritizes conducting business in accordance with sustainable development practices, covering economic, social, environmental aspects, and operating under good corporate governance principles. This includes considering all relevant stakeholders, both in project areas and society as a whole, to create lasting benefits for communities, society, and the environment. The practices are as follows:

Economic Dimension

Committed to continuously adhering to good governance principles, anti-corruption, and anti-unfair competition. It also concretely develops policies, processes, and monitoring systems for these practices to ensure transparency and fairness for all stakeholders.

Social Dimension

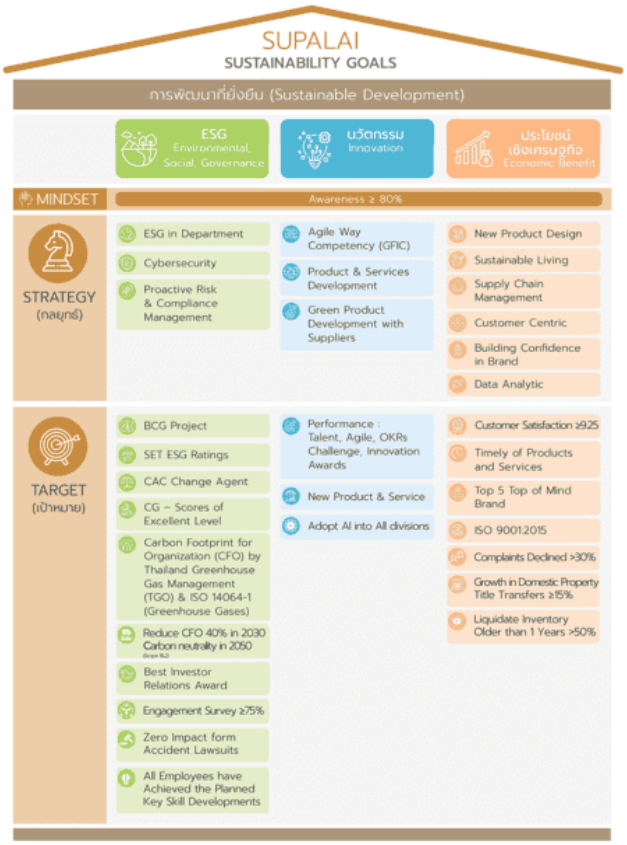
Committed to developing human resources both within and outside the organization from the perspective of sustainable business operations, as the Company believes that human resources are a crucial factor for long-term sustainability. The Company focuses on five key issues: human rights, equality, safety, health, and working environment, by "creating" good products for consumers through various innovations, "promoting" the development of knowledge and capabilities of personnel within the organization, including manufacturers and service providers, and "responding" to the needs of stakeholders by listening to feedback from all sectors.

Environmental Dimension

Committed to improving and transforming business processes throughout the supply chain to reduce negative impacts such as climate change, pollution, and biodiversity depletion, through accurate, clear, and verifiable management.

For more information on the policy, please refer to Policy on Corporate Sustainability Management

The Company defines **"Sustainable Development Framework"** To serve as a framework for managing significant issues in each dimension. The operations for all issues must be based on good corporate governance, compliance with laws and regulations, effective risk management, respect for human rights throughout the supply chain, innovation management, and economic benefits. Establishing a sustainability operational framework enables the Company to clearly define goals in each area and formulate appropriate strategies and action plans to support long-term business growth, while creating value for local communities and stakeholders in line with the Company's objectives and vision. Details are as follows:



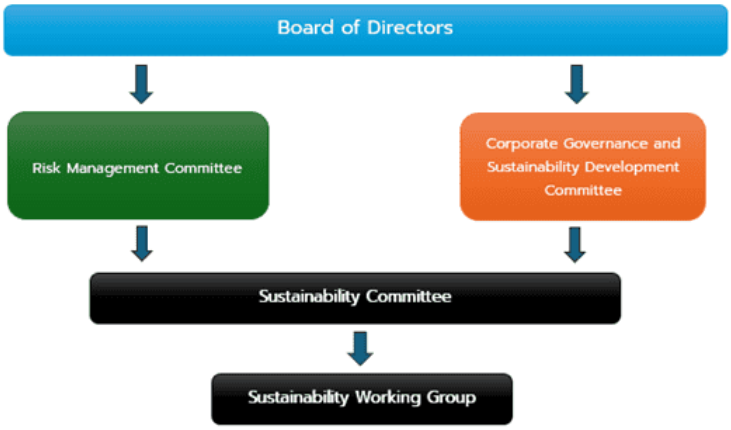
ESG Aspects Committed to conducting business ethically and in compliance with laws, by integrating business operations that consider E: environmental, S: social, and G: governance factors, as well as prioritizing stakeholders throughout the supply chain.

Innovation Aspect Committed to enhancing personnel potential development to prepare for future growth and driven by data for accurate and rapid decision-making, leading to business innovation development to create a good quality of life for everyone in the organization, including society, in terms of economy, environmentally friendly products, education, health, and safety, to reduce operational risks and create competitive advantages.

Economic Benefits Committed to creating products that meet all needs and paying attention to details in every step of construction and quality delivery under ISO standards to ensure satisfaction for important customers, while collaborating with partners and within the ecosystem to expand business and increase value.

Sustainability Governance Structure

The Company drives sustainability operations by focusing on the participation of all sectors within the organization, from the Board of Directors and executives to operational staff. Therefore, a comprehensive governance structure for sustainability operations and development has been established across all dimensions economic, social, and environmental to ensure policy implementation and enhance the efficiency of related operations, with annual reviews. It is the responsibility of all employees, at every level, to be accountable for and adhere to this policy, under the supervision of key stakeholders, as follows:



The roles and responsibilities of committee

The Company has appointed **Sustainability Committee** Comprises the Managing Director, who is a senior executive, with Mr. Tritecha Tangmatitham, the Managing Director, serving as the Chairman of the Sustainability Committee. The Sustainability Working Group consists of representatives from department heads across all company divisions to ensure faster and more efficient management of sustainability issues in all dimensions. The roles and responsibilities of each committee and working group are as follows:

- **Board of Directors**

Responsible for overseeing and approving policies, setting strategic directions, and assigning the Corporate Governance and Sustainable Development Committee, in conjunction with the Risk Management Committee, to formulate strategies and practices, as well as to supervise and monitor performance annually.

- **Corporate Governance and Sustainable Development Committee**

Responsible for establishing policies, strategies, and frameworks for sustainability operations, covering economic, social, environmental, and governance aspects. It monitors progress and performance in sustainability, and provides appropriate advice and operational guidelines to align with the organization's goals and direction.

- **Risk Management Committee**

Responsible for establishing policies, strategies, and frameworks for enterprise-wide risk management. It monitors the progress and performance of risk management, covering environmental, social, and governance (ESG Risks), and provides recommendations for appropriate risk management measures.

- **Sustainability Committee**

The ESG Sustainable Development Committee plays a vital role in overseeing practices to ensure they align with the organization's vision and mission, as well as the Company's policies, direction, strategies, and operational goals for environmental, social, and governance matters. Furthermore, it promotes the integration of ESG operations as a part of the business processes throughout the supply chain to foster sustainable growth and report sustainability performance to the Chairman and the Board of Directors.

- **Sustainability Working Group**

Has a crucial role and responsibility in supporting and driving the Company's environmental, social, and governance operations to align with the organization's sustainability policies, strategies, and goals. This involves systematically and continuously analyzing, planning, managing data, and monitoring ESG performance to create shared value among the organization, society, and the environment, while enhancing the Company's competitiveness and sustainable growth.

Reference link for sustainability policy : https://www.supalai.com/en/about/governance/sustainable-development

Sustainability management goals

Does the company set sustainability management goals : Yes

Material Sustainability Issues (GRI: 2-1, 2-2, 2-3, 2-4)

Supalai Public Company Limited recognizes the importance of conducting business with consideration for the environment, social, and governance. Therefore, it has prepared sustainability business driving information to present management approaches and performance results on key sustainability issues to all stakeholder groups, covering economic, social, environmental, and governance dimensions. The information is presented from January 1 to December 31, 2025.

The company has reviewed material sustainability issues based on the principles of GRI Standards 2021 GRI 3: Material Topics 2021, which assesses material sustainability issues based on significant impacts on stakeholders, society, and the environment (Impact materiality) and significant impacts on the company. This includes a process for identifying material sustainability issues and linking data on driving sustainable business, analyzing and collecting data from all departments within the company to ensure consistency with the reporting guidelines of the GRI Sustainability Reporting Standards (GRI Standards), an international sustainability reporting standard, at the Core Option level and the United Nations Sustainable Development Goals (UNSDGs), to reflect factors affecting the organization's sustainable business operations in economic, social, and environmental dimensions, as well as responsibility towards all stakeholders. The company reviews changes annually.

1. Analyze the context of the company and the industry.	Study and analyze activities within the supply chain conducted by the company and its business partners. Study external factors, global changes, economic, environmental, human rights, and social challenges at local, regional, and global levels related to the company and its business relationships.
2. Identify impacts throughout the supply chain.	Identify actual and potential impacts on the economy, environment, and society, including impacts. Impact on human rights, arising from both company activities and business relationships, identifying both negative and positive impacts, short-term and long-term impacts, through brainstorming sessions, in-depth interviews, survey results, and complaints, as well as performance statistics.
3. Assess the significance level of economic impact, environment, and society, including human rights.	Assess the significance level of impact by executives and experts in each field from internal departments, along with feedback from internal and external stakeholders through various channels, considering the severity of impact, nature of impact, and scope of impact. impact, likelihood, and ability to mitigate impacts, assessed separately for negative and positive impacts.
4. Assess the significance level of impact on the company.	Group impacts on the economy, environment, and society, including human rights, into sustainability issues and consider likely material sustainability issues to assess their impact on the company. This is done by senior management, considering the likelihood and severity of the organization's sustainability impacts.
5. Prioritize material sustainability issues.	Prioritize issues by setting cut-off points or criteria to determine which sustainability issues are highly material, high, medium, low, and very low.
6. Review and Approval of Material Sustainability Issues	Verify the prioritization and accuracy of the process by the Risk Management Committee and external sustainability experts, and approve key sustainability issues by the Corporate Governance and Sustainable Development Committee and the Board of Directors, respectively.

The company assigns the risk management department to continuously present material sustainability issues to the Risk Management Committee for consideration according to the scheduled meeting plan. The committee has resolved to summarize material sustainability issues as follows:

1. Identification of Material Issues

Economy	Environment	Society	Governance
1. Supply Chain 2. Tax-related Operations 3. Business and Social Innovation	4. Biodiversity and Ecosystem Conservation 5. Resource Utilization 6. Climate Action	7. Consumers Responsibility 8. Community and Social Development 9. Respect for Human Rights and Fair Treatment of labour 10. Capacity Enhancement for Employees and Workers in Work and Daily Life 11. Safety, Occupational Health, and Working Environment	12. Corporate Governance 13. Risk Management 14. Anti-Corruption

2. Identify impacts throughout the supply chain.

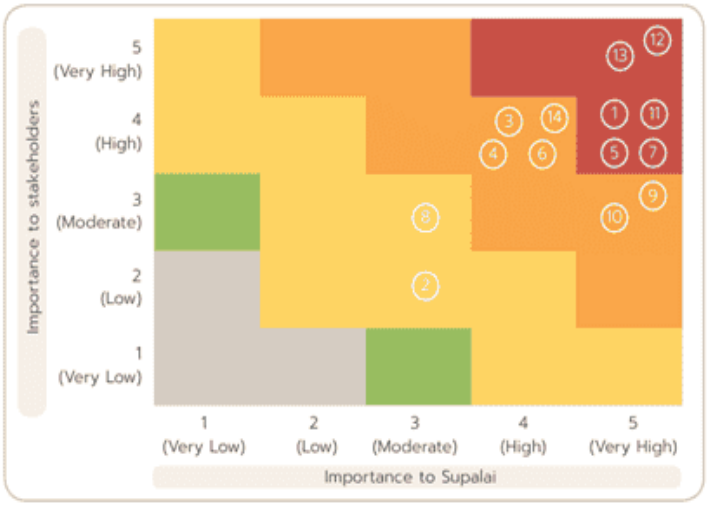
Sustainability Dimension	Sustainability Issues	Impact on Stakeholders					
		Customers	Employees	Supplier / Contractor	Shareholders	Community	Government Agencies
Economy	1. Supply Chain	•	•	•	•		•
	2. Tax-related Operations		•		•		•
	3. Business and Social Innovation	•	•	•	•	•	
Environment	4. Biodiversity and Ecosystem Conservation	•	•	•	•	•	•
	5. Resource Utilization	•	•	•	•	•	•
	6. Climate Action	•	•	•	•	•	•
Society	7. Consumers Responsibility	•	•	•	•		•
	8. Community and Social Development	•	•	•	•	•	•
	9. Respect for Human Rights and Fair Treatment of Labour	•	•	•	•		•
	10. Capacity Enhancement for Employees and Workers in Work and Daily Life	•	•	•	•		
	11. Safety, Occupational Health, and Working Environment	•	•	•	•	•	•
Governance	12. Corporate Governance	•	•	•	•	•	•
	13. Risk Management	•	•	•	•	•	•
	14. Anti-Corruption	•	•	•	•		•

3. Assess the significance level of impact on the company.

The company has a total of 14 material sustainability issues, with their materiality ranked using a Materiality Matrix. There are 6 issues identified as highly material. Details of the management of all 14 material sustainability issues are disclosed in this 56-1 e-One report for 2025.

4. Prioritization of Material Sustainability Issues (GRI: 3-1, 3-2, 3-3)

The company presents the identified material sustainability issues in the Materiality Matrix as follows:



Highly Material Issues	High Materiality Issues	Medium Materiality Issues
1. Supply Chain 5. Resource Utilization 7. Consumers Responsibility 11.Safety, Occupational Health, and Working Environment 12. Corporate Governance 13. Risk Management	3. Business and Social Innovation 4. Biodiversity Conservation and ecosystem 6. Climate Action 9. Respect for Human Rights and Fair Treatment of Labour 10.Capacity Enhancement for Employees and Workers in Work and Daily Life 14. Anti-Corruption	2. Tax-related Operations 8. Community and Social Development

5. Management of Material Sustainability Issues

Defining ESG sustainability goals.

1.Supply Chain



Governance

Risk Management Committee

- Oversee the assessment of significant supplier/external contractor risks.

Corporate Governance and Sustainable Development Committee

- Oversee the Supplier Code of Conduct to cover ESG issues and supply chain management.

Goals/Indicators 2025	Strategy/Approach Operations	Risks and Opportunities	
		Business	Stakeholders

Maintain capable suppliers and contractors to ensure customer contract cancellations due to substandard products and services do not exceed 0.5% of total sales contracts. **Operational Outcome** Achieved target; customer contract cancellations due to substandard products and services remained below 0.5%	• Supplier onboarding and selection prioritizing ESG declaration. • Risk assessments of suppliers and contractors on material supply chain and ESG issues, including site visits. • Contractor training to ensure work quality in line with Company standards “One Standard, One Quality”. • Initiatives to enhance workers’ quality of life at project sites (e.g., Happiness Camp and welfare facilities). • Product Selection Committee to ensure product quality and suitability. • Facilitating access to construction materials at reasonable prices for contractors. • Factory visits to assess production systems, delivery readiness, and ESG practices. • Price control through benchmarking with international market data. • Monitoring global raw material trends for inventory and procurement planning. • Stakeholder focus groups on corporate image, products, services, governance, climate response, and risk management. • Participation in CAC Change Agent Day to promote business integrity and anti-corruption practices.	**Key Risk** Supply chain disruption and loss of bargaining power due to reliance on a limited number of key suppliers or distributors. **Risk Appetite:** **[2] : Low** Shortage of skilled labor. **Risk Appetite** **[3] : Moderate** **Opportunity** • Strengthening the business supply chain by promoting the development of ESG-focused products. • Delivering high-quality products and services requires effective supply chain management across the entire value chain, from upstream to downstream, including product delivery, warranty services, and revenue recognition.	**Opportunity** Sustainable supply chain practices deliver long-term benefits to customers and stakeholders in terms of product quality, pricing, and after-sales services, supporting continuous sustainability.

2. Tax-related Operations



Governance

Board of Directors

- Tax Operations Policy

Goals/Indicators 2025	Strategy/Approach Operations	Risks and Opportunities	
		Business	Stakeholders
No fines are incurred from tax errors or careless tax operations. **Operational Outcome** No tax penalties incurred from errors or non-compliance.	● Ensure accurate and complete tax compliance in accordance with applicable laws and regulations ● Monitor changes in tax laws, rules, and regulatory requirements ● Avoid inappropriate or non-compliant tax structures ● Engage external tax advisors to ensure proper tax practices ●	**Key Risk** Potential inaccuracies or incomplete tax filings. **Risk Appetite** **[1] : Very Low** **Opportunity** Strengthening a culture of transparency in alignment with good corporate governance principles.	**Opportunity** Full and accurate tax contributions to the government support continuous national development, generating positive returns for the Company and all stakeholders.

3. Business and Social Innovation



Governance

Executive Committee

- Support the expression of ideas and innovative thinking among employees and provide resources related to innovation development.

Goals/Indicators 2025	Strategy/Approach Operations	Risks and Opportunities	
		Business	Stakeholders
1. At least 50% of award-winning innovations are practically implemented.	**Environmental** ● Establish sustainable interior design guidelines “Sustainable Interior Design”. ● Continuous use of environmentally certified materials (Green Products). ● Innovations to reduce construction waste (e.g., recycling lightweight bricks for landscaping).	**Key Risk** Insufficient monitoring and execution in implementing award-winning innovations by responsible functions.	**Opportunity** ● Enhancing consumers’ quality of life, economic growth, social development,

2. Increased use of environmentally friendly materials and innovations to reduce waste and environmental impacts. 3. Continuous recognition through external awards. **Operational Outcome** ● 56% of award-winning innovations (5 out of 9) in 2024 have been implemented; the remaining 44% are under development. ● Increased adoption of environmentally friendly materials and technologies, including: Low GHG products (e.g., Green Products, low CFP, low VOC paints) Paint innovations reducing multiple coating layers and eliminating primers Installation of air filtration (airflow) systems in residential units	● Upcycling paint containers for organic waste composting to replace chemical fertilizers. ● Promoting energy-saving innovations (e.g., EV charging stations). ● 100% recycling of gypsum waste from construction processes. ● Use of reusable plastic pallets to replace wooden pallets. ● Reuse of concrete waste for temporary on-site roads. ● Use of cut-to-size pipes and fittings to minimize material waste. ● Collaboration with partners to develop low-coat, primer-free paints. ● Development of water filtration systems in storage tanks to improve water quality. ● Innovation in multifunctional waste bins with integrated mailbox and parcel features. **Social** ● Upcycling lightweight brick waste into aroma stones to generate income for local communities. ● Supporting employee participation in innovation-related training and seminars (internal and external). ● Organizing HACKATHON C2C TECH X BY SUPALAI 2025 in collaboration with Suranaree University of Technology. **Business** ● Digital Mortgage Innovation project in collaboration with banks to enhance loan approval efficiency and reduce documentation processes. ● SUPALAI EXPERIENCE HOME: construction innovation initiative. ● Innovation Award program to encourage internal innovation. ● Research and analysis of real estate innovations to enhance product development. ● Utilization of consumer behavior research to drive value-added innovations. ● Integration of innovation and AI into business operations. ● Continuous participation in external innovation competitions.	**Risk Appetite** **[2] : Low** **Opportunity** ● Enhancing customer awareness and corporate image. ● Improving operational efficiency. ● Strengthening competitive advantage. ● Developing products aligned with customer needs and increasing sales Opportunity.	and environmental sustainability. ● Responding effectively to stakeholder needs and expectations. ● Promoting continuous innovation in the real estate business. ● Developing products aligned with ESG principles.

Recycling of roof tile waste into paving materials. ● Received 8 external awards, including: Product of the Year Award 2025 – Supalai Elite Sukhumvit 39 “Masterplan for Thailand” – Supalai Lagoon Hua Hin (Asia Pacific Property Awards 2025) Best Affordable Quality Awards – Home (Living Insider Developer Awards 2025) Best Concept Design Awards – Condo (Living Insider Developer Awards 2025) FIABCI Thai Prix D’Excellence Awards 2025 (Condominium category) “Elite Winner” – Hubexo Asia Awards 2025 “Green Innovation” Award Energy Efficiency Label (No.5) Certification – Electricity				

Generating Authority of Thailand.			

4. Biodiversity and Ecosystem Conservation



Governance

Corporate Governance and Sustainable Development Committee

- Organizational Sustainability Management Policy

Goals/Indicators 2025	Strategy/Approach Operations	Risks and Opportunities	
		Business	Stakeholders

• Business operations support the reduction of negative impacts on ecosystems and biodiversity through stakeholder engagement. • Green space in low-rise projects ≥5% of saleable area. **Operational Outcome** • No complaints regarding project impacts on biodiversity and ecosystems. • All low-rise projects maintained green space of at least 5% of total saleable area.	• Conduct site assessments and prepare Initial Environmental Examination (IEE) and Environmental Impact Assessment (EIA) reports. • Establish grievance channels for biodiversity and ecosystem impacts at project sites and communicate to nearby stakeholders. • Comply with Company standards aligned with expert review committee requirements for EIA (buildings, land allocation, and community services). • Treat wastewater to meet regulatory standards prior to discharge. • Implement community communication plans on impact mitigation, remediation measures, and monitoring results. • Preserve existing trees within project areas and replant within Company developments. • Utilize native plant species in project landscaping. • Organize reforestation activities (e.g., “Forest for Well-being” initiative). • Conduct biodiversity risk assessments and implement mitigation plans. • Establish guidelines for tree relocation and transplantation. • Use natural or treated water for landscape maintenance to reduce potable water consumption. • Convert organic waste (leaves and branches) into compost to replace chemical fertilizers and improve soil quality. • Apply bio-fermented solutions to enhance soil quality and plant growth without chemicals. • Utilize organic fertilizers to reduce chemical fertilizer usage. • Reuse existing soil within project areas to preserve ecosystems and enhance biodiversity. • Collaborate with government agencies on conservation of rare species, microbial solutions, and organic composting. • Organize environmental volunteer activities (e.g., coastal clean-up and marine conservation support).	**Opportunity** Enhancing operational management to minimize impacts on biodiversity and ecosystems, while mitigating reputational risk.	**Key Risk** Potential impacts from construction activities on ecosystems and the environment, leading to biodiversity loss. **Risk Appetite [2]: Low**

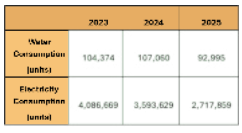
5. Resource Utilization and Waste Management



Governance

Corporate Governance and Sustainable Development Committee

- Efficient Resource Utilization Policy

Goals/Indicators 2025	Strategy/Approach Operations	Risks and Opportunities	
		Business	Stakeholders
1. Continuously reduce resource consumption at the Company's headquarters 2. Promote waste segregation through the "Waste Separation" campaign and Recycle Day at headquarters, contributing to carbon reduction of at least 10 TonCO_2e per year. **Operational Outcome** 1. Reduced resource consumption at the Company's headquarters as follows:  2. "Sort more, benefit more" waste segregation project at the headquarters building, in collaboration with Recycle Day.	**Resource Utilization** ● Replacement of 9W LED 6,400K light bulbs in common areas and restrooms at the Company's Supalai Grand Tower to reduce electricity consumption. ● Reuse of wastewater from the air-conditioning system at the head office for watering plants and cleaning road surfaces. ● Replacement of street lighting poles in project common areas with solar-powered lighting (Solar Cell) to reduce electrical wiring and electricity consumption, helping lower common area expenses. ● Green building management at Icon Sathorn to enhance efficient water and energy utilization, with the office area certified under LEED Certified. ● Implementation of energy-saving innovations such as Motion Sensor, Heat Wheel Energy Recovery, Precooled Evaporator, UVC air-conditioning disinfection system, Building Management System (BAS), and Lift Destination. ● Replacement of the chiller system to improve cooling efficiency, together with the installation of CPMS (Chiller Plant Management System) to control and manage the cooling system based on actual load usage and enable real-time monitoring to reduce energy consumption. ● All real estate development projects launched in 2025 utilize water-saving fixtures and sanitary equipment. ● Replacement of sanitary fixtures with water-saving models at the head office.	**Key Risk** Employees may lack consistent and sustainable implementation of efficient resource utilization, energy conservation, and waste management practices in their daily lives. **Risk Appetite** **[2] : Low** **Opportunity** Planning resource utilization, including the adoption of innovations in production processes, to enhance resource efficiency and reduce impacts on the climate, which may otherwise lead to natural changes that could adversely affect overall business operations.	**Opportunity** Promoting efficient resource utilization habits among employees, extending to their families and society.

2024: A total of 787.90kg of waste was separated, reducing carbon emissions by 2.61 TonCO_2e, equivalent to 275 trees planted. 2025: A total of 2,764.15 kg of waste was separated, reducing carbon emissions by 15.33 TonCO_2e, equivalent to 1,487 large trees planted.	• Improvement of the wastewater treatment system at the head office. • Optimization of electricity load to improve energy efficiency. • Improvement of equipment to reduce energy consumption in the wastewater treatment system. • Increased adoption of electric vehicles (EVs) and hybrid vehicles to replace fuel-powered vehicles. • Installation of EV charging stations within the building. • Collaboration with Pankan Project to collect donated unused items for resale, with proceeds supporting scholarships for children under the Yuvabadhana Foundation. • Implementation of the Care the Bear “Eat It All Reduce Global Warming” (No Food Waste) campaign. • organization of activities and campaigns to encourage employee and supplier participation in resource efficiency, such as SPALI Supplier Day and waste separation campaigns. • Use of natural water sources within project areas or treated water to replace tap water for landscape maintenance in project common areas. • Adoption of Virtualization and Cloud Services in place of physical servers to reduce energy consumption. • Providing knowledge and awareness on energy conservation through the Company’s online platforms such as Facebook, TikTok, and Instagram. • Elevator system management through the installation of EMS (Energy Management System) to monitor elevator operations and the replacement of existing elevators with the energy-efficient Regent model. • Installation of VSD (Variable Speed Drive) in water pump systems to control operational speed and reduce energy consumption according to actual usage.		

- Replacement of snack and fruit packaging used in training sessions and meetings with environmentally friendly containers.

Waste Management

- Implementation of the “The More You Separate, The More You Gain” waste separation project in collaboration with Recycle Day, achieving a carbon footprint reduction of 15.33 TonCO_2e, equivalent to 1,487 trees planted.
- Implementation of the E-Waste project in collaboration with Advanced Info Service (AIS), collecting 20 kg of electronic waste, equivalent to a carbon footprint reduction of 0.123 TonCO_2e or 14 trees planted.
- Recycling of used sealant tubes into various products such as chairs, plant pots, and coasters.
- Employee uniforms produced from recycled plastic totaling 97,720 pieces, reducing carbon emissions by 9.772 TonCO_2e, and reducing ironing-related energy use by 25.36 TonCO_2e per year, totaling 35.13 TonCO_2e, equivalent to 3,652 trees planted.
- Implementation of the SUPALAI SELF-PROVED project to measure construction waste generated from the Company’s projects, aiming to reduce waste through construction innovation and improved planning under the Waste Management initiative.
- Waste separation within projects into eight categories: organic waste, plastic, glass bottles, foam, paper, cans, plastic bottle caps, and food waste, with hazardous waste separated from non-hazardous waste for proper disposal and measurable outcomes.
- Campaigns and awareness programs for residents within projects, including providing color-coded waste bags based on waste categories.
- Reuse of lightweight brick scraps to produce “Aroma Stones,” reducing greenhouse gas emissions by 0.002 kgCO_2e

	per piece, which are used as souvenirs in Company events. ● Implementation of the New Gen Zero Waste project to separate recyclable waste.		

6. Climate Action



Governance

Corporate Governance and Sustainable Development Committee

- Organizational Sustainability Management Policy

Goals/Indicators 2025	Strategy/Approach Operations	Risks and Opportunities	
		Business	Stakeholders
● Reduce Scope 1 and Scope 2 greenhouse gas (GHG) emissions by 40% from the Business-as-Usual (BAU) baseline by 2030. ● Achieve ISO 14064-1:2018 certification for organizational GHG emissions reporting. ● Obtain certification from the Thailand Greenhouse Gas Management Organization (TGO) for organizational carbon footprint disclosure. **Operational Outcome** ● Total Scope 1 and Scope 2 GHG emissions	● Participation in climate-related initiatives and programs with external organizations. ● LEED certification (Leadership in Energy and Environmental Design) for the office building at Supalai Icon Sathorn. **Operational Outcome** ● Reforestation initiative “Forest for Well-being” with 36th Anniversary, Prachuap Khiri Khan. ● Chiller system replacement to improve energy efficiency and reduce emissions. ● Installation of EV charging stations at Supalai Grand Tower and Supalai Icon Sathorn. ● Gradual transition to electric and hybrid vehicles for corporate fleet. ● Adoption of mineral-based pool systems to reduce chemical usage. ● Upcycling paint containers for organic waste composting to replace chemical fertilizers. ● Installation of solar-powered street lighting to reduce electricity consumption. ● Solar roof projects for sales offices, construction offices, clubhouses, show units, and parking areas. ● Adoption of low-carbon materials and technologies in construction and product development. ● Use of hydraulic cement to reduce CO_2 emissions.	**Key Risk** 1. Misalignment of initiatives or activities by responsible functions with the Company’s GHG emissions reduction targets. **Risk Appetite** **[2] : Low** 2. Insufficient knowledge and understanding among designated coordinators (Centers) responsible for data collection, communication with consultants, and internal knowledge transfer. **Risk Appetite** **[2] : Low**	**Impact** The impacts of climate change are becoming increasingly severe, including flooding from intensified rainfall, rising sea levels due to polar ice melt, heatwaves, and droughts.

amounted to 11,574 TonCO2e, representing a 4.28% reduction compared to 2024. ● Achieved ISO 14064-1:2018 certification for organizational GHG emissions reporting (March 2025). ● Achieved TGO certification for organizational carbon footprint disclosure (May 2025).	● Use of certified green materials (e.g., SCG Green Choice). ● Selection of low GHG products (e.g., low CFP, low VOC paints). ● Participation in "Care the Bear" initiative to reduce carbon footprint. ● Communication and awareness campaigns to achieve 40% GHG reduction target by 2030. ● Preservation and relocation of existing trees within project areas. ● Waste reduction campaigns for residents, including color-coded waste segregation. ● Use of environmentally friendly cleaning products. ● Use of organic fertilizers combined with chemical fertilizers to reduce environmental impact. ● Employee uniforms made from recycled plastic, reducing 35.01 $TonCO_2e$ (equivalent to 3,640 trees).	**Opportunity** Climate change challenges create Opportunity for the development of new products and improved business management approaches aligned with the Company's operations.	

7. Consumers Responsibility



Governance

Corporate Governance and Sustainable Development Committee

- Customer Treatment Policy
- Personal Data Protection Policy

Quality System Review and Improvement Committee

- Quality Policy

Goals/Indicators 2025	Strategy/Approach Operations	Risks and Opportunities	
		Business	Stakeholders

No final court rulings indicating intentional unfair treatment of consumers. **Operational Outcome** In 2025, there were no final court rulings indicating intentional unfair treatment of consumers.	• ISO 9001:2015 certification covering end-to-end processes, including delivery and after-sales services. • Extended warranty periods for condominium and low-rise projects beyond legal requirements. • Customer complaint, feedback, and maintenance request channels via hotline (1720) and online platforms. • Continuous development of the Supalai Sabai application. • Provision of certified technician listings (e.g., electrical, plumbing, interior works) via Supalai Sabai. • Customer knowledge sharing through various channels (e.g., Supalai Sabai). • Supalai Privilege Program offering discounts on healthcare, appliances, and moving services. • Promotion of solar roof adoption through Supalai Sabai Marketplace. • LINE OA: Supalai Care Providing guidance on home and condominium maintenance. • Green Home Loan Program in collaboration with financial institutions, offering preferential interest rates. • Use of project areas for community planting (e.g., vegetables and seasonal flowers). • Waste segregation awareness campaigns with provision of color-coded waste bags. • Customer surveys on satisfaction, behavior, and feedback to enhance products and services. • Customer assistance programs during disasters (e.g., earthquakes, floods). • Collaboration with partners to provide discounts on construction materials for affected customers. • “Share of the Month” initiative within construction team meetings to share best practices. • “Peer Reporting” program as a channel for reporting issues or risks to ensure timely resolution for customers.	**Key Risk** Potential failure to meet product quality standards. **Risk Appetite** **[1] : Very Low** **Opportunity** • Strengthening long-term competitiveness. • Enhancing corporate image.	**Opportunity** Enhancing customer satisfaction across key aspects, including quality of life, safety, and value for money.

8. Community and Social Development



Governance

Corporate Governance and Sustainable Development Committee

- Social Treatment Policy

Goals/Indicators 2025	Strategy/Approach Operations	Risks and Opportunities	
		Business	Stakeholders
Conduct at least 15 social and community development activities per year. **Operational Outcome** In 2025, more than 19 social and community development activities were conducted.	**Community and Social Support Activities** ● Panrak Project: - Collection and donation of relief items for flood victims in Northern Thailand, such as clothing, dried food, and cleaning supplies, through the Mirror Foundation. - Special Panrak Project campaign providing relief items for flood victims in Hat Yai in collaboration with Tham-Dee Foundation. ● Waen Sang Suk Project: Eye examinations and eyeglasses provided to workers, contractors, suppliers, and nearby communities, achieving 152% of the target. ● Nong Suk Dee, Pee Suk Jai Project: Health check-ups and influenza vaccinations provided to children of construction workers and children in nearby communities, achieving 177% of the target. ● Pan Aun Klai Nao Project: Provision of essential supplies to help underprivileged students cope with cold weather caused by changing climate conditions. ● Pankan Project: Donation of unused items for resale, with proceeds supporting scholarships for children under the Yuvabadhana Foundation. ● Suan Phak Srang Dee Project: Transformation of unused school space into fruit and vegetable gardens, including seed planting, organic fertilizer production, and income-generating skills development for students and nearby communities at Ban Chakna School, Chonburi Province. ● Environmental activities such as the Pa Sang Suk Project (3rd edition).	**Key Risk** Community and social development activities may lack continuity in implementation. **Risk Appetite** **[2]: Low** **Opportunity** ● Sustainable business growth. ● Smooth implementation of project operations. ● Enhancement of the Company's reputation and credibility among communities and society.	**Opportunity** ● Enhances communities' capacity to generate livelihoods and increase their income. ● Improves basic quality of life and supports environmental conservation.

- Education Development Activities under the Supalai Srang Dee Project:
  - Establishment of the Huen Srang Dee Learning Center as a hub for children's learning and activities, along with scholarships for outstanding students at Ban Muang Ka School, Chiang Mai Province.
  - Supalai Srang Dee – Transforming Open Spaces into Playgrounds Project: Renovation of deteriorated activity areas into safe learning spaces, including activity yards, playgrounds, reading cabins, and football fields for the New Khlong Toei Development Community.
  - Support for the BAS CAMP OF GEN social development volunteer camp organized by the Faculty of Business Administration for Society, Srinakharinwirot University.
  - Support for Engineering Open House 2025 organized by the Faculty of Engineering, Thammasat University.
- Participation in the Big Brother Project with the Thai Chamber of Commerce to strengthen the capabilities of new-generation Thai entrepreneurs through coaching and mentoring.
- Scholarship grants provided in 2025.

Job Creation for Communities and Society.

- Local employment within project areas, hiring residents from nearby communities or provinces for roles such as gardeners, housekeeping staff, and security personnel.
- Recycling of crushed lightweight brick scraps into Aroma Stones, generating income for the Amban Community Enterprise in Mae Hong Son District, Chiang Rai Province.
- Internship programs for university students.
- Employment Opportunity for persons with disabilities.
- Knowledge-sharing activities as guest speakers in collaboration with local organizations such as schools and

	communities to promote development, awareness, and income generation for society.		

9. Respect for Human Rights and Fair Treatment of Workers



Governance

Nomination and Remuneration Committee

- Human Rights Policy
- Remuneration and Benefits Policy

Goals/Indicators 2025	Strategy/Approach Operations	Risks and Opportunities	
		Business	Stakeholders
● No employee complaints related to human rights violations or unfair labor practices. ● No human rights impacts arising from suppliers' business operations. **Operational Outcome** ● In 2025, no complaints were reported regarding human rights violations or unfair labor practices. ● In 2025, no human rights complaints were associated with suppliers' business operations.	● Adoption of Human Rights Due Diligence (HRDD) guidelines from the Securities and Exchange Commission of Thailand (SEC) to prevent and mitigate human rights risks, including ensuring internal implementation of policies. ● Assessment of human rights risks and impacts across the Company's operations, suppliers, contractors, and external parties, including remediation, mitigation, and grievance mechanisms for violations or unfair labor practices. ● Human rights training programs for employees and business partners, covering topics such as human rights in the real estate sector, positive discipline for modern supervisors, and policies on misconduct and harassment. ● Compliance with labor relations and welfare standards, receiving recognition as an outstanding establishment in 2025 from the Department of Labour Protection and Welfare. ● Protection of privacy rights, including personal data protection (PDPA). ● Provision of fair, inclusive, and sustainable compensation and benefits. ● Revision of Company regulations to align with human rights principles and fair labor practices.	**Key Risk** Potential unfair labor practices or discrimination, leading to reduced employee well-being and safety, possible legal actions, and reputational damage. **Risk Appetite** **[1] : Very Low** Failure to integrate Diversity & Inclusion (D&I) principles into internal processes (e.g., recruitment, training, compensation, and benefits), which may result in discrimination based on gender, age, religion, or ethnicity and adversely affect corporate reputation. **Risk Appetite** **[1] : Very Low**	**Opportunity** ● Employees and stakeholders are treated fairly without discrimination. ● Employees of suppliers benefit from the Company's collaboration with suppliers on human rights issues.

	● Provision of essential and equitable employee welfare. ● Promotion of equal employment Opportunity without discrimination (e.g., disability, gender identity, age, religion, race). ● Integration of human rights criteria into procurement processes. ● Establishment of grievance channels on human rights and fair labor practices via email (Employee_feedback@supalai.com), with direct oversight by senior management.	<u>Opportunity</u> ● Strengthening competitive advantage through a positive corporate image. ● Enhancing talent attraction and retention by recruiting qualified employees and retaining skilled personnel to sustain business competitiveness. ● Advancing human rights practices, recognizing their cross-cutting impact on business operations and related risk areas.	

10. Capacity Enhancement for Employees and Workers in Work and Daily Life



Governance

<u>Nomination and Remuneration Committee</u>

- Employee Development Policy
- Employee Treatment Policy

Goals/Indicators 2025	Strategy/Approach Operations	Risks and Opportunities	
		Business	Stakeholders
● At least 90% of employees participate in the performance	**Training and Employee Development.** ● Annual training plan. ● Individual Development Plans (IDPs). ● Participation of employees in external training programs organized by professional	<u>Key Risk</u>	<u>Opportunity</u> ● Employees receive fair and transparent

competency assessment as defined by the Company.
- At least 80% of employees participating in the competency assessment have an Individual Development Plan (IDP).

Target (2030)
100% of employees are assessed on the skills required for both current and future roles and participate in the Company's employee development programs (starting in 2026).

Operational Outcome
- In 2025, 98% of employees participated in the competency assessment as defined by the Company.
- In 2025, 83% of employees who participated in the competency assessment had Individual Development Plans (IDPs).

and regulatory institutions (e.g., the Stock Exchange of Thailand, the Engineering Institute of Thailand, and the Department of Skill Development), including joint training with business partners.
- Professional and construction standards training for engineers, maintenance technicians, and contractors.
- Organization-wide capability development through the Agile Program.
- Competency and behavioral assessments based on Agile Competency principles.
- n-the-job training and coaching.
- Gamification-based learning through the Supalai Life platform.
- Cybersecurity awareness training for employees and executives.
- Digital skills capability assessment linked to the sustainability pillar on Innovation under the DIGITAL Capability Assessment program.
- Technical skills training (e.g., AI Forum, Data-Driven Decision Making for Enhanced Productivity, and construction safety).
- Cross-functional professional skills training.
- ESG and ethics training, including:
  - ESG: Closer Than You Think.
  - ESG: The First Step Toward Sustainability.
  - Waste segregation and management.
  - Anti-corruption.
  - Diversity & Inclusion.
  - Fundamentals of corporate sustainability and sustainable development.
  - Human rights for the real estate sector.
  - Seminar on Positive Discipline for Modern Supervisors.
  - Training on policies regarding misconduct and harassment.
  - Online learning programs under Supalai x SkillLane.

Activities and Benefits Supporting Employee Development.
- Scholarship programs.
- Employee welfare and essential benefits.
- Employee engagement survey program.

Employee development may not fully align with the competencies required for each position, resulting in insufficient skills and knowledge necessary for job performance and daily work.

Risk Appetite [2] : Low

Supervisors may lack clear guidelines for developing employees in alignment with required competencies.

Risk Appetite [2] : Low

Opportunity:
- Strengthening employee capabilities in alignment with the Company's strategic direction.
- Enhancing employee competencies to support the Company's long-term strategic objectives.
- Adoption of Agile practices to improve organizational performance evaluations.
- Employees are provided with equal Opportunity for career growth and development.

	● Welfare Committee and Supalai Relations Club. ● Competitive compensation benchmarking with industry standards. ● SPL Book Club program, including book recommendations, board games, and a book lending service. ● Talent and successor development programs. ● Activities promoting awareness of Agile Way behaviors. ● Environmental awareness initiatives embedded in the corporate culture. ● Recruitment and development of future leaders through the Manager Trainee program.	capability and competitiveness in a rapidly changing environment.	

11. Safety, Occupational Health, and Working Environment



Governance

Corporate Governance and Sustainable Development Committee

- Safety, Occupational Health, and Working Environment Policy.

Goals/Indicators 2025	Strategy/Approach Operations	Risks and Opportunities	
		Business	Stakeholders

● Zero work-related fatalities among employees. ● Zero severe work-related injuries among employees. **Operational Outcome** In 2025, there were no work-related accidents resulting in severe injury, permanent disability, or fatalities among employees.	● Establishment and annual review of the Company's safety policy. ● The Safety Committee conducts inspections, gathers findings, and reports improvement measures to management. ● Safety inspections conducted by the Safety Committee, management team, internal audit, and IQA. ● Monthly safety inspection checklists for project safety officers, with results reported at the monthly project meeting. ● Occupational safety manuals and guidelines. ● Installation of safety signage at construction site entrances to raise awareness and enforce safety practices. ● All Safety Committee members attend certified training on occupational safety, health, and working environment for establishments. ● Training programs for Executive-Level Safety Officers for supervisory-level employees to oversee workplace safety. ● Training on occupational safety, health, and working environment for all new employees. ● Establishment of a Business Continuity Plan (BCP) and Disaster Recovery Plan (DRP). ● Firefighting training provided to at least 40% of employees in each area. ● Annual fire evacuation drills for employees. ● Provision of safety equipment for employees and suppliers. ● Annual SAFETY GAME and SAFETY COIN activities to raise awareness of occupational safety, health, and working environment. ● Engagement with suppliers to promote and implement safety practices within their operations.	**Key Risk** Employees may fail to comply with safety regulations, requirements, or safety manuals. **Risk Appetite** **[1] : Very Low** Unsafe working conditions, work procedures, and inadequate supervision, where supervisors may not sufficiently establish safe work practices and ensure a safe working environment. **Risk Appetite** **[1] : Very Low** **Opportunity** Continuous improvement in safety risk management, strengthening the Company's safety performance and corporate reputation.	**Opportunity** ● Employees work in a safe environment with improved morale. ● Employees of suppliers benefit from suppliers' cooperation with the Company on occupational safety, health, and working environment through the Code of Conduct and workplace visits.

12. Corporate Governance



Governance

Corporate Governance and Sustainable Development Committee

- Policy on Treatment of Shareholders, Customers, Partners, Creditors, Competitors.
- Consider approving the Employee Code of Conduct.
- Oversee compliance with good corporate governance criteria.
- Support and promote knowledge dissemination.
- Internal Information Usage Policy.
- Conflict of Interest Policy.
- Policy on Reporting Conflicts of Interest.
- Information Disclosure and Public Dissemination Policy.

Goals/Indicators 2025	Strategy/Approach Operations	Risks and Opportunities	
		Business	Stakeholders

1. Received a 5-Star CG Rating. 2. Received the ASEAN Asset Class PLCs Award under the ASEAN CG Scorecard. 3.Received the Outstanding Ethics Award from the Thai Chamber of Commerce. **Operational Outcome** 1. Received a 5-Star CG Rating ("Excellent" Category) in 2025, for the 13th consecutive year. 2. Received the ASEAN Asset Class PLCs Award under the ASEAN CG Scorecard for 2024, with the results announced in July 2025. 3. Received the Outstanding Ethics Award from the Thai Chamber of Commerce (23rd year), in 2025.	● Assessment of employees' ESG awareness across three dimensions, with results analyzed using SPSS and PAM (Marketing Automation Platform) and reported to the Corporate Governance and Sustainable Development Committee. ● ESG training for employees through the Supalai Coin Next platform: "ESG Journey – The First Step Toward Sustainability." ● Improvement of the Corporate Governance Policy and Code of Conduct to enhance clarity and readability. ● Achievement of a full score (100 points) in the AGM Checklist for the 13th consecutive year. ● Knowledge assessment tests for employees on corporate governance, internal control, and anti-corruption. ● Implementation of corporate governance practices with monitoring, evaluation, and reporting processes covering: ○ Shareholder rights and equitable treatment of shareholders. ○ Treatment of stakeholders. ○ Disclosure and transparency. ○ Responsibilities of the Board of Directors. ● Communication of corporate governance knowledge through employee-friendly materials. ● Disclosure of conflicts of interest. ● Employees are required to acknowledge and sign the Code of Conduct and Company policies through the Supalai Skills platform to ensure understanding and compliance with corporate governance principles.	**Key Risk** Operations may not comply with the requirements of the Stock Exchange of Thailand and external regulatory authorities. **Risk Appetite** **[2]: Low** **Opportunity** Establishing a strong foundation for sustainable business operations.	**Opportunity** ● Stakeholders benefit from the Company's economic contributions, including income generation, employment Opportunity, and participation in social and environmental stewardship. ● Investors gain confidence that their investments are managed appropriately and in the best interests of the business. ● Suppliers enhance their reputation through collaboration with the Company on ESG initiatives.

13. Risk Management



Governance

Risk Management Committee

- Define material sustainability issues.(Key Materiality).
- Assess the impact of sustainability issues on stakeholders.
- Prioritize material sustainability issues (Materiality Matrix).
- Define policies and propose risk management approaches.
- Define Key Risks.
- Assess Risk Level.
- Define acceptable risk levels (Risk Appetite).
- Define risk indicators.
- Table showing assessment of likelihood and impact (Risk Matrix).
- Provide advice / define policies and propose additional risk management approaches to line managers (Risk Mitigation Plan).
- Support activities to build knowledge and understanding of risk management.
- Oversee the emergency response plan.
- Provide a platform for stakeholder feedback.

Goals/Indicators 2025	Strategy/Approach Operations	Risks and Opportunities	
		Business	Stakeholders
Assessment and establishment of risk management plans for key enterprise risks and sustainability-related risks of the Company, achieving a SET ESG Ratings score of 95 in the Risk and Crisis Management category from the Stock Exchange of Thailand (SET). **Operational Outcome**	• Risk management covers sustainability issues (ESG Risks) and enterprise risks, including strategic, operational, financial, regulatory, cyber, and emerging risks. • Annual risk review conducted by the Risk Management Unit and relevant departments, considering risks from: 1. Internal factors (SWOT Analysis). 2. External factors (PESTEL Analysis), including business environment surveys based on various statistics. 3. Global risk reports such as the The Global Risks Report by the World Economic Forum. 4. Annual focus group discussions with external stakeholders on topics such as product image, services, governance, sustainability, corporate image development, risk assessment, and stakeholder expectations to support	**Key Risk** The Company's risk assessment may not fully cover all significant risks arising within the organization. **Risk Appetite** **[2] : Low** **Opportunity** • Enhancing awareness of potential threats and reducing possible losses. • Establishing a knowledge database to	**Opportunity** Stakeholders receive both direct and indirect benefits from the Company's risk management practices across social, environmental, and economic aspects.

The sustainability assessment result in risk management from the Stock Exchange of Thailand in 2025 scored 89 points in the Risk and Crisis Management category.	sustainable development (Environmental, Social and Governance: ESG). 5. Other stakeholder feedback channels. 6. Review by the Risk Management Committee to consider risk mitigation measures in line with the Company's risk appetite (presented four times per year), with monthly updates reported to the committee via the Group Line platform. ● Risk management is also implemented at the departmental level and reviewed annually. ● Initiatives to promote enterprise-wide risk management practices, including: 1. Risk-Based Audit processes. 2. Assessment of employees' knowledge on risk management. 3. Communication of risk management knowledge through easy-to-understand materials.	support management and operational efficiency. ● Creating value in operations and strengthening the Company's corporate image. ● Aligning organizational development toward common goals. ● Improving the efficiency of management and resource allocation. ● Supporting the achievement of organizational objectives while reducing potential obstacles or unexpected events.	
14. Anti-Corruption 			

Governance

Audit Committee

- Oversee compliance with the self-assessment criteria for CAC certification, including consideration of policies related to anti-corruption, as follows:

1. Risk Assessment
2. Anti-Corruption Risk Prevention Measures
3. Policies and Practices
4. Personnel Management
5. Communication
6. Whistleblowing
7. Review and Audit
8. Receiving complaints and defining solutions to prevent recurrence.

Corporate Governance and Sustainable Development Committee

- Ensure that the Supplier Code of Conduct includes anti-corruption issues.

Board of Directors

- Oversee compliance with the anti-corruption enhancement plan of the JUMP+ project.

Goals/Indicators 2025	Strategy/Approach Operations	Risks and Opportunities	
		Business	Stakeholders
● No complaints related to corruption. ● Maintain 3-Star CAC status. ● Receive the CAC Change Agent Award continuously. **Long-term Plan (2028).** ● Achieve the 3rd consecutive renewal of certification as a member of the Thai Private Sector Collective Action Against Corruption (CAC). ● At least two suppliers that	● Implementation of anti-corruption measures in accordance with the CAC assessment conducted by the Thai Institute of Directors Association (IOD). ● Monitoring and compliance with the criteria of the Thai Private Sector Collective Action Against Corruption (CAC). ● Received the CAC Change Agent Award for the 4th consecutive year, with the award ceremony held on 24 November 2025. ● At least two suppliers that declare their commitment to CAC obtain CAC certification within three years (2025–2028). ● At least 10 SME suppliers, subsidiaries, and key business partners that conduct business with the Company declare their commitment to CAC each year. ● Participation as a speaker at the “CAC Change Agent Day” event to support transparent business practices and strengthen anti-corruption efforts, while building an anti-corruption network and offering special discounts to suppliers that declare their commitment with the Company.	**Key Risk** Operations may not comply with the criteria of the Thai Private Sector Collective Action Against Corruption (CAC). **Risk Appetite) [2]: Low** **Opportunity** ● Enhances competitiveness and strengthens the Company’s reputation. ● Reduces unnecessary costs in business operations.	**Opportunity** ● Builds confidence in investment and product purchases. ● Suppliers are informed about the Company’s anti-corruption policy, helping reduce their operational costs. ● Suppliers gain knowledge from participating in SME seminars organized by the Thai Private Sector Collective

declare their commitment to CAC obtain CAC certification. **Operational Outcome** ● In 2025, no complaints related to corruption were reported. ● The Company received CAC 3-Star status for the 4th renewal of certification from the Thai Private Sector Collective Action Against Corruption (CAC) in 2025. ● The Company received the CAC Change Agent Award in November 2025.	● Communication of whistleblowing channels via Email: anti-corruption@supalai.com. ● Promotion of employee roles and participation in preventing and combating corruption. ● Development of knowledge assessment tests on corporate governance, internal control, and anti-corruption for employees. ● Assessment of the adequacy of the internal control system. ● Review of the Company's operational systems. ● Preparation of a gap analysis and implementation of improvement actions in accordance with the required criteria. ● Communication on anti-corruption to employees and suppliers to raise awareness through channels such as the website, intranet, email, and Line groups.		Action Against Corruption (CAC).

United Nations SDGs that align with the organization's sustainability management goals : Goal 1 No Poverty, Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 5 Gender Equality, Goal 6 Clean Water and Sanitation, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 10 Reduce Inequalities, Goal 11 Sustainable Cities and Communities, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 15 Life on Land, Goal 16 Peace, Justice and Strong Institutions, Goal 17 Partnerships for the Goals

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 : No

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

The company is committed to driving the organization towards achieving its sustainability vision, recognizing the importance of responding to stakeholder needs in all dimensions, including environmental, social, and governance aspects, while balancing economic considerations to ensure stable business growth and deliver shared value to society. However, conducting business amidst current global changes is fraught with challenges, including climate change, stricter regulations, economic volatility, and increasing expectations from consumers and society. Therefore, the company prioritizes risk management, anticipating emerging opportunities, and developing comprehensive strategies that address these situations.

On the other hand, these challenges also reflect opportunities for adaptation and differentiation by adopting innovation, technology, and business approaches that consider environmental and social aspects, in order to enhance product and service quality, build trust with stakeholders, and sustainably increase competitive potential.

With a clear vision and organizational commitment, the company is ready to overcome all challenges and transform them into a driving force for stable and sustainable growth, delivering value to stakeholders, society, and the environment in the long term. This is achieved through a framework and operational strategies for sustainable development, integrating sustainable development into corporate strategy, business decisions, and the Enterprise Risk Management (ERM) process, considering both the organization's impact on the economy, society, and environment (Impact Materiality) and the risks and opportunities that sustainability issues pose to the company's financial performance (Financial Materiality) to support long-term sustainable growth.

By 2025, the company aims for sustainability goals with operational strategies focused on Being a Multi-National Company as follows

- **Products and Services** Developing affordable low rise projects targeting the 3-5 million baht price segment, with new house designs, increased investment in large land plots to create residential communities in Bangkok, its vicinity, and regional areas. The company is also committed to selecting quality materials and extending warranty periods. For high rise projects, the structural warranty has been extended from 5 years to 10 years, and the fixtures warranty from 2 years to 3 years. For low rise projects, the fixtures warranty has been extended from 1 year to 3 years. The company has piloted this initiative at high rise projects: Supalai Park Ekkamai-Pattanakarn, Supalai Sense Srinakarin, and the horizontal project Supalai Essence Bangna-Suvarnabhumi, to enhance confidence in living in Supalai projects.
- **Marketing** AI and technology are utilized to drive marketing strategies by analyzing data to provide an easy, convenient, and responsive home-buying experience for all customer segments.
- **Digital Innovation** Integrating innovation for sustainable living with the Smart Village concept to enhance residents' quality of life.
- **Environmental Aspect** Aiming for sustainability in building partnerships with suppliers by collecting carbon emission data for materials used in all business processes, and by 2025, targeting the procurement of Green Procurement.
- **Social Responsibility** Committed to improving the quality of life for society and stakeholders with transparency and ethics, while complying with laws and climate business ethics.

Monitoring, verification, and assurance of information

The company monitors, verifies, and assures sustainability data through internal control systems, internal audit units, and internal assessment systems by the IQA team within the ISO system (Internal Quality Audit) to ensure that disclosed information is accurate, traceable, and compliant with international disclosure standards.

GRI Contents Index

Supalai's Key Sustainability Issues	GRI Topic Disclosure	Chapters Reported
4. Biodiversity and Ecosystem Conservation	101-1 Policies to halt and reverse biodiversity loss 101-2 Management of biodiversity impacts 101-4 Identification of biodiversity impacts The organization 101-5 Locations with biodiversity impacts The organization 101-8 Ecosystem services	Biodiversity
2. Climate Action	201-2 Financial implications and other risks and opportunities due to climate change 102-1 Transition plan for climate change mitigation 102-2 Climate change adaptation plan 102-4 GHG emissions reduction targets and progress 102-5 Scope 1 GHG emissions 102-6 Scope 2 GHG emissions 102-7 Scope 3 GHG emissions 102-8 GHG emissions intensity 102-9 GHG removals in the value chain	Climate Action
5. Resource Utilization	3-3 Management of material topics 305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Pollution & Resources
5. Resource Utilization	3-3 Management of material topics 103-1 Energy policies and commitments 103-5 Reduction in energy consumption 302-1 Energy consumption within the organization	Energy Management
5. Resource Utilization	3-3 Management of material topics 306-1 Waste generation and significant waste-related impacts 306-2 Management of significant waste-related impacts 306-3 Waste generated 306-4 Waste diverted from disposal 306-5 Waste directed to disposal	Waste Management

5. Resource Utilization	3-3 Management of material topics 303-1 Interactions with water as a shared resource 303-2 Management of water discharge-related impacts 303-3 Water withdrawal 303-4 Water discharge 303-5 Water consumption	Water Management and Security
7. Consumers Responsibility	3-3 Management of material topics 416-1 Assessment of the health and safety impacts of product and service categories 416-2 Incidents of non-compliance concerning the health and safety impacts of products and services 417-1 Requirements for product and service information and labeling 417-2 Incidents of non-compliance concerning product and service information and labeling 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Customer Responsibility Cyber and Data Security
9. Respect for Human Rights and Fair Treatment of Labour	405-1 Diversity of governance bodies and employees 405-2 Ratio of basic salary and remuneration of women to men 406-1 Incidents of discrimination and corrective actions taken 408-1 Operations and suppliers at significant risk for incidents of child labor 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor 412-1 Operations that have been subject to human rights reviews or impact assessments	Human Rights Labour Standards

10. Capacity Enhancement for Employees and Workers in Work and Daily Life	401-1 New employee hires and employee turnover 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees 401-3 Parental leave 404-1 Average hours of training per year per employee 404-2 Programs for upgrading employee skills and transition assistance programs 404-3 Percentage of employees receiving regular performance and career development reviews	Human Resource Management Employee Training and Development Labour Standards
11. Safety, Occupational Health, and Working Environment	3-3 Management of material topics 403-1 Occupational health and safety management system 403-2 Hazard identification, risk assessment, and incident investigation 403-3 Occupational health services 403-4 Worker participation, consultation, and communication on occupational health and safety 403-5 Worker training on occupational health and safety 403-6 Promotion of worker health 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships 403-8 Workers covered by an occupational health and safety 403-9 Work-related injuries 403-10 Work-related ill health	Health and Safety Labour Standards
8. Community and Social Development	413-1 Operations with local community engagement, impact assessments, and development programs 413-2 Operations with significant actual and potential negative impacts on local communities	Creating Value for Communities and Society
1. Supply Chain	3-3 Management of material topics 204-1 Proportion of spending on local suppliers 308-1 New suppliers that were screened using environmental criteria 414-1 New suppliers that were screened using social criteria	Sustainable Supply Chain Management

12. Corporate Governance	3-3 Management of material topics 2-27 Compliance with laws and regulations	Corporate Governance
14. Anti-Corruption	205-1 Operations assessed for risks related to corruption 205-2 Communication and training about anti-corruption policies and procedures	Anti-corruption Action and Whistleblowing
13. Risk Management	3-3 Management of material topics 205-1 Operations assessed for risks related to corruption	Risk Management

3.2 Management of impacts on stakeholders in the business value chain

3.2.1 Business value chain

Value Chain Management (GRI: 3-1, 3-2, 3-3)

The Company has adopted supply chain management processes as a key business strategy to foster business sustainability and enhance efficiency across all operational processes, from upstream, midstream, to downstream, throughout the value chain, with the utmost consideration for the benefits of all stakeholder groups, as follows:





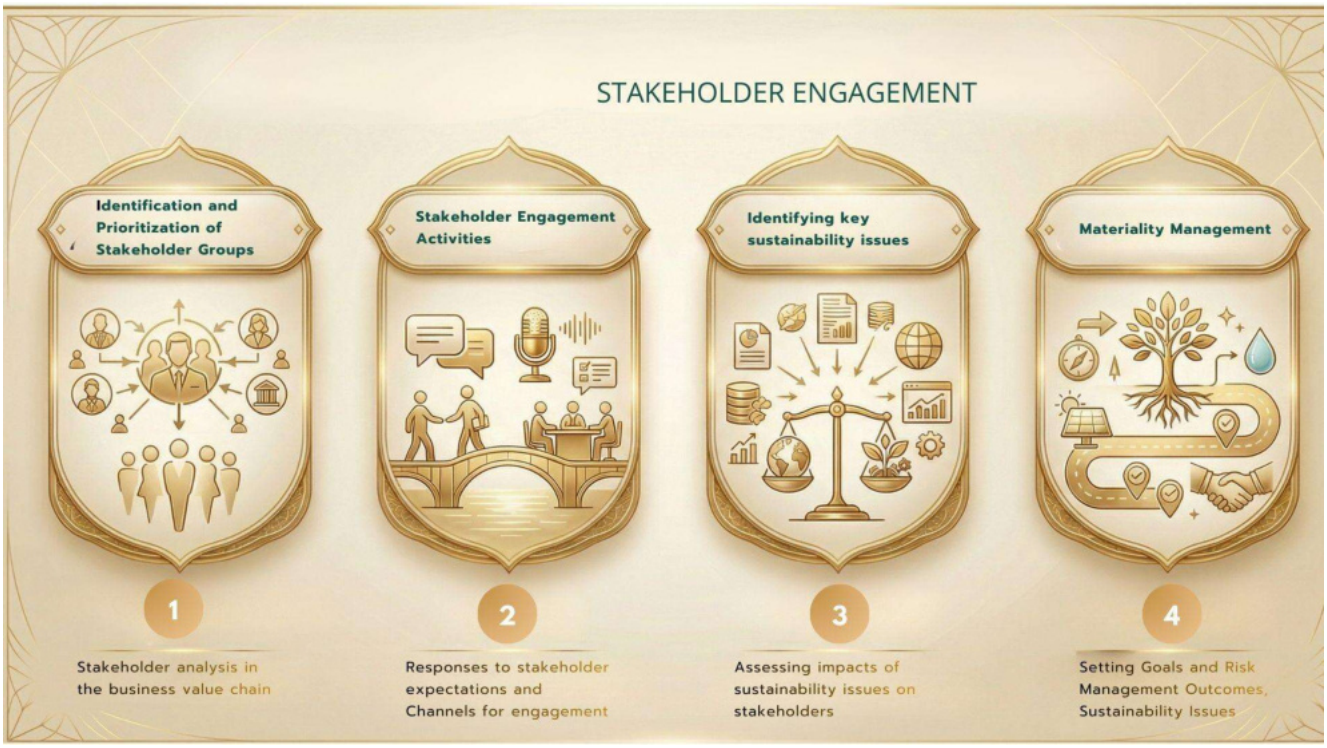
Value Chain	Process	Stakeholders
1. Land Acquisition and Funding Sources The upstream process begins with a project feasibility study and location potential analysis, considering factors such as supply-demand, economic trends, urban growth, infrastructure, and consumer behavior, along with legal and urban planning risk assessment, before carefully acquiring land through due diligence and transparent land valuation processes.	● Land, location, and project potential analysis ● Studying legal provisions and construction regulations ● Physical environmental risk analysis process before land acquisition	● Investors and shareholders ● Community/Society ● Landowners ● Adjacent landowners ● Government agencies ● Potential Customers ● Competitors

2. Design After land acquisition, the project design and planning phase begins, integrating sustainable development concepts from the outset, such as energy-efficient building design, selection of environmentally friendly materials, green space planning, and efficient water management. This also includes preparing Environmental Impact Assessment (EIA) reports and soliciting feedback from community stakeholders to ensure the project develops in balance with society.	● Environmental risk and opportunity assessment ● Designs in compliance with government regulations and customer needs ● Selection of high-quality and eco-friendly construction materials ● Obtaining permits from relevant authorities	● Investors and shareholders ● Executives and employees ● Potential Customers ● Community/Society ● Government agencies ● Suppliers and trade alliances (designers, consultants, etc.)
3. Procurement Establishing procurement criteria aligned with sustainability goals, such as selecting materials with environmental labels or certifications, and setting partner selection criteria based on ESG factors like raw material sources, clean energy use, labor management, and business ethics, to create a transparent supply chain, as well as developing work processes and innovations in collaboration with partners.	● Establishing environmentally friendly procurement guidelines ● Partner selection process considering human rights, anti-corruption, and ESG ● Partner evaluation using ESG Criteria ● Developing the potential of partners and contractors ● Cost and budget management	● Investors and shareholders ● Executives and employees ● Suppliers and trade alliances (procurers of goods and contractors)
4. Construction The midstream phase is the core of business operations, covering construction processes, project management, contractor management, labor, and efficient construction timelines. It involves controlling costs and work quality according to specified standards, while also prioritizing occupational health and safety for workers and minimizing environmental impacts, such as controlling dust, noise, and construction waste.	● Fair contractor selection criteria ● Planning construction work to reduce waste and use recycled materials ● Developing construction processes for the safety of workers, communities, society, and the environment ● QC according to ISO 9001 : 2015 standards ● Measures to prevent and mitigate social and environmental impacts ● Communicating complaint channels to communities around the project	● Investors and shareholders ● Executives and employees ● Suppliers and trade alliances (contractors) ● Neighboring communities ● Government agencies

5. Sales and Marketing Operating transparently, providing accurate information to customers, and promoting products that meet sustainable living needs, such as energy-efficient buildings or projects with access to public transportation, as well as protecting personal data.	● Providing complete information ● Customer data protection ● Marketing communication strategies, such as advertising media, sales promotion activities, and marketing events ● Customer feedback ● Preliminary credit assessment for customers	● Investors and shareholders ● Executives and employees ● Customers ● Business partners and trade alliances (Banks) ● Competitors
6. Handover & Ownership Transfer The downstream process begins with delivery and ownership transfer to customers, including product warranties and after-sales service.	● Quality inspection process before delivery ● Customer appointments for home inspection and ownership transfer ● Facilitating customers, such as applying for loans with commercial banks ● Customer care after ownership transfer	● Investors and shareholders ● Executives and employees ● Customers ● Suppliers and trade alliances (juristic persons, banks) ● Government agencies
7. After-Sales Service To ensure confidence in product and service quality, the Company provides product warranties to customers for both components and structures. Furthermore, it focuses on and prioritizes maintaining high standards of after-sales service quality, including operations that align with ESG criteria, such as efficient management of energy, water, and waste. Customer satisfaction surveys are also conducted to gather feedback for improving product and service quality.	● Warranty and maintenance services ● Customer satisfaction surveys ● Customer Relations management ● Juristic person management ● Supalai Contact Center 1720 ● Supalai SABAI Application	● Customers ● Juristic Person

Stakeholders in the value chain

The Company recognizes that both internal and external stakeholders are crucial for sustainable business operations, as they are affected or may be affected by the Company's operations, or can create an impact or influence business operations. Therefore, the Company prioritizes stakeholder engagement throughout the value chain, with the following processes for engaging with stakeholders:



3.2.2 Analysis of stakeholders in the business value chain

Identification and Prioritization of Stakeholder Groups (GRI: 2-6, 2-16)

The Company categorizes stakeholder groups in its value chain into 11 groups: 1) Employees, 2) Customers, 3) Shareholders/Investors, 4) Communities/Society, 5) Suppliers/Retailers, 6) Contractors/Vendor, 7) Government Agencies, 8) External Regulatory bodies, 9) Banks, 10) Media, and 11) Industry competitors. The Company's internal stakeholders include employees, while external stakeholders include customers, shareholders/investors, communities/society, suppliers/retailers, contractors/vendor, government agencies, external regulatory bodies, banks, media, and competitors in the same industry. The prioritization of stakeholders is determined by considering the level of the Company's impact on each stakeholder group across economic, social, environmental, and human rights dimensions, combined with the level of impact or influence from each stakeholder group on the Company. This approach helps define strategies for building connections and fostering stakeholder engagement, as well as planning appropriate operations for each stakeholder group.

Prioritizing Stakeholders The Company has established the following stakeholder management strategies:

- Strategic Management: Build strong relationships and foster collaboration to align stakeholders' needs and expectations with the organization's goals, leading to mutual benefits and long-term success.
- Keeping Satisfaction: Address significant stakeholder needs and concerns to maintain their support.
- Providing Information continuously: Provide accurate information and communicate transparently and consistently to keep stakeholders updated on progress and build trust and confidence.
- Monitoring: Observe and assess stakeholders' interests and operations that may impact on the Company.

Stakeholder Engagement Activities

The Company assigns departments responsible for each stakeholder group to systematically survey their needs and expectations through various communication channels at least once a year, under the supervision of the Sustainability Committee. This is to foster stakeholder engagement and assess the impacts that each stakeholder group has experienced or may experience in the future, as well as other concerns and expectations from stakeholders. The

Company collects significant stakeholder needs, expectations, concerns, and feedback relevant to its business operations to analyze key sustainability issues (Materiality) and establish appropriate management approaches to address them. In 2025, the Company engaged and operated with stakeholders as follows:

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
Internal stakeholders			
• Employees	1. Fair compensation and benefits 2. Transparency and fairness in performance evaluation 3. Treatment of employees with respect for their dignity, honor, and human rights principles 4. Job security and career advancement 5. Occupational health and safety 6. Open communication and receptiveness to feedback	1. Fair Compensation and Benefits 1.1 Survey and establish appropriate salary structures for each level, paying wages based on performance in operational roles. 1.2 Link performance evaluations to various forms of compensation fairly and appropriately, based on each employee's knowledge, abilities, experience, job position, responsibilities, and performance. 1.3 Improve additional benefits by considering the company's business performance and the economic and social environment. 1.4 Increase benefits appropriate to roles and responsibilities, such as discounts on home and condominium purchases, funeral assistance, get-well baskets, group life and accident insurance, provident fund, uniforms, travel and accommodation expenses for off-site work, etc.	• Online Communication • Internal Meeting • External Meeting • Complaint Reception • Employee Engagement Survey • Satisfaction Survey • Training / Seminar • Others • 1) Executive committee meetings, and monthly sub-meetings for each department. • 2) Quarterly Welfare Committee Meetings • 3) Annual Employee Engagement Survey • 4) Monthly Safety Committee Meeting • 5) Monthly Risk Working Group Meeting • 6) Communication via online media, intranet, and email • 7) Complaint and Whistleblowing Channels via Email and Complaint and Feedback Box within the Company

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
		1.5 Provide appropriate welfare and benefits, benchmarked against other companies in similar or related businesses, and in compliance with legal requirements. 2. Transparency and Fairness in Performance Evaluation 2.1 Implement a transparent performance evaluation process using clear evaluation criteria. 2.2 Provide opportunities for employees to be informed of their evaluation results and seek clarification from their supervisors. 3. Respect for Employee Dignity, Honor, and Human Rights Principles 3.1 Promote knowledge of human rights and fundamental labor practices for management and employees at all levels. 3.2 Support the employment of persons with disabilities in the same positions as able-bodied individuals. 3.3 Support diversity and inclusion, such as employing LGBTQ+ individuals.	

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
		4. Job Security and Career Advancement 4.1 Conduct Competency Evaluations once a year and use them to develop Individual Development Plans (IDPs). 4.2 Clearly define career paths for various positions within the company. 4.3 Encourage employees to enhance their skills and knowledge and provide opportunities to demonstrate their abilities through online platforms such as Supalai Skill / Supalai Life. 4.4 Develop skills and knowledge in products and services, technology, and project management. 5. Occupational Health and Safety 5.1 Establish risk assessment processes, due diligences, and preventive, corrective, and remedial measures. 5.2 Maintain a working environment that meets standards and promotes good health, such as providing lactation rooms, prayer rooms, Thai massage rooms for employees, and first-aid rooms. 5.3 Promote workplace	

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
		safety by assessing risk factors, improving equipment and working environments, conducting workplace safety training, and providing adequate PPE to employees according to their job nature. 5.4 Organize activities to promote employees' physical and mental well-being, such as vaccination against epidemics. 6. Open Communication and Feedback 6.1 Prepare manuals, records, or documents announcing policies and significant changes through various communication channels such as intranet.supalai.com, public announcement boards, internal email, Line Open Chat, and short video clips, to communicate in an easy-to-understand, clear, and transparent manner. 6.2 Develop a systematic, clear, and easily accessible process for managing complaints and suggestions, and communicate the outcomes to employees. 6.3 Provide complaint channels through Supalai	

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
		Contact Center 1720 and a channel for reporting corruption via e-mail: anti-corruption@supalai.com	
External stakeholders			
• Customers	1. Quality houses and condominiums that meet standards and requirements, such as construction quality, quality of materials used in the property, or safety systems for residents. 2. High-quality, efficient, and prompt service. 3. Compliance with sales agreements. 4. Personal data protection (PDPA). 5. Building good relationships with customers.	1. Houses and condominiums of standard quality and meeting requirements, such as construction quality, quality of materials used in the property, or safety systems for residents. 1.1 Allow customers to visit sample housing projects to inspect and build confidence in the construction process and quality. 1.2 Design and develop innovations and services that meet customer needs and expectations. 1.3 Delivery of houses / condominium units to customers by preparing a resident's manual and after-sales service information to be provided to customers after ownership transfer. 1.4 Disclose operational information transparently. 2. Quality, efficient, and prompt services. 2.1 Develop the skills and capabilities of the	• Visit • Online Communication • Complaint Reception • Satisfaction Survey • Others • 1) Project Sales Office • 2) Monthly Customer Satisfaction Survey • 3) Organization of Customer Relations Activities / Marketing Activities • 4) Communication via online media, email, and telephone • 5) Company's Whistleblowing/ Complaint Channels

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
		customer service team comprehensively in all aspects, with care and responsibility towards customers. 2.2 Communicate/ provide information or respond to customer inquiries quickly and accurately. 2.3 Improve communication channels and complaint management processes to respond to customer complaints efficiently. 2.4 Supalai Contact Center 1720 is the primary channel for reporting repairs, filing complaints, receiving suggestions/feedback, and providing information on the company's products/projects. 2.5 Provide convenient and diverse communication channels, both offline and online. 3. Compliance with sales agreements. 3.1 Comply with sales agreements. Ownership transfer is carried out within the period specified in the contract. 4. Personal Data Protection (PDPA). 4.1 Strictly adhere to the company's business	

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
		ethics and policies. 4.2 Communicate the code of conduct for maintaining customer confidentiality throughout the organization. 5. Building good relationships with customers. 5.1 Survey needs, listen to feedback and suggestions to improve and develop products and services. 5.2 Develop features in the Supalai SABAI Application for reporting repairs, filing complaints, and receiving information. 5.3 Organize CRM activities with residents.	
External stakeholders			
• Investors or investment institutions • Shareholders		1. Accurate and transparent disclosure of operating results, in accordance with the regulations of the Stock Exchange of Thailand and disclosure criteria. 1.1 Disclose information required to be reported according to accounting periods (Periodic Reports), such as quarterly and annual financial statements, Management's Discussion and Analysis (MD&A), summary of operating	• Visit • Press Release • Annual General Meeting (AGM) • Complaint Reception • Others • 1) Annual General Meeting of Shareholders and Extraordinary General Meeting of Shareholders • 2) Quarterly joint meetings with securities analysts and fund managers (Analyst Meeting).

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
	1. Disclosure of accurate and transparent operating results, in compliance with the regulations of the Stock Exchange of Thailand and disclosure criteria. 2. Maintaining the company's financial stability and security. 3. Equitable treatment of shareholders. 4. Business growth and good operating performance, along with good dividends or returns. 5. Good corporate governance.	results of the company and its subsidiaries (Form F45), and Form 56-1 One Report, etc. 1.2 Prepare and disclose business operations, operating results, and financial status transparently. 2. Maintaining the company's financial stability and security. 2.1 Conducting business prudently and in line with financial objectives. 2.2 Carefully and closely monitoring and overseeing the company's financial status. 3. Equitable treatment of shareholders. 3.1 Disclose information on overall operating results and business growth to shareholders through channels accessible to all shareholders. 4. Business growth and good operating performance, and good dividends or returns. 4.1 Develop the business to have competitive costs and operational efficiency. 4.2 Enhance competitiveness with	• 3) Participate in the Stock Exchange of Thailand's Opportunities Day events twice a year • 4) Investor meetings at least once a year • 5) Domestic and International Road show • 6) Disclosure of Information in Form 56-1 e-One Report and the Company's Website • 7) Channels for Reporting Information and Receiving Complaints

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
		innovative products and new businesses to generate continuous revenue. 4.3 Seeking and co-investing with business partners to expand investment opportunities and create business flexibility. 5. Good corporate governance. 5.1 Strictly comply with laws and regulations. 5.2 Conduct business transparently and participate with anti-corruption organizations. 5.3 Develop corporate governance structure and risk management systems to be more efficient.	
External stakeholders			
• Community • Society	1. Environmental operations in compliance with laws and regulations 2. Job creation and career opportunities for local communities 3. Occupational safety and health 4. Community relations activities	1. Environmental operations in compliance with laws and regulations 1.1 Surveying impacts on communities around the project every time a new project is developed or an existing project's construction is expanded 1.2 Controlling and monitoring environmental pollution measurement results to comply with legal requirements 1.3 Strictly adhering to environmental laws,	• Social Event • Online Communication • Complaint Reception • Satisfaction Survey • Others • 1) Communication via online media, email, and Supalai Contact Center 1720 • 2) Opinion Survey using Questionnaires • 3) Public consultation to gather feedback from the community

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
		regulations, and operational procedures 2. Job and career creation for local communities 2.1 Supporting the employment of local people to work with the company 2.2 Promoting and providing opportunities for local communities to access education and skill development to enhance their capabilities 2.3 Providing knowledge on utilizing by-products to create livelihoods for people in the community 3. Occupational safety and health 3.1 Establishing construction measures to ensure the safety of lives and property of people in the community 3.2 Posting safety warning signs for the community and the company's stakeholders 4. Community relations activities 4.1 Developing and supporting projects that improve the quality of life and economy of communities around the project 4.2 Organizing activities/	• 4) Community Satisfaction and Engagement Survey • 5) Company's Whistleblowing/ Complaint Channels

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
		projects to provide support during disasters or other social activities, such as donations for traditional community events 4.3 Building networks of cooperation with other stakeholder groups to jointly develop local communities and society as a whole	
External stakeholders			
• Suppliers • Others • Retailers	1. Transparent and fair procurement process 2. Compliance with laws and agreements 3. Timely and complete payment 4. Developing partner capabilities and knowledge	1. Transparent and Fair Procurement Process 1.1 Establish criteria, measures, and operational procedures for procurement that are open, transparent, and auditable. 1.2 Conduct procurement transparently and implement an anti-corruption policy to ensure fairness for all parties. 1.3 Develop a bidding system for construction material procurement, establishing equitable, transparent, and auditable criteria for both large and small suppliers. 2. Compliance with Laws and Agreements 2.1 Comply with relevant laws and regulations, as well as procurement	• Visit • External Meeting • Others • 1) Monthly meetings with partners and retailers • 2) Annual visits to partner establishments. • 3) Communication via online media, email, and Supalai Contact Center 1720 • 4) Channels for Reporting Information and Receiving Complaints

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
		guidelines, and procurement contracts or mutual agreements. 3. Timely and Complete Payment 3.1 Make payments according to installments or credit terms specified in the contract conditions, adhering to principles of accuracy, transparency, and promptness. 4. Supplier Capacity and Knowledge Development 4.1 Organize knowledge-sharing programs on key human rights quality development and new regulations affecting the real estate development business.	
External stakeholders			
• Contractors • Others • Vendor	1. Continuous employment 2. Compliance with laws and agreements 3. Occupational safety, health, and working environment 4. Timely and complete payment 5. Development of potential and knowledge for contractors or suppliers	1. Continuous Employment 1.1 Establish transparent, verifiable, and publicly accessible criteria, measures, and procedures for procurement and Terms of Reference (TOR). 1.2 Conduct procurement under TOR with transparency and an anti-corruption policy to ensure fairness for all parties. 1.3 Establish fair and	• Online Communication • Internal Meeting • External Meeting • Complaint Reception • Training / Seminar • Others • 1) Monthly work plan meeting with contractors/suppliers • 2) Annual assessment of contractors • 3) Morning Talk for all projects • 4) Communication via

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
		verifiable standard prices and criteria for both large and small contractors. 2. Compliance with Laws and Agreements 2.1 Comply with relevant laws and regulations, as well as procurement guidelines in TOR and construction contracts. 3. Occupational Safety, Health, and Working Environment 3.1 Collaborate with contractors to provide PPE and basic first-aid kits for horizontal and high-rise projects. 3.2 Provide occupational safety and health training to contractors, suppliers, and construction workers. 3.3 Provide worker accommodation areas that meet good hygiene standards. 3.4 Implement HRDD assessment processes and ESG criteria audits, including preventive, corrective, and remedial measures. 4. Timely and Complete Payments 4.1 Make installment payments to contractors and suppliers via e-Payment for convenience	online media, email, and Supalai Contact Center 1720 • 5) Whistleblowing and Complaint Channels

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
		and speed, adhering to principles of accuracy, transparency, and promptness. 5. Capacity and Knowledge Development for Contractors or Suppliers 5.1 Provide construction standard training in collaboration with partners, such as masonry, plastering, and painting work. 5.2 Develop knowledge-sharing programs on core human rights quality development and new regulations affecting the real estate development business.	
External stakeholders			
• Others • Government agencies	1. Compliance with laws and regulations 2. Environmental management and safety management 3. Cooperation with and support for government agencies 4. Good corporate governance 5. Disclosure of company performance	1. Compliance with Laws and Regulations 1.1 Strictly comply with laws, regulations, and rules related to the industry. 1.2 Comply with relevant laws, regulations, and rules of the local municipality where the company develops projects. 1.3 Timely payment of taxes. 2. Environmental Management and Safety Management	• Visit • Training / Seminar • Others • 1) Prepare operational performance reports in accordance with laws and regulations. • 2) Participation in government-organized seminars and conferences related to the industry. • 3) Disclosure of Information in the

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
		2.1 Analyze, assess, and control environmental quality beyond legal requirements. 2.2 Implement safety practices and establish an occupational health and safety committee. 2.3 Prepare emergency response measures. 3. Cooperation with and Support for Government Agencies 3.1 Participate in meetings, seminars, or various government projects that benefit the company, customers, and investors. 3.2 Build relationships with government agencies through projects or activities to develop society and the environment. 4. Good Corporate Governance 4.1 Monitor operations in all departments to ensure accuracy, transparency, and auditability. 5. Disclosure of Company Performance 5.1 Prepare accurate performance reports and disclose them to the public within specified periods, or submit	56-1 e-One Report and the Company's Website

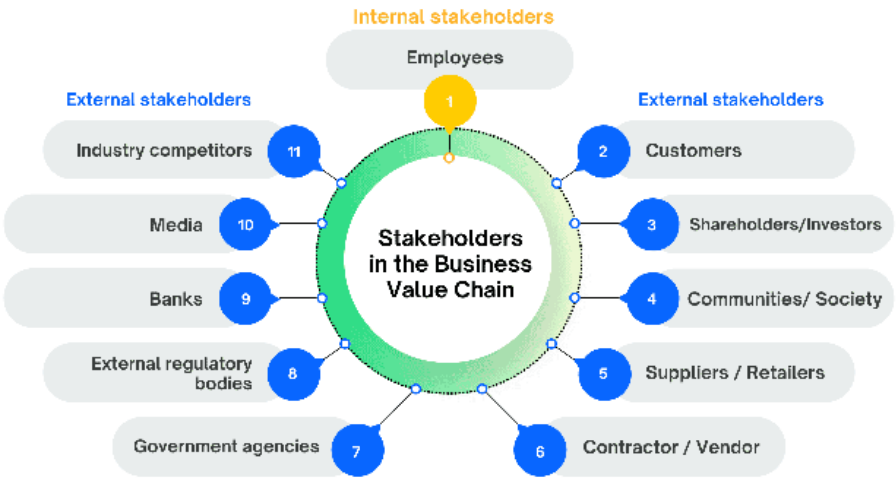
Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
		information as requested by government agencies.	
External stakeholders			
• Others • External regulatory bodies such as the Thai Institute of Directors Association (IOD), the Stock Exchange of Thailand, the Thai Investors Association, ISO international standard certification bodies from which the company seeks certification, etc.	1. Compliance with criteria or requirements according to international standards 2. Management of economic, social, and environmental impacts 3. Cooperation with and support for external regulatory bodies 4. Disclosure of company performance	1. Compliance with Criteria or International Standards 1.1 Oversight and monitoring of operations in all departments to ensure accuracy, transparency, and auditability. 1.2 Participation in ESG performance assessments, such as FTSE Russell ESG Scores. 1.3 Preparation of performance reports according to accurate and complete criteria, and public disclosure. 2. Management of Economic, Social, and Environmental Impacts 2.1 Quality control processes and submission of reports to relevant regulatory bodies. 2.2 Preparation of emergency response measures. 3. Collaboration with and Support for External Regulatory Bodies 3.1 Participation in meetings, seminars, or various projects beneficial to the	• Visit • Others • 1) Prepare a report on operational performance in accordance with international standards. • 2) Partner Business Visit Activities • 3) Information Disclosure in Financial Statements, Annual Report Form 56-1 e-One Report • 4) Disclosure of Sustainability Information on the Company's Website

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
		company, customers, and investors. 3.2 Building relationships with external regulatory bodies through various projects or activities to jointly develop society and the environment. 4. Disclosure of Company Performance 4.1 Preparation of accurate performance reports and public disclosure according to specified timelines, or submission of information as requested by external regulatory bodies.	
External stakeholders			

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
• Others • Bank	1. Effective risk management 2. Compliance with agreed loan and debenture covenants/ Timely debt repayment according to terms	1. Effective Risk Management 1.1 Manage risks to cover economic, social, environmental, and human rights risks that may affect the company's finances. 1.2 Implement policies and key internal control measures regarding loan applications and customer borrowing. 1.3 Manage capital to have an appropriate structure to support the company's business operations and maintain creditor confidence. 1.4 Communicate and disclose accurate and clear operational performance data. 2. Compliance with agreed loan and debenture terms and conditions / Timely debt repayment 2.1 Strictly comply with contracts and conditions, adhering to principles of accuracy, transparency, and timeliness. 2.2 Committed to maintaining sustainable relationships with banks and fostering mutual trust.	• Visit • External Meeting • Others • 1) Meeting with the bank • 2) Business Visit Activities • 3) Communication via online media, email, and Supalai Contact Center 1720 • 4) Channels for Reporting Information and Receiving Complaints
External stakeholders			

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
• Media	1. Accurate and complete information or operational results	1.1 Providing accurate, prompt, concise, and reliable information and news. 1.2 Communicating information with consideration for ethics, accuracy, and social and environmental responsibility.	• Visit • Press Release • Online Communication • Others • 1) Hold a press conference at least once a year. • 2) Business Visit Activities • 3) Media Engagement
External stakeholders			
• Others • Industry competitors	1. Fair competition	1.1 Conduct business ethically. 1.2 Treat competitors within the framework of good and fair competition.	• Others • 1) Meetings and joint sessions organized by industry-related organizations or agencies

Diagram of the stakeholder analysis in the business value chain



3.3 Management of environmental sustainability

3.3.1 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, Air quality management, Noise pollution management,

Supalai Public Company Limited and its subsidiaries are committed to becoming a business leader through innovation and sustainable development. Recognizing that effective environmental management is a crucial factor driving long-term business growth, the company has established an environmental policy to serve as a framework for effective operations in line with international standards. This policy covers business operations throughout the value chain, from procuring environmentally friendly materials, developing and delivering products, marketing and sales, after-sales services, supply chain management, to waste management. It aims to reduce environmental impacts, promote efficient resource utilization, conserve biodiversity, and manage climate change in alignment with the company's greenhouse gas emission reduction targets.

The Company integrates an environmental management system as part of its business operations, emphasizing the assessment of material issues. The Company conducts a "Double Materiality Assessment," covering both the impact of business activities on the environment (Impact Materiality) and environmental risks/opportunities that may affect financial position, cash flow, and enterprise value (Financial Materiality), in accordance with ESRS, IFRS S1, and TNFD guidelines. This is reviewed and reported to the Board of Directors annually to ensure that environmental management is genuinely linked to business strategy.

Concurrently, the Company is committed to continuous development and evaluation. The results of these materiality assessments are used to define concrete strategies, targets, and environmental and climate indicators, as well as to promote knowledge and awareness among employees, customers, partners, and stakeholders, to embed environmental operations as a sustainable part of the organizational values.

For more information, please visit: *Environmental Policies and Guidelines*

Efficient Resource Utilization and Environmental Conservation

The Company recognizes the importance of conserving natural resources, which are continuously declining. Therefore, it aims to instill a sense of value in resource utilization among all employees to achieve maximum resource efficiency, foster sustainable behavior, and apply it in daily life, which will lead to positive long-term impacts on society and the environment. It also promotes valuable resource utilization through communication and activities under the 3Rs concept (Reduce, Reuse, Recycle) to enhance resource efficiency, reduce waste, minimize pollution, and decrease greenhouse gas emissions. Furthermore, it supports the design, research, and development of products that consider energy and environmental conservation, including the application of the polluter pays principle in accordance with environmental governance.

The Company has established policies and guidelines for efficient resource utilization, covering energy, water, office supplies, transportation, and waste management, to ensure that all directors, executives, and employees, including subsidiaries, operate in a tangible and unified manner.

For more information, please visit: Policy on Efficient use of Resources

Resource and Waste Management

The Company recognizes the importance of sustainable business operations, considering environmental and social impacts. Efficient resource and waste management is therefore an integral part of good corporate governance. A policy for resource and waste management has been established to serve as a framework for overseeing resource utilization, waste management, and pollution from business operations in an efficient, transparent, and auditable manner, aiming to enhance understanding and participation among personnel at all levels.

This policy covers inbound material management, waste management, pollution management, water management, and support for research and development to reduce environmental impacts throughout the value chain. It also includes data collection, target setting, and performance monitoring in accordance with GRI Standards (Global Reporting Initiative) for sustainability reporting, specifically GRI 103: Energy 2025,GRI 302: Energy 2016, GRI 303: Water and Effluent, GRI 305: Emissions, and GRI 306: Waste. Operations under this policy enable the Company to utilize resources efficiently, reduce environmental impacts, and enhance long-term business sustainability.

For more information, please visit: Policy on Resource and Waste Management

Environmental Policy	Guidelines

1. Electricity Management Policy	The Company adheres to the principle of operating a business that is friendly to the environment, focusing on tangible improvements in the energy efficiency of electricity consumption within the organization. This is achieved through a comprehensive resource management approaches covering lighting systems, air conditioning systems, and smart use of office equipment, to reduce unnecessary energy consumption and support long-term greenhouse gas emission reduction targets. In terms of lighting systems, the Company promotes maximum utilization of natural light by arranging workspaces connected to external light sources, coupled with switching to energy-saving light bulbs that meet industrial product standards. A segmented switch control system is implemented to allow activation only in necessary areas. Furthermore, regular measurement of light intensity and equipment maintenance are mandated to ensure optimal lighting efficiency and operational safety for employees. The Company has set a standard for air conditioning temperature at no less than 25 degrees Celsius, while also controlling the environment to reduce the workload of air conditioners. This includes regularly checking for refrigerant leaks, managing spaces to reduce heat sources, and continuously cleaning air filters, which significantly improves air circulation efficiency and saves energy. Furthermore, it aims to foster an organizational culture through employee participation in office equipment management, promoting the practice of "switching off and unplugging" when not in use for a specified period. This also includes selecting high-efficiency energy-saving computer technology and peripherals, as well as utilizing network systems to reduce redundant equipment. All these efforts are to ensure that the Company's electricity management is maximally efficient, aligns with international sustainability standards, and reflects a sustainable responsibility towards natural resources. *For more information, please visit:* Policy on Efficient use of Resources

2. Fuel Energy Management Policy (GRI: 103-1)	The Company focuses on efficient fuel energy consumption to reduce environmental impacts and control operational costs. Measures are implemented to maintain vehicles in optimal condition, including regular engine inspections and oil changes according to specified intervals. Emphasis is also placed on monthly tire pressure checks and wheel alignment to reduce friction and enhance fuel combustion efficiency. Employees are encouraged to drive correctly at legal speeds, avoid aggressive acceleration or revving the engine in neutral, and are mandated to switch off engines when idling or loading/unloading goods. Additionally, in-car air conditioning systems are controlled at appropriate levels to reduce engine workload and minimize atmospheric pollution. Furthermore, it promotes proactive travel planning through the use of shortcuts and carpooling systems. It also leverages technological innovations to replace travel, such as video conferencing and online document submission, to reduce vehicle usage frequency and move towards the overall goal of sustainable fuel energy savings for the organization. *For more information, please visit:* Policy on Efficient use of Resources
3. Water Resource and Water Quality Management Policy	Environmental ISO 14001:2015 strictly. Furthermore, in some areas where the Company operates, which are water-stressed areas, the Company has assessed water resource risks using the Aqueduct Water Risk Atlas from the World Resources Institute (WRI), an internationally recognized tool. Measures for water risk management have been defined, such as reducing water consumption (Reduce), treating wastewater to meet standards or for reuse, and water for recycle, as well as supporting equitable access to water sources with communities. The Company has verified and established a resource and waste management policy, including a water management plan to reduce water usage and improve water use efficiency for maximum benefit. It also promotes awareness among employees and communities around projects regarding the importance of and adherence to environmental policies and practices to foster environmental sustainability. *For more information, please visit:* Policy on Resource and Waste Management

4. Waste Management Policy	The Company is committed to systematically and comprehensively elevating waste management standards to reduce environmental impacts and drive the organization towards a Circular Economy. It has established guidelines emphasizing data integration and transparent verification. By managing data through digital systems and verification processes, waste management becomes efficient. Relevant key departments are mandated to collect data on inbound materials, general waste, and hazardous waste via a specially designed digital platform for accurate recording and reporting of ledger data in each fiscal year. Additionally, independent external agencies are engaged to verify the accuracy of waste generation data, including reused waste, recycled waste, and hazardous waste, to build confidence in data management standards among stakeholders. Proactive targets and monitoring are set for reducing or avoiding waste generation at the source. Relevant departments are required to develop operational plans and set clear quantitative targets within specified timelines, and to continuously report progress to compare actual performance against targets. This approaches enables the Company to assess process effectiveness and appropriately improve waste management methods, both those implemented by the Company and through external agencies. To affirm environmental responsibility, key departments are encouraged to consider evaluating the management system standards. Environmental ISO 14001, an international standard certification from external assessors. Such operations reflect the commitment of the Company's efforts to develop highly efficient waste management systems to minimize ecological impacts and promote valuable resource utilization. *For more information, please visit:* Policy on Resource and Waste Management

5. Biodiversity Management Policy	The Company has integrated collaboration among various internal departments to jointly establish criteria for assessing biodiversity risks and opportunities for new and significant projects. Our goal is to achieve a net positive impact on biodiversity or to offset unavoidable impacts. This involves preparing reports on biodiversity habitats, both within and near project areas, and developing a Biodiversity Action Plan (BAP), which is strictly audited by the sustainability department. Furthermore, we coordinate with external agencies, including government, private sector, and non-profit organizations (NGOs), to collectively reduce biodiversity loss in all areas related to our operations. The Company believes that accurate and transparent biodiversity management will be a crucial foundation for passing on a rich natural heritage to future generations, alongside stable business growth. To achieve truly sustainable outcomes, the Company prioritizes building a knowledge base and developing personnel and partners in terms of biodiversity continuously, to foster understanding and correct implementation. It also mandates transparent data disclosure through reporting aligned with TNFD (Taskforce on Nature-related Financial Disclosures) recommendations and other international standards. *For more information, please visit:* Policy on Biodiversity Management

6. Climate Change Management Policy	The Company recognizes the urgency of the situation regarding global warming. Therefore, guidelines have been established under the Climate Change Management Policy to elevate operations in line with international standards and concretely move towards becoming a low-carbon organization. By assessing risks and defining climate strategies, the Company monitors and analyzes risk factors and opportunities that may arise from climate change in the short, medium, and long term, to integrate them into the organization's main risk management plan. Additionally, a Climate Scenario plan is developed, and sub-projects are defined to promote adaptation to climate fluctuations. sustainable climate. Greenhouse gas inventories and reporting are conducted to ascertain the true status of greenhouse gas emissions. The Company mandates the collection and reporting of internal greenhouse gas emissions (Scope 1 and 2), covering key activities such as construction processes, operations in the Company's assets, and open space management. This is further extended to reporting external greenhouse gas emissions from upstream and downstream partners (Scope 3). Additionally, the carbon intensity per unit of production is calculated to serve as an indicator for measuring operational efficiency. This includes setting clear quantitative targets for greenhouse gas emission reduction to control both the process and the volume of emissions. Financial mechanisms are also adopted, such as implementing an Internal Carbon Price and disclosing financial information in accordance with TCFD guidelines in the annual report, to ensure transparency for stakeholders. stakeholders. To build confidence in operational data, the Company also mandates the engagement of independent verifiers from internationally certified external agencies to regularly audit greenhouse gas emission data, alongside measures to reduce investment in high-carbon assets or products, thereby reflecting the organization's clear stance on mitigating climate change. *For more information, please visit:* Policy on Climate Change Management

7. Air Quality Management Policy	The Company is committed to systematic air pollution management to enhance quality of life and the environment. It has established comprehensive guidelines covering empirical data collection and setting impact reduction targets in a tangible manner, by mandating relevant key departments to implement collects and reports significant pollution generation data via a specially designed digital platform. Ledger entries are created for all operational activities throughout each fiscal year, providing the Company with an accurate database for efficient pollution analysis and management planning. Relevant departments are tasked with jointly setting clear quantitative targets and timelines for each process to reduce or avoid pollution from organizational activities. Progress reports are continuously prepared to compare actual performance against set targets, ensuring transparency and allowing for adjustments to operational guidelines to align with the Company's sustainability goals. Furthermore, it emphasizes controlling emissions that affect air quality by mandating the implementation of pollution management methods, both through self-operation and by engaging specialized external agencies. These measures include monitoring and collecting emission data. significant air pollutants, including Nitrogen Oxides (NOx), Sulfur Oxide (SOx), and Volatile Organic Compounds (VOCs) continuously, to ensure that the Company's operations comply with relevant standards and regulations, and to contribute to maintaining air quality and the well-being of surrounding communities. *For more information, please visit:* Policy on Resource and Waste Management

Governance Structure

The Company has a governance structure related to environmental matters and efficient resource utilization to ensure continuous policy compliance and operational effectiveness. This includes regular review and improvement of guidelines, with all levels of employees mandated to strictly adhere to them, under the supervision of key stakeholders as follows:

- **Board of Directors** is responsible for overseeing and approving policies, setting strategic directions, and annually reviewing the effectiveness of environmental management systems and efficient resource utilization.
- **Sustainability Committee** comprising the management committee and representatives from the sustainability working group, is responsible for developing policies and strategies, overseeing, and regularly monitoring environmental performance and efficient resource utilization to align with organizational goals and direction.
- **Sustainability Working Group** comprising representatives and department heads, is responsible for overseeing, monitoring, reporting, and establishing environmental and efficient resource utilization guidelines in accordance with laws and the Company's policies. Monthly meetings are held to

communicate policies, discuss with key internal and external stakeholders, share perspectives or initiatives for improving environmental management systems and efficient resource utilization, and promote cooperation and awareness among employees, contractors, partners, regulatory bodies, and other relevant stakeholders.

Reference link for environmental policy and guidelines :	https://www.supalai.com/en/about/governance/employee-environment

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

Review of environmental policies, guidelines, and/or goals over the past year :	Yes
Changes in environmental policies, guidelines, and/or goals :	Electricity management, Fuel management, Renewable/clean energy management, Water resources and water quality management, Waste management, Biodiversity management, Greenhouse gas and climate change management, Air quality management, Noise pollution management,

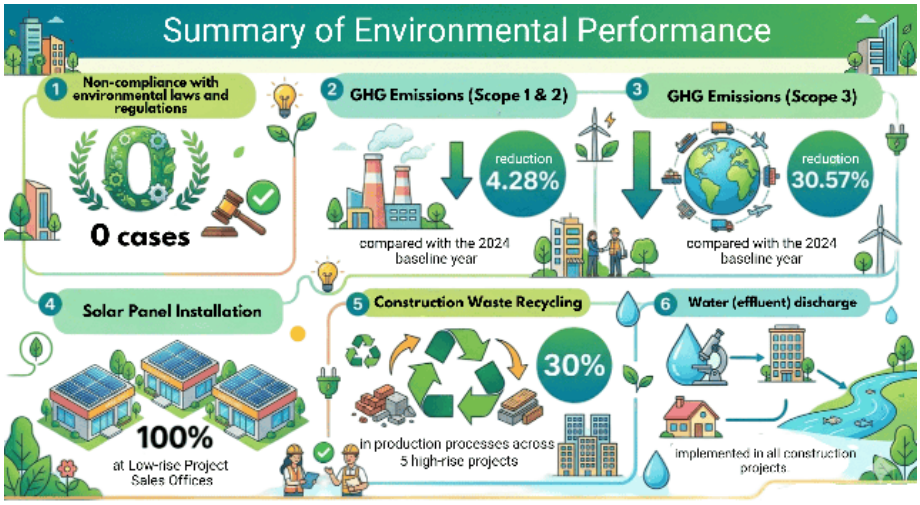
In 2025, the Company reviewed its environmental policies and practices related to its operational processes to align with laws, international standards, and sustainability goals. Key issues reviewed included greenhouse gas emission reduction, energy management, water management, waste management, pollution control, and biodiversity. The Board of Directors and the Sustainability Committee are primarily responsible for establishing guidelines, approving, and monitoring operational performance. Reviews are conducted to update these guidelines and to consistently comply with environmental social responsibility standards.

3.3.2 Environmental operating results

Environmental Performance 2025

Environmental Performance

- 0 cases of environmental law violations
- Reduce greenhouse gas emissions by 4.28% (Scope 1 and 2) Compared to the base year 2024
- Reduce greenhouse gas emissions by 30.57% (Scope 3) Compared to the base year 2024
- Low Rise Projects sales offices installed Solar panels 100%
- 30% of recycled construction waste used in the production process per High Rise Projects area across 5 projects.
- All Low Rise Projects and High Rise Projects have wastewater quality control.
- 51% of the Green Procurement.



Risk and Opportunities

Key Sustainability Issues	Impacts, Risks, and Opportunities
Resource Utilization ● Energy management ● Waste management ○ Construction material quality ○ Circular economy or reuse ● Water management ● Air pollution management **FTSE Russell EGS Theme:** Pollution & Resource **Supporting SDGs goals** 	The Company focuses on transforming resource challenges into opportunities for sustainability. Recognizing the risks from rising energy costs, water scarcity, and stricter environmental regulations, the Company integrates resource and waste management policies into its operational strategies through the selection of high-quality, environmentally friendly construction materials and the adoption of smart technologies to enhance energy management efficiency and reduce greenhouse gas emissions. Despite facing challenges in investment capital and personnel behavior change, the Company sees significant opportunities to elevate to Green Building standards and expand resource circularity innovations, such as reusing condensate water from air conditioning systems, which will help reduce long-term operating costs and create a competitive advantage that meets the needs of modern consumers. In terms of waste and pollution management, the Company manages risks related to community and ecosystem impacts using circular economy principles Reduce, Reuse, Recycle and stringent air quality control measures in all construction projects to reduce particulate matter pollution and preserve biodiversity. The transition from legal compliance to proactive innovation, such as smart wastewater treatment systems and real-time air quality monitoring, not only helps mitigate negative environmental impacts but also presents an opportunity to create social value (CSV), elevate the organization's image as a leader in sustainable real estate, and concretely drive the organization towards its Net Zero goals.

Strategies and Management Approaches

Strategies Approaches

1. Certification of quality management system according to international standards

The Company is committed to conducting business with environmental conservation in mind, through systematic and integrated efficient resource management. This encompasses establishing operational frameworks according to international standards, environmental impact assessment, risk management, as well as continuous monitoring and improvement. The Company has defined an environmental management framework and efficient resource management that aligns with internationally recognized standards, covering the entire organization, including

subsidiaries, partners, and contractors under the Company's control. The Company's environmental management guidelines comply with relevant national and international laws, regulations, and standards.

The Company has been certified according to the international standard ISO 14064-1:2018, which is an international standard for the measurement, quantification, reporting, and verification of Carbon Footprint of Organization (CFO). Furthermore, the Company has also been certified for its quality management system according to the international standard ISO 9001 since 2002 until the present, covering planning, design, construction, sales, and after-sales services for both low rise projects and high rise pojects. This commitment aims to continuously improve work systems, establish standards that reduce environmental impact, and utilize resources with maximum efficiency. All of this is to create satisfaction and meet the needs and expectations of the Company's customers and stakeholders. Additionally, the Company adheres to the principles of environmental management (ISO 14001:2015), which serves as a guideline for supervising and enhancing environmental performance, and is currently preparing to assess, improve, and prepare in various aspects in the next phase.

For more information, please visit: *https://www.supalai.com/about/quality-policy*

2. Environmental impact assessment according to legal requirements

The Low Rise Projects and High Rise Projects conduct comprehensive environmental impact studies and assessments, considering potential impacts on natural resources, economy, society, and community health. This is to establish guidelines for preventing and mitigating project impacts, as well as to develop measures for environmental impact prevention and remediation, monitoring measures, and environmental action plans during the construction and operational phases. The Company has prepared Environmental Impact Assessment (EIA) reports as required by law for eligible projects, and also prepared Initial Environmental Examination (IEE) reports. Furthermore, the Company continuously implements measures to prevent, mitigate, reduce, monitor, and inspect environmental quality, such as annual water quality testing.

3. Risk Management, Assessment, and Environmental Performance Enhancement

The Company continuously monitors and analyzes environmental performance, covering the development and improvement of environmental indicator databases to be clear, complete, consistent, and standardized across all construction projects and the head office. Strategic goals and success indicators are also set at the project and organizational levels to guide efficient planning and operations, emphasizing the reduction of environmental impacts and the most valuable and efficient use of natural resources. The Company regularly reviews its performance and implements continuous process improvements.

Management Approaches

Projects supporting environmentally friendly construction

The Company has ensured that the project's utility systems comply with laws related to project development, including conducting environmental impact studies within the project as required by law, and developing various utilities in accordance with the study's findings. For projects where government agencies do not mandate an environmental impact study, the Company still considers environmental impacts and nearby communities, especially the quality of wastewater discharged from the project. This includes providing household wastewater treatment systems for every home before discharge into the project's drainage pipes, and having a collective wastewater treatment pond, as well as a pond for checking water quality to meet legal standards before discharging into public waterways, to prevent impacts on public water sources and neighboring communities. Additionally, some provinces require public hearings before submitting construction permit applications. Projects are designed for efficient energy use or water management to be environmentally friendly and reduce customers' water usage costs, including reducing electricity consumption by switching to natural energy sources, significantly increasing energy and cost savings, such as the use of Solar Roofs in common areas and homes within the project.

Furthermore, the Company also emphasizes design and construction management, taking into account the management of various materials and equipment to minimize waste, adhering as closely as possible to manufacturer standards, thereby reducing material waste within construction projects. The Company's projects also provide green spaces exceeding the legal standard criteria for recreational benefits and to mitigate the impact of PM 2.5 dust.

In 2025, the Company has projects investing in research and development of products to reduce pollution, waste, and promote efficient resource utilization. Examples include:

SUPALAI EXPERIENCE HOME project: Integrating environmentally friendly innovations into the construction process

The Company adheres to a residential development approaches that considers environmental impacts throughout the building's life cycle, through innovative design and internationally standardized construction processes, under the concept of "SUPALAI EXPERIENCE HOME" at Supalai Lake Ville Srisamarn–Pathum Thani project. This aims to deliver sustainable value to residents and society by focusing on creating well-being alongside reducing environmental impacts. Innovative construction work is designed using high-quality and high-standard materials that are also beneficial for quality of life and the environment, including:

- Autoclaved aerated concrete (AAC) bricks, which have outstanding heat insulation properties and help reduce electricity consumption within the home, are integrated with a reinforced concrete staircase structural system finished with real oak wood veneer to provide a natural touch that is safe for health.
- Exterior paint with 96.7% heat reflection properties, reducing indoor temperature by up to 5.5 degrees Celsius, saving over 27.5% on electricity bills.
- Interior paint is Organic Care, low odor, 0% VOCs.
- Windsor Smart Series vinyl doors and windows help reduce heat entering the house, saving approximately 9,144 Baht/year in electricity costs, and from a health perspective, help prevent pollution and PM 2.5 dust.
- The roofing system utilizes a galvanized steel frame with recycled fiberglass insulation, reflecting up to 95% of heat and reducing indoor temperatures by 3-4 degrees Celsius, saving approximately 47% on electricity from air conditioners with Energy Label No. 5.
- Vinyl eaves ceilings can ventilate and reduce indoor temperatures by up to 7 degrees Celsius.
- The structure is designed to support the installation of a Solar Roof system with a real-time tracking display, enabling residents to manage the production and use of clean energy with maximum efficiency, saving up to 20,000 - 33,000 Baht/year on electricity bills.
- Water resource management includes the installation of drainage pipe systems that prevent backflow odors for the good hygiene of residents.

SUPALAI EXPERIENCE HOME is a project that involves actual construction and provides in-depth details of homes based on engineering standards and structural integrity, from foundations, walls, stairs, to roofing systems. Every component is meticulously designed and calculated according to engineering principles to ensure that all homes can safely and sustainably support usage. This includes selecting construction materials that meet international standards, quality-controlled construction at every stage, and testing and inspection (QC) that comply with the Company's specified standards and ISO 9001. This not only reflects transparency in the design and construction process but also confirms the Company's commitment to maximizing resource utilization and creating a sustainable quality of life for society in the long term.



Information on energy management

Energy management plan

The company's energy management plan : Yes

Energy Management (GRI: 302-1, 302-3)

Details	Goals for 2030	Performance in 2025
Reduce electricity purchases in controllable areas	> 15% compared to Base Year 2024	10%
100% of the company's fleet vehicles are electric vehicles.	100%	33%
100% of inverter air conditioner installation projects with Energy Label No. 5	100%	100%
100% of Low Rise Projects sales offices are equipped with solar panels.	100%	100%

Strategies and Management Approaches

The Company places great importance on designing and developing projects with energy efficiency in mind at every stage, from project planning, building design, material selection, to the installation of various systems within the building, to ensure that projects can concretely reduce energy consumption. The organization has adopted Green

Building design principles according to international standards, such as LEED, as a key guideline in design, covering aspects of efficient energy use, resource management, and creating an environment conducive to the well-being of residents.

Furthermore, in building construction and decoration, the Company prioritizes the installation of energy-saving systems and equipment, such as high-efficiency air conditioning units that reduce energy consumption, air conditioning systems that can appropriately control energy usage according to the actual needs of each area, and LED lights that consume less energy but provide high brightness. The Company also selects construction materials that help reduce heat accumulation and improve ventilation, such as thermal insulation materials, energy-saving glass, and heat-reflective materials, to enable occupants to use energy most efficiently, reduce cooling loads, decrease reliance on fossil fuels, and increase the production and use of energy from renewable sources, as well as promote and support partners in efficient energy management to reduce greenhouse gas emissions throughout the supply chain.

The Company has established policies and guidelines for efficient resource utilization, covering various company policies such as electricity and lighting usage policy, office equipment usage policy, air conditioning and ventilation fan usage policy, to ensure that all directors, executives, and employees, including subsidiaries, operate in a concrete and unified manner.

For more information, please visit : Policy on Efficient use of Resources

Setting goals for managing electricity and/or oil and fuel

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

management

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	2030 : Reduced by 15%

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

1. House design and selection of energy-saving materials

1.1 Smart Energy-Saving Homes

The Company is committed to developing sustainable residential projects. Every component of each home is designed to be environmentally friendly and support future technologies, reflecting the concept of "Smart Living for Sustainable Future," which integrates intelligent living with energy and environmental conservation for long-term sustainability. The Company has designed smart energy-saving home projects, such as Supalai Tuscany Rama 2–Wongwaen, which received efficiency certification with an honorary shield for cooperation in promoting sustainable energy conservation from the EGAT No. 5 House and Building Project by the Electricity Generating Authority of Thailand (EGAT).

The Company received the EGAT No. 5 House and Building Project Award, emphasizing enhanced energy efficiency. Homes must achieve a total score of no less than 85% or a combined score of 100-125 points from energy efficiency criteria such as walls, roofs, lighting, air conditioning, and nature-dependent design innovations. In 2025, all 7 house types, namely MONTANA, ROSSELLA, GROSSO, JASMINE, GRANDINO, REGINA, and RICCO, received the award.

Energy Efficiency Criteria	Innovation and Nature-Dependent Design Criteria	Evaluation Result	Selection of Renewable Energy
1. Building envelope system for walls	1. Passive Design (Designed to reduce heat)	Meets criteria	1. Home system installation Automation & Security reduces electricity consumption and enhances convenience and safety within the home.
2. Building envelope system for roofs	2. Electricity Generation (Self-generated electricity, e.g., solar cells)	Meets criteria	2. Installation of Solar Cell systems to help save electricity.
3. Lighting System	3. Smart control system	Meets criteria	3. Installation of EV Chargers to support the continuous growth of electric vehicle usage.
4. Air Conditioners	4. Active Ventilation System	Meets criteria	-
-	5. Energy Saving Innovation and other	Meets criteria	-



2. Enhancing Energy Efficiency

2.1 Use of Renewable Energy

The Company promotes the use of renewable energy by installing solar power generation systems (Solar Cells) within its projects to integrate clean energy into its operations and enhance energy efficiency. This also helps reduce reliance on fossil fuels, lower greenhouse gas emissions, and mitigate environmental impacts. Furthermore, the Company has incorporated the concept of clean energy into its design and marketing communications to add value to its products, encourage energy saving among residents, and foster participation in environmental care, aligning with long-term climate change goals and sustainable development.

In 2025, the Supalai Primo Anusawari Phuket project was developed, featuring a project layout and wind direction design, as well as the selection of construction materials that help reduce global warming, such as lightweight bricks and insulation to cool down indoor temperatures, leading to electricity savings. Renewable energy is also utilized through the installation of a 3.3 kW solar power generation system per house, reducing greenhouse gas emissions by 3.0 tCO_2e and saving electricity costs* of 22,000 Baht/year.

(*Referencing the calculation results for greenhouse gas emission reduction and annual electricity generation in residential homes by the Thailand Greenhouse Gas Management Organization: TGO)

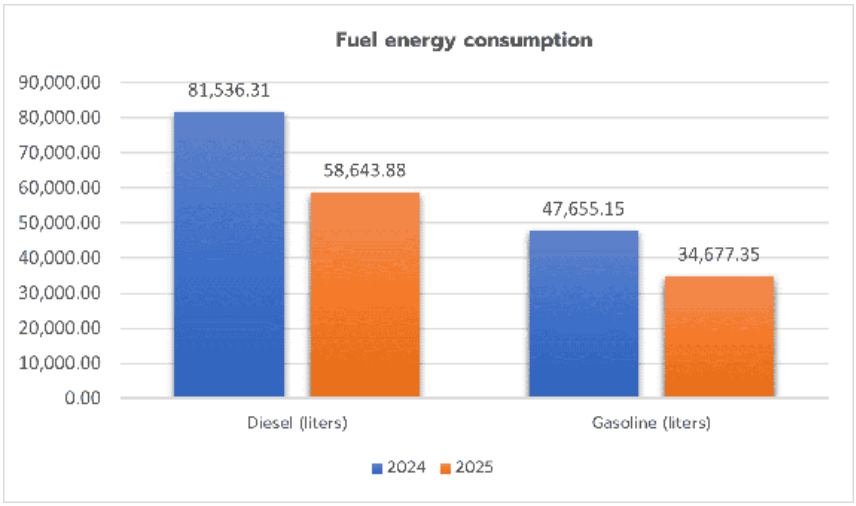


2.2 Reducing reliance on fossil fuel energy sources

- **Transition to Electric Vehicles (EVs)**

The Company is committed to sustainable business operations, supporting efficient energy use, and transitioning to a low-carbon economy in the long term. By 2025, it promotes the adoption of Electric Vehicles (EVs) to replace fossil fuel-powered vehicles in its operations, aiming to enhance energy efficiency and reduce environmental impacts from transportation activities, which are significant sources of greenhouse gas emissions. This helps reduce fuel consumption, carbon dioxide emissions, air pollution, and noise from vehicle use.

Department	Original quantity (Units)	Increased quantity (Units)	Total (Units)
1. Headquarters	3	1	4
2. Project Department	1	2	3
Total	4	3	7



Budget / Investment Proportion	1,094,170 Baht
Benefits to the Company	Reduces long-term fuel and maintenance costs.
	Reduction of direct greenhouse gas emissions from transportation activities (Scope 1) 91.33 tCO_2e
Benefits to the community and environment	Reduces environmental impact, air pollution (PM2.5, NOx)

- **Promoting the use of fuel-efficient vehicles for security operations.**

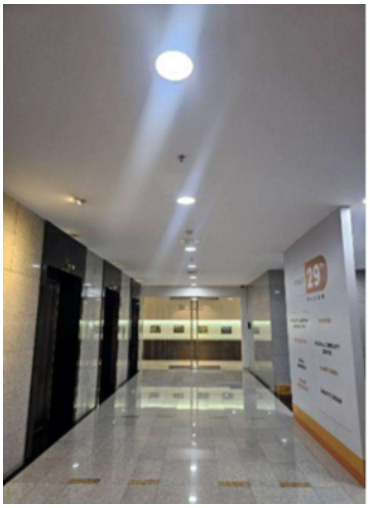
The Company encourages partners to reduce fuel consumption from oil use to support sustainable development and minimize environmental impact, while also focusing on reducing noise and air pollution. by using bicycles 3 units and Electric Motorcycles 34 units A total of 37 units are used for security operations in projects, such as tracking external contacts and patrolling within the project area, which aligns with sustainable development guidelines.

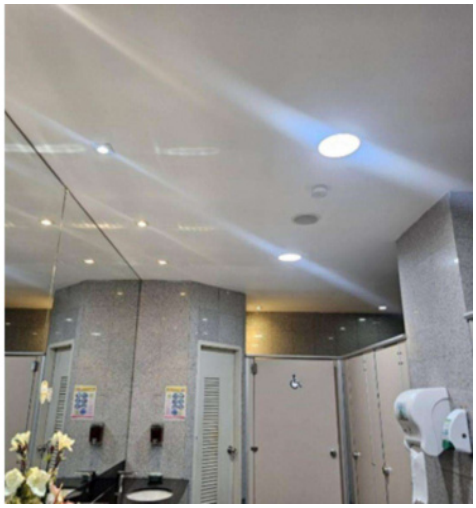



Number of projects implemented	37 Projects
Benefits to the Company	Building relationships and collaborations with security system partners: 12 Suppliers
Benefits to the community and environment	• Reduces greenhouse gas emissions and air pollution caused by motorcycle fuel combustion. • Reduces noise pollution disturbing residents, especially during night patrols.

2.3 Energy Conservation in Office Buildings and Rental Properties

The Company promotes efficient electricity use by selecting standard and energy-saving light bulbs, such as LED bulbs, to conserve energy in common areas and restrooms of Supalai Grand Tower, replacing older, less efficient bulbs. Additionally, light intensity is regularly measured to ensure appropriate lighting levels for work, and light bulbs are checked for cleanliness to reduce unnecessary energy consumption, aiming for energy savings, reduced organizational costs, and fostering a culture of efficient and sustainable energy use.





Energy management: Fuel consumption

	2023	2024	2025
Diesel (Litres)	90,986.69	155,679.53	156,775.15
Gasoline (Litres)	322,891.12	276,527.62	291,830.32

Energy management: Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	18,173,146.29	21,854,091.18	21,308,277.66
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	18,173,146.29	21,854,091.18	21,308,277.66
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	0.00	0.00	0.00

Information on water management

Water management plan

The Company's water management plan : Yes

Water Management and Water Security

Key, Sustainability Issues	Impacts, Risks, and Opportunities

Resource Utilization

Water Management

Water Consumption

Effluent Discharge Management

FTSE Russell EGS Theme:

Water Security

Supporting SDGs goals



3



6



12



13

The Company has conducted a Double Materiality assessment of its water-related issues, considering both (1) the organization's impact on water resources and ecosystems (Impact Materiality) and (2) the financial risks and opportunities arising from water-related risks such as drought, flooding, water quality limitations, and regulatory changes (Financial Materiality), which may affect construction costs, business continuity, asset value, and stakeholder confidence.

The assessment results were integrated into the Enterprise Risk Management (ERM) process and long-term strategic planning to align with TCFD, IFRS S1/S2, and ESRS E3 Water and Marine Resources.

The company demonstrates a clear commitment to managing water usage and wastewater through a comprehensive environmental policy that encompasses various aspects of its business operations, particularly the wise and sustainable use of water. An example reflecting this commitment is the Supalai Grand Tower headquarters building. This initiative reuses condensed water from the air conditioning system, both in split-system units and for watering plants within the project area. This practice not only reduces water usage from natural sources but also serves as a model for resource management that considers long-term environmental impact.

However, despite the establishment of policies and pilot projects reflecting a commitment to water management, expanding this approaches to other company projects still faces limitations and challenges in several dimensions. These include technical aspects, budget, and the infrastructure of water systems in each project, which may vary depending on the characteristics of the buildings and residents. Furthermore, cultivating a culture of water conservation and promoting the reuse of wastewater remains a challenge, requiring continuous communication, stakeholder participation at the project level, and the development of effective tools and monitoring systems.

While challenging, these contexts also present opportunities for the company to enhance its water management practices, setting an example for the real estate sector. In particular, developing innovative water reuse, rainwater harvesting, and installing real-time water usage measurement systems can be expanded from pilot projects to cover more projects in the future. Furthermore, these initiatives are crucial in reinforcing the company's image as a leading real estate developer committed to sustainable development and meeting the needs of today's

	environmentally conscious consumers. These actions directly align with the United Nations' Sustainable Development Goals, especially SDG 6, which focuses on access to clean water, wastewater treatment, and integrated water management. Expanding collaboration with the government or external organizations to bring technology or funding to support water management at the project or community level will further empower the company to drive its environmental strategy towards true sustainability.

Details	Goals for 2030	Performance in 2025
Recycled Water Ratio	More than 15% of total water consumption	Data collection in progress
Water Intensity per sqm.	No less than 25 % from the 2025 baseline	Data collection in progress
Reduce wastewater discharge compared to the 2024 baseline*	20%	17%

*Only water used in Supalai Grand Tower Rama 3 building

Policy and Commitment

The Company is committed to caring for and protecting water resources throughout its supply chain, as well as reducing impacts and systematically managing water-related risks. This includes strict adherence to the wastewater discharge standards of the Pollution Control Department and guidelines of ISO 14001:2015 environmental standards, and transparent disclosure of water and effluent sustainability reports GRI 303: Water and Effluents according to international GRI Standards (Global Reporting Initiative). Furthermore, in some of the Company's areas, which are high water-stress areas, the Company has conducted water resource risk assessments using the internationally recognized Aqueduct Water Risk Atlas tool from the World Resources Institute (WRI). Measures for water risk management have been defined, such as reducing water consumption (Reduce), treating wastewater to meet standards or for reuse and recycling water for new use, as well as supporting equitable access to water sources with communities. The Company has verified and established a resource and waste management policy, with water management plans to reduce water consumption and improve water use efficiency for maximum benefit. It also promotes awareness among employees and communities around projects about the importance of and adherence to environmental policies and practices to foster environmental sustainability.

The Company recognizes that clean water and sanitation are fundamental human rights in accordance with the UN Guiding Principles on Business and Human Rights (UNGP) and relevant ILO standards. Therefore, the Company has established measures to prevent business operations from affecting the access to water for surrounding communities, and has implemented a transparent, accessible, and effective Grievance Mechanism for issues related to water quality and usage.

For more information, please visit: Policy on Resource and Waste Management

Governance Structure

The Company has established a Sustainability Working Group, comprising representatives from the Corporate Governance and Quality Systems Department, Construction Department, Building Management

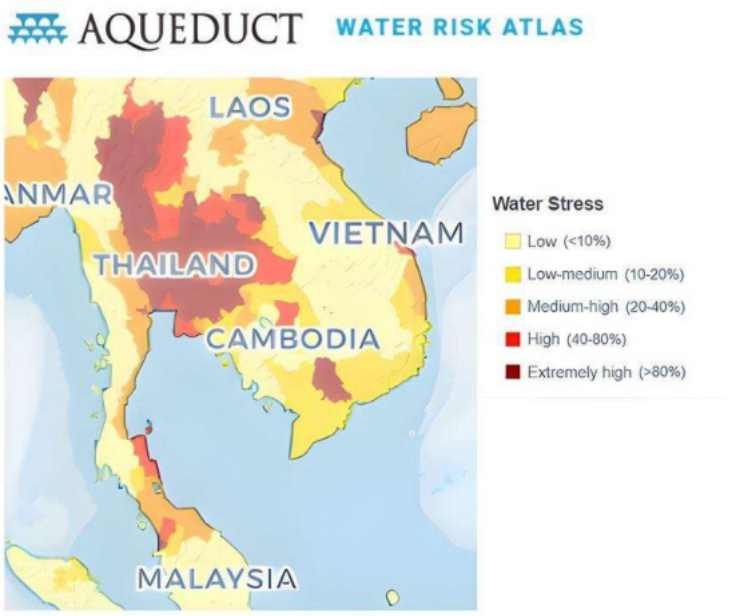
Department, and Human Resources Department. This group is responsible for assessing and analyzing water situation trends, evaluating risks related to water management, developing work plans and operational plans, and monitoring water-related performance efficiently and for maximum benefit, in alignment with organizational goals. It also procures water sources and expands areas for water reserves for the Company's use during normal and crisis situations, and communicates to raise awareness among employees about efficient water use. The group reports directly to the Chairman of the Sustainability Committee and submits performance reports to the Executive Committee annually.

Water Management

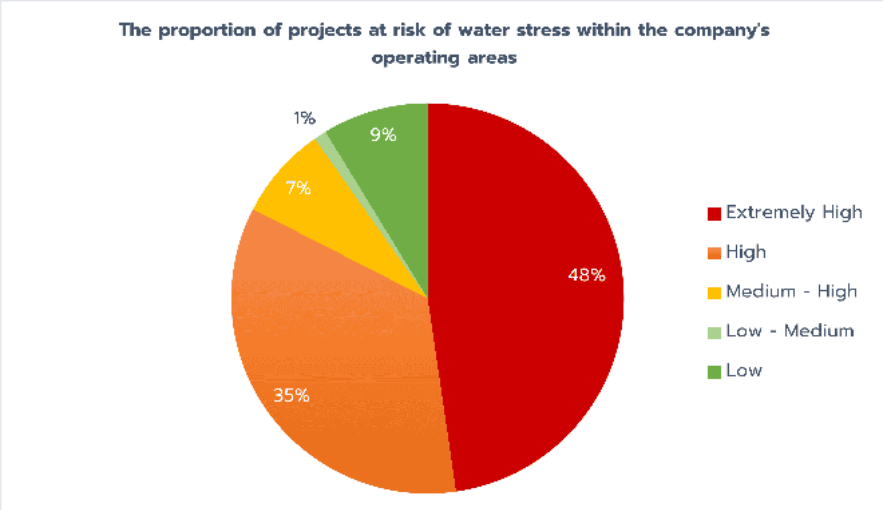
Strategies and Management Approaches (GRI: 303-1, 303-2)

The Company conducts basin-level risk assessments for project areas located in Water Stress areas, using the Aqueduct Water Risk Atlas tool and climate scenario data SSP2-4.5 to assess physical risk and transition risk.

The assessment results are used to define risk reduction measures, project design, and allocation of backup water sources, in line with the TNFD framework (LEAP Approaches: Locate, Evaluate, Assess, Prepare)



From the assessment of all projects within the Company's operational areas, it was found that risks are concentrated in economically strategic regions, namely the Central region, with over 41 projects facing extremely high water stress risks. In the Eastern region, most projects fall into the high-risk category, totaling 23 projects, due to the area's sensitivity to uncertain rainfall and competition for water resources between industrial and agricultural sectors. Therefore, the organization prioritizes increasing water use efficiency and water recycling to reduce the burden of drawing water from natural sources. In the Northern and Northeastern regions, although the overall risk level is distributed, major provinces such as Chiang Mai, Khon Kaen, and Nakhon Ratchasima still have projects in the extremely high-risk group, necessitating systematic backup water management plans during the dry season. Conversely, the Southern and Western regions generally maintain low to moderate risk levels, indicating relatively high water resource security. Nevertheless, the organization continues to adhere to water-saving practices to prevent potential risks arising from future climate change conditions.



The Company has established short-term and long-term operational plans to reduce water consumption and to mitigate potential impacts from climate change. The operational plans are as follows:

1) Establish processes to identify opportunities for reducing water consumption without impacting construction processes and surrounding communities.

2) Monitor and develop new technologies and innovations to enhance water use efficiency.

3) Regularly review and evaluate water conservation areas.

Furthermore, the Company has enhanced water use efficiency in its production processes by recycling water through projects to improve water systems within construction sites, such as wastewater quality monitoring projects and the excavation of retention ponds to collect rainwater for use during droughts.

Drought and Water Scarcity Preparedness: The Company manages water by monitoring situations, planning and implementing various measures, and managing water crises. There are two key approaches to water management, which are expected to reduce water consumption costs through water reduction plans and ensure sufficient water for production processes.

Water Management Task Force	
Reduce Water Consumption	The Company evaluates the entire production process to identify opportunities for reducing water consumption without affecting construction quality. It applies technology and innovation to enhance production efficiency, reduce water usage, and recycle water within construction sites to ensure sufficient water for business operations. Additionally, the Company regularly reviews its operations and develops new knowledge to continuously improve its water conservation capabilities.
Monitor water situations to reduce risks and impacts of water scarcity.	The Company systematically monitors water situations, including both internal and external factors, continuously assessing potential risks and impacts such as relevant regulations, water quantity, water quality, and national and local water policies. It also collaborates closely with government agencies, local authorities, and stakeholders in managing water demand and supply to promote sustainable water resource management throughout the supply chain. Furthermore, the Company has expanded its water risk assessment to the supply chain, evaluating contractors and key material suppliers, especially in Water Stress Areas, to prevent risks of construction material disruptions. It also establishes guidelines for efficient water use for key partners and transparently and regularly communicates its water management performance and progress to stakeholders.

Effluent discharge management (GRI: 303-1, 303-2, 303-5)

Strategies and Management Approaches

The Company has a wastewater management process, providing specific wastewater treatment systems within projects before discharge into public areas. The discharge must meet quality criteria according to the Ministry of Natural Resources and Environment's announcements, and wastewater volume and quality values are reported as per legal requirements. Both low Rise Projects and high Rise Projects undergo wastewater quality inspections before public discharge. Control and inspection of wastewater quality from construction activities are performed before discharge into public water sources.

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)
Increase of recycled water for consumption	2024	2030 : Increased by 15%

Performance and outcomes of water management

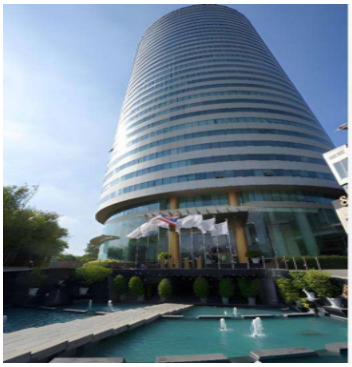
Performance and outcomes of water management : Yes

Performance Results 2025 (GRI: 303-1, 303-2)

In 2025, the company received no complaints from the community or government agencies regarding wastewater or causing nuisance to the community and environment.

1. Water Security

The company recognizes the significant water usage in construction processes, which poses a risk of water scarcity if climate conditions change severely. Therefore, it has established backup water sources within the company's area to ensure operations do not rely on external water sources. A retention pond has been constructed to temporarily store large volumes of rainwater during heavy rainfall, slowing down water flow to prevent simultaneous discharge into public drainage systems beyond their capacity. This helps prevent flash floods in the project area and reduces impacts on adjacent areas, as well as storing water for use during the dry season.





2. Engagement with Stakeholder of Water-Stressed Areas

The company recognizes the importance of water resource management in collaboration with stakeholders, community groups, and schools, especially in Chonburi province, where allocated projects under the management of affiliated legal entities are located. This area experiences water stress and has physical limitations due to being a brackish water area, which negatively impacts agriculture as water salinity is a significant problem preventing most horticultural crops from growing normally. Therefore, the company initiated a collaborative approaches with stakeholders, including surrounding communities and educational institutions, to integrate resource utilization efficiently and reduce the rate of water extraction from public sources. This is carried out through the "Good Eating Vegetable Garden Project," which applies hydroponics agricultural innovation to the area. This system is a closed-loop plant cultivation process that facilitates the recycling of water resources and nutrient solutions, resulting in a reduction of water usage by up to 90%* compared to traditional soil-based agriculture.

The achievements from project implementation not only involve managing water resource risks with the community but also enhance the quality of life for community members through promoting food security. This reflects the company's commitment to driving the organization according to the principles of maximizing resource utilization and fostering sustainable growth alongside the community.

(*Reference data from Service Center, Thailand Department of Agricultural Extension)



The Company engage with its stakeholders at water stressed sites

3. Wastewater Management and Recycling

The company recognizes environmental and community risks, thus it has developed a water management plan and implements wastewater management from organizational consumption, including all construction processes, to properly and efficiently manage wastewater as follows:

3.1 Wastewater Treatment

The company has established a drainage system from all areas generating wastewater within the company. The installation of an efficient wastewater treatment system helps reduce pollutant discharge into public water sources, prevents water and soil contamination, reduces impacts on ecosystems and surrounding communities, and promotes responsible water resource management.

- Supalai Grand Tower uses both aerobic and anaerobic wastewater treatment systems to achieve maximum efficiency in wastewater treatment. All 5 cubic meters per day of treated water (100%) is sent to a treated water reservoir for reuse in production processes and for watering green areas, with no discharge into public water sources, adhering to the principle of Zero Water Discharge.



- Construction projects have a management plan and wastewater treatment process starting from households. Wastewater undergoes preliminary treatment in individual household septic tanks. The treated water then flows to the project's central wastewater treatment plant for further treatment and quality control to meet standards before being discharged into public water sources.



4. Reducing Water Usage and Loss in the Organization

4.1 Water Resource Management at Supalai Grand Tower

The company aims to reduce water consumption at Supalai Grand Tower and has developed a water management plan to reduce water usage, improve water efficiency, and encourage all employees to participate in water resource conservation and efficient water use in all activities. The building management team controls and monitors the progress of various project activities as follows:

- The project involves collecting wastewater from the Chiller system, which is still of suitable quality, for reuse in watering plants and maintaining green areas. This helps reduce tap water consumption, increases resource efficiency, and supports sustainable water resource conservation.
- Improving water efficiency of equipment and sanitary ware. The company selects water-saving sanitary ware and installs sensor-activated faucets to reduce excessive water usage. This helps control water consumption efficiently and reduces water loss.





- Inspection and repair of water leaks in equipment and piping systems. The company regularly inspects equipment and piping systems weekly and encourages all employees to participate in monitoring and reporting repairs for immediate action if any water leaks are observed within the company, such as dripping faucets or sanitary ware in restrooms.

- Educating and raising awareness among employees about water usage and conservation in all offices. Campaign signs are created and publicized to remind employees to turn off water whenever not in use and to regularly check for water leaks to reduce unnecessary water loss.

Water Management Performance and Results 3 years retrospective (GRI: 303-3, 303-4, 303-5)

Detailed of action taken to reduce water withdrawal/consumption: to specific for Supalai Grand Tower

Water consumption volume	Unit	2023	2024	2025
Total water used	Cubic meters	108,750	111,528	96,610
Tap water or water from other organizations	Cubic meters	108,750	111,528	96,610
Surface water	Cubic meters	0	0	0
Groundwater	Cubic meters	0	0	0
Recycled water	Cubic meters	0	0	1,320
Water consumption per unit area	Cubic meters/square meter	1.17	1.20	1.04
Percentage of treated wastewater	%	100	100	100
Total wastewater volume	Cubic meters	83,554.96	86,332.96	71,934.96

4.2 Water Recycling in Construction Projects (Water Reuse)

Maintaining the cleanliness of public roads is crucial. All trucks leaving the project must undergo wheel washing to prevent soil debris or dust from spreading outside. Without proper management, this process can lead to significant water wastage from road cleaning and accumulate wastewater in construction projects. Therefore, a wheel wash pond with a preliminary treatment system has been designed within the project. This system allows soil particles to settle and separates debris, after which the settled water is recycled for washing subsequent truck wheels, instead of using tap water and discharging it as wastewater. This method significantly reduces new water consumption. Furthermore, the settled soil is managed beneficially; soil debris and sediment separated from the recycled water pond are collected for management with other waste materials in the project, such as mixing with concrete scraps to form a road subbase or for site improvement.



5. Water Quality Control Discharge

The company monitors and analyzes effluent water quality to control it before public discharge and to ensure water values comply with legal standards. Water samples are collected correctly and sent to reliable laboratories to ensure no toxic substances contaminate natural water sources and ecosystems. This also helps determine the composition and efficiency of the treatment system for targeted problem-solving, reducing health risks to the community and environment.

- Supalai Grand Tower requires effluent water quality to be measured as legally mandated before leaving the building, twice a year. Results are reported electronically on the 15th of every month, in accordance with ministerial regulations issued under Section 80, to the local official, Pollution Control Department, Ministry of Natural Resources and Environment.
- The company sets a goal and investment in R&D Investment in R&D to mitigate water-related risks for all Low Rise Projects and High Rise Projects to establish guidelines for controlling effluent water quality. This includes installing equipment, checking, and maintaining treatment systems before discharging wastewater into public water sources. Additionally, there are preventive maintenance plans and systematic repair plans to comply with legal requirements, ensuring that effluent water quality measurement results meet standard criteria.



6. Wastewater Management (GRI: 303-1, 303-2, 303-5)

6.1 Quality Measurement Project

The company closely monitors water quality to prevent potential water quality issues and nuisances to the environment or surrounding communities. It has an efficient wastewater management system that complies with the environmental regulations of the Pollution Control Department, Ministry of Natural Resources and Environment. The wastewater treatment process begins at the household level, passing through each house's septic tank before collecting wastewater into the project's central wastewater treatment system. It is treated to meet legal quality standards before being discharged into the public system. Treated wastewater samples are collected before public discharge and

submitted to the local Environmental and Pollution Control Office annually to report data according to effluent quality standards, ensuring continuous water quality, transparency, and compliance with environmental laws.

6.2 Establishing measures for preventing and mitigating environmental impacts related to wastewater management

The company has established measures to prevent and mitigate environmental impacts and wastewater management for High Rise Projects and Low Rise Projects, categorized by priority and activity characteristics at each project stage, as follows:

1) Project Construction Phase

During the construction phase, the main measures will focus on managing contaminated water from construction activities and worker accommodation to prevent impacts on natural water sources around the project area.

- Provide restrooms within the worker's accommodation, positioned away from adjacent buildings, with separate restrooms for male and female workers. The wastewater treatment system includes a septic tank, an anaerobic filter, and aeration, sized to accommodate the expected wastewater before discharge into the public drainage system, and sludge is pumped out of the septic tank annually.
- A foreman or supervisor is assigned to ensure workers regularly maintain restroom cleanliness to prevent foul odors and the breeding of germs.
- After construction, the project must properly dismantle the construction-phase utility systems for workers according to standards. This involves pumping all sludge from the septic and filter tanks, disinfecting with lime before permanent backfilling.
- Provide drainage channels around the construction area and a sediment trap with a trash screen before discharging to public areas.
- Sediment/cement/mud trap pond to capture sediment/cement/mud before discharging only water out of the project area into the public drainage system.
- Prepare an area for washing truck wheels before leaving the project site, using a high-pressure water jet to remove soil debris from the truck wheels, and provide a rubber squeegee to direct the wash water back into the project area, preventing it from flowing into the public drainage system outside the project.
- Clean the work area to prevent soil, cement, and construction debris from clogging or obstructing water flow and public drainage systems.

2) Project Operation Phase

When the project becomes operational, measures will focus on the continuity and stability of the treatment system to accommodate wastewater from building operations.

- Provide a centralized activated sludge wastewater treatment system (Conventional type) with aeration, sized to accommodate the expected wastewater. It is buried underground within the project's internal roads. The treated water will meet the Ministry of Natural Resources and Environment's effluent quality standards before being discharged into the public drainage system.
- Regularly inspect the amount of fat in the grease trap monthly and pump out fat waste from the grease trap according to the scheduled time.
- Regularly inspect the volume of sewage monthly. Pump sewage from the septic tank according to the scheduled time.
- Regularly pump accumulated sludge from the sludge tank monthly or when the sludge tank is full. Authorized private companies are contracted to collect and dispose of it.
- Eliminate methane gas generated from the wastewater treatment system and treat wastewater aerosols from the aeration pond using the Soil Bed method.
- Two points are designated for measuring pre-treatment effluent water quality and one point for post-treatment effluent water quality. Measurements are taken once a month for one year to record comparative data of water quality before and after entering the centralized wastewater treatment

system. After one year, measurements of treated effluent water quality will be taken at one point, with parameters conforming to the Ministry of Natural Resources and Environment's announcement.

Water Management Performance and Results 3 years retrospective (GRI: 303-3, 303-4, 303-5)

Detailed of action taken to effluent Discharge: to specific for Construction project in Phuket Province

Construction project in Phuket Province	Unit	2023	2024	2025
Total water used	Cubic meters	29,213	46,927	46,284
Volume of tap water or water from other organizations	Cubic meters	29,213	46,927	46,284
Percentage of treated effluent discharge (%)	%	100	100	100
Total effluent discharge volume	Cubic meters	5000	6600	6600

Water management: Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	1,023,042.05	1,368,977.40	1,307,508.31
Water withdrawal by third-party water (cubic meters)	1,023,042.05	1,368,977.40	1,307,508.31
Water withdrawal by surface water (cubic meters)	0.00	0.00	0.00
Water withdrawal by groundwater (cubic meters)	0.00	0.00	0.00
Water withdrawal by seawater (cubic meters)	0.00	0.00	0.00
Water withdrawal by produced water (cubic meters)	0.00	0.00	0.00

Water management: Water discharge by destinations

	2023	2024	2025
Percentage of treated wastewater (%)	100.00	100.00	100.00
Total wastewater discharge (cubic meters)	83,554.96	86,332.96	71,934.96

Water management: Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	939,487.09	1,282,644.44	1,235,573.35

Water management: Recycled water consumption

	2023	2024	2025
Total recycled water for consumption (Cubic meters)	0.00	0.00	1,320.00

Information on waste management

Waste management plan

The company's waste management plan : Yes

Waste Management (GRI: 306-1, 306-2, 306-3, 306-4, 306-5)

Details	Goals for 2030	Performance in 2025
Reduce construction waste generation (Calculated based on 5 ongoing high-rise construction projects)	30% compared to the standard value	4.23%
Increase the proportion of waste diverted from landfills, compared to the 2025 baseline year	75 %	Data collection in progress
100% of projects use eco-friendly concrete	100%	100%

Strategies and Management Approaches

The Company is a member of the Circular Economy in Construction Industry (CECI) in Thailand and has applied the concept of Circular Economy in its operational processes. This involves focusing on waste design and management to promote the most efficient use of resources, including reuse, recycling back into production processes, and reducing pollution, in line with the 3Rs principles (Reduce–Reuse–Recycle) and the Supalai Self-Proved design concept. The Company is committed to continuously implementing these practices, especially in environmental aspects, where it operates diligently at every step to reduce waste volume through innovative construction and good management planning. This aims to minimize resource loss, reduce waste volume, and mitigate long-term environmental impacts. The Company has adopted circular economy principles in its planning and operational processes, such as increasing the proportion of renewable energy from renewable sources, reducing the use of new raw materials, extending the lifespan of equipment, repurposing waste, and exploring collaborative approaches for efficient resource utilization.



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 and hazardous waste	2025	2030 : Reduced by 30%	• Reuse • Recycle

Performance and outcomes of waste management

Performance and outcomes of waste management : Yes

1. Waste management in construction projects

1.1 Project Supalai Self-Proved

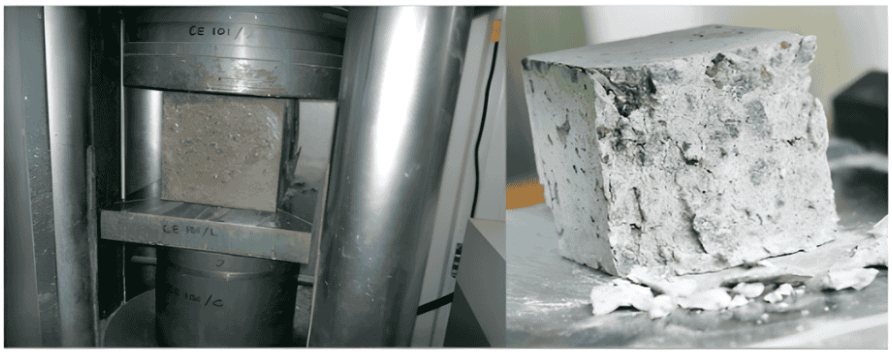
The Company is implementing the "Supalai Self-Proved" project for its third year, innovating to reduce waste and waste materials by maximizing the reuse of construction waste and circular resources through the construction process. The main objectives are:

1. To manage construction waste through various processes such as recycling, reuse, etc.
2. To reduce the amount of waste sent to landfills
3. To help reduce costs associated with construction waste disposal
4. To minimize impacts on society and the external environment of the organization
5. Innovation Development and Business Partnerships

In 2025, 5 high-rise construction projects will be implemented, incorporating eco-friendly construction concepts at the project sites. This includes waste and waste materials management processes from source to landfill, as well as promoting collaboration among stakeholders throughout the supply chain to foster knowledge and understanding of waste management processes, collection, segregation, and recycling, thereby promoting operational sustainability in accordance with Circular Economy principles, as follows:

- **Reduce**

1) Reducing waste at the source by changing the size of concrete cube molds, which helps reduce the amount of concrete needed for testing and decreases concrete waste by up to 70%



2) PIPE FITTING Innovation: Inventing and developing an innovative method for installing steel fire pipes, moving away from the traditional method that required numerous joints and metal welding at every connection point. This new technique involves connecting pipes without using joints. This method not only increases work efficiency but also reduces resource consumption, such as welding wire, and decreases pollution generated from the metal welding process. Currently, this innovation has been further applied to three additional projects: Supalai Sense Srinakarin, Supalai Blu Sathorn Ratchaphruek, and Supalai Tyme Charoen Nakhon.



3) Use of saddle clamps for PPR (Polypropylene Random Copolymer) pipe connections by Using saddle clamps instead of tee joints to reduce pipe connections PPR, also reducing the chance of leaks and saving working time.



- **Reuse**

1) Creating a road subbase layer from concrete waste

Transforming concrete waste from construction into valuable materials by utilizing concrete scraps from three main sources: concrete waste from flushing sediment from drilled pile holes, concrete waste from

cleaning concrete mixer trucks, and scraps from concrete cubes and slump test work, which often contain soil mixtures. All resulting waste is adapted into "Soil Cement" to form a reinforced subbase layer and protect the subgrade of road works. This technique not only reduces waste volume but also lowers the cost of purchasing crushed rock and decreases the number of trips required to transport waste off-site. Furthermore, it strengthens the soil in the area, reducing problems of road cracking due to soil subsidence.



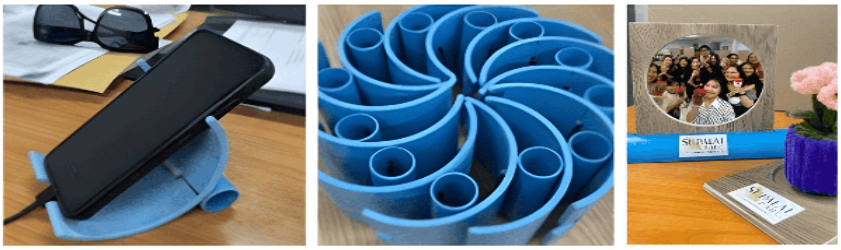
2) Pouring concrete to flush out sediment from the bottom of drilled pile holes

During drilled piling, concrete is poured to overflow from the steel casing to flush out sediment and soil remaining at the bottom of the hole, preventing it from mixing with the main concrete body of the pile. This technique thus reduces the amount of concrete waste that needs to be transported off-site by up to 120 cubic meters, equivalent to 8 truckloads for off-site disposal.



3) PVC pipe scrap management process

PVC pipe scraps are often generated in large quantities from cutting pipes to the required sizes in plumbing and sanitary systems. These short pipe scraps are often considered valueless waste that must be landfilled or disposed of. To elevate waste management according to Circular Economy principles, the project has adopted the concept of Repurpose, applying it to various sizes. All sizes of pipe scraps, whether small or large, can be reused by adapting them into equipment for other tasks as appropriate for the worksite. This reduces the import of new materials and minimizes waste generation from the source, for example, by using pipe scraps to make sleeves for phones or other devices, thereby transforming waste materials into functional support equipment.



4) Reusing plastic pallets in transportation and construction processes

Plastic pallets are used to replace wooden pallets in material transportation, serving as supports for materials throughout the project, such as lightweight bricks, floor tiles, wall tiles, and other construction materials. This allows for multiple reuses. Additionally, plastic pallets are used as primary material supports for the entire project, covering both architectural and structural works, leading to an efficient material management system. Once materials on a pallet are used up, the pallet is stored and immediately returned for new materials. As of 2025, this has been implemented in 10 projects.



For construction materials whose packaging cannot yet be switched from wooden pallets to plastic pallets, the Company has repurposed wooden pallets into multi-purpose trays to extend their lifespan and maximize the utility of waste materials.

- **Recycle**

1) Reprocessing concrete waste into new products

In addition to using concrete waste for temporary roads to reduce waste disposal from testing processes, the Company has repurposed excess concrete from compression strength test samples into new functional and decorative products. These are utilized and distributed to internal and external communities, such as plant pots, office supply boxes, and paving slabs for public works.



Small brick scraps that cannot be made into products are processed through crushing to be used as a component in potting soil. Due to their lightweight and high porosity, when mixed with soil, lightweight bricks help improve soil structure, making it airy, loose, and well-draining. pH measurements of the soil have shown it to be more suitable for cultivation.



- **Renewable**

1) Management of excess soil from condominium construction projects

The Company manages excess soil from high rise projects by utilizing it in low rise projects to reduce waste volume, minimize the need for soil disposal, and promote efficient resource circulation. This helps reduce the need to source soil from external suppliers for nearby low rise projects, decreases transportation, saves costs, and reduces

pollution from fuel for long-distance transportation. It also represents sustainable excess soil management and efficient resource utilization, reducing environmental impact.



*Image of excess soil delivery between projects

2) Management of drilled pile head waste

In the condominium construction process, the drilled piling stage generates excess concrete waste (pile heads) that is extracted, crushed, and transported off-site, representing both a loss of resources and increased management costs. The project therefore developed the "Life of Pile" innovation, transforming pile head waste into valuable material. This was tested by arranging all pile head scraps to form a retaining wall around Victoria Pond, replacing the need to construct an entirely new retaining wall. This also reduced the work process from the original 57 days for crushing, transporting, and rebuilding. Through this innovative use of circular resources in the project, the work time was reduced to 26 days. Furthermore, it reduced waste management costs and the construction of retaining walls using the traditional system, which would have cost approximately 2 million baht, to only hundreds of thousands of baht. This resulted in efficient waste management, reduced pollution from transportation, and decreased the amount of waste sent to landfills.



- **Management of non-hazardous waste and debris**

1) Waste management in construction projects

The Company systematically manages waste within the project, with designated waste bins for each waste type, totaling 8 bins with labels clearly defined waste types to support proper waste segregation and management behavior for employees, workers, and contractors. Each waste bin type includes food waste, plastic, plastic bottle caps, glass bottles, foam, paper, cans, and hazardous waste. This enhances waste management efficiency, reduces waste contamination, and promotes greater utilization of waste.




2) Segregation of construction material waste

The Company prioritizes the segregation of construction material waste generated from construction work, aiming to minimize waste sent to landfills. This is achieved through systematic segregation by type, categorizing materials that can be reused, materials that can be recycled (e.g., scrap metal, formwork, PVC pipes, and various packaging), and construction materials that cannot be reprocessed within the project, such as those used to produce alternative fuels, which are then sent to certified buyers or disposal companies for appropriate management.




3) Food waste management

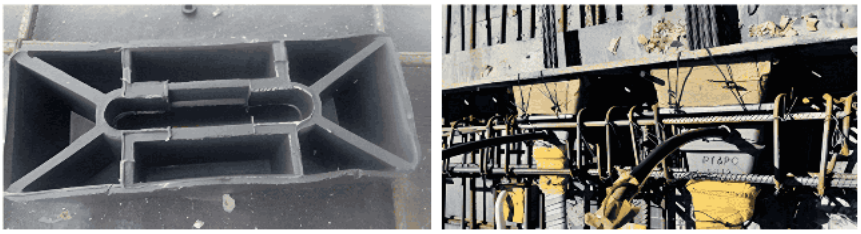
The Company encourages employees and construction workers to digest and compost food waste from construction sites and worker camps into fertilizer to reduce the amount of waste that needs to be disposed of outside the project. This is done by adapting used paint buckets from within the project into food waste composting bins. This process yields compost used to nourish and improve soil quality within the project area, which also supports a space for growing vegetables for the workers.



- **Hazardous waste and debris management**

The Company manages hazardous waste with Terms of Reference (TOR) to serve as guidelines for social and environmental contractors throughout the construction supply chain, aiming to reduce risks and negative impacts on environment. There is a proper hazardous waste management plan, including items like thinner cans, silicone tubes, and the use of PVC to replace foam for filling anchorage heads. This reduces the use of foam materials and pollution generated from melting foam with gasoline. Furthermore, these materials can be reused in subsequent work, and this has already been implemented in 3 condominium construction projects.

In 2025, the amount of hazardous waste was 343.50 kilograms.



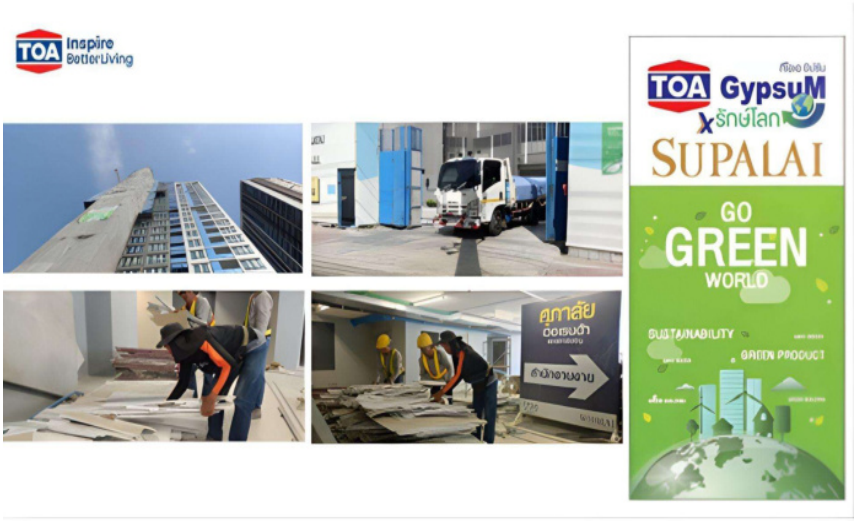
Summary of waste statistics

Waste and garbage volume for 5 projects	Unit	2023	2024	2025
Amount of non-hazardous waste and garbage from construction work	Ton	N/A	N/A	144.53
Amount of hazardous waste and garbage construction work	Ton	N/A	N/A	0.34
Amount of waste and garbage reused / recycled in the construction process	Ton	N/A	N/A	139.58
Proportion of recycled waste and garbage to total construction area used in the production process	%	N/A	N/A	30

- **Collaboration with business partners to reduce waste**

1) Gypsum board waste management in collaboration with TOA Paint (Thailand) Co., Ltd.

The project manages gypsum board waste through two main strategies in collaboration with its partner, TOA Paint (Thailand) Public Company Limited, 1) Waste Reduction by ordering custom-sized gypsum boards to fit actual usage areas instead of standard sizes, coupled with 2) Recycling by segregating waste materials from the construction site and returning them to the factory to minimize gypsum board waste. This reduces the amount of gypsum board waste, allowing it to be reused. It addresses the problem of gypsum, which is a construction waste with a high volume of up to 3,950 kg, helping to reduce waste materials by 37.5%. It also reduces joints and working time by 20%, enabling the circulation of over 15.14 tons of material. This is considered an environmental impact reduction and an increase in economic efficiency by lowering material and time costs, and fostering social and environmental responsibility collaboration for sustainable, eco-friendly business operations.



2) Waste Bank Project: Waste management in collaboration with contractors and construction workers

The Company recognized the problem of waste accumulation in construction projects, which not only pollutes the environment but also affects cleanliness, orderliness, and incurs transportation costs. Therefore, the "Waste Bank" project was initiated, focusing on reducing construction material loss and creating a waste management system that can add value to waste materials. A key feature of this project is exchanging waste for food ingredients to incentivize construction workers to voluntarily participate in waste segregation. This includes establishing waste segregation points. clearly defined types, including glass bottles, plastic bottles, cans, and construction waste (e.g., cement bags, lightweight brick scraps, cardboard boxes). Workers who dispose of waste according to the specified types receive a stamp on a loyalty card. Cement sacks are used as standard containers for waste to be exchanged for items based on accumulated points, such as rice, instant noodles, canned fish, cooking oil, etc. This helps reduce living expenses and boosts morale for cooperating workers, and also reduces the cost of hiring trucks to transport waste off-site, as most waste is segregated for recycling or systematically managed.



Summary of waste volume by waste type and management

Waste type	Number of projects	Waste volume				Total quantity		Rate of Recycle
		Recycled		Landfill				
		(kg)	(ton)	(kg)	(ton)	(kg)	(ton)	(%)
Construction waste	5	139,581	139.58	5,001	5.00	144,582	144.58	96.54%
Consumer waste	5	15,068	15.07 *	56	0.06	15,124	15.12	99.68%
Total		**154,649**	**154.65**	**5,057**	**5.06**	**159,706**	**159.70**	**96.83%**

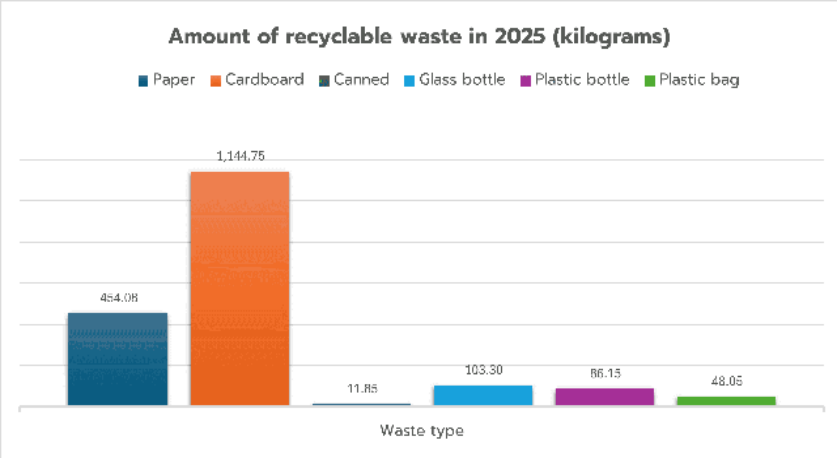
* Recycled consumer waste includes glass bottles, plastic bottles, and aluminum cans.

2. Waste and garbage management in the office

2.1 Activities "SUPALAI: The More You Segregate, The More You Gain"

Social and environmental responsibility promotion activities: The Company communicates and educates employees and tenants in Supalai Grand Tower to participate in transforming waste into value. This includes establishing Recycling Stations and managing waste collection in collaboration with Recycle Day Thailand, a comprehensive waste management startup focused on changing waste segregation behavior at the source through an application to channel waste into the recycling process, thereby reducing waste sent to landfills.





2.2 Collaboration with local authorities in waste management

The Company, in collaboration with Pak Nakhon Sub-district Administrative Organization and Tha Sak Sub-district Administrative Organization (Government Agencies), Mueang District, Nakhon Si Thammarat Province, surveyed and jointly addressed the problem of overflowing waste and foul odors. It supported waste management from the source through key activities, starting with providing space for local authorities to educate residents on waste segregation. Recycling collection points (for paper, plastic, glass) were established, and dedicated wet waste bins were provided for better hygiene. Recyclable waste was transformed into a "Bridge of Merit" by collecting waste from employees and residents and delivering it to the "Waste Bank for Merit" to generate income for purchasing supplies to care for bedridden patients in the community. This collaboration has resulted in the Supalai Ville Nakhon Si Thammarat project and the Supalai project.

Park ville Nakhon Si Thammarat received an award as a model village for waste management, demonstrating its commitment and dedication to sustainable solid waste management within the village.



2.3 Waste Segregation Promotion Project Supalai Green Village

The Company prioritizes business development alongside sustainable environmental and social responsibility, implementing the "Supalai Green Village" project to promote waste segregation in the Company's residential communities, including Supalai Palm Springs Rama 2, Supalai Tuscany Rama 2, Supalai Pride Wongwaen Rama 2, and Supalai Park ville Ramkhamhaeng 174. The objective of this project is to encourage residents to recognize the importance of proper waste segregation, reduce the amount of waste impacting the environment, and support the valuable reuse of resources. The Company has established waste segregation points by type and disseminated guidelines for proper waste management to the community to instill sustainable environmentally friendly behaviors.



2.4 Promoting waste reduction and efficient resource utilization with employees

- Support data usage via E-Documents, shifting from paper-based publicity to online communication platforms like APP SUPALAI SABAI, thereby reducing paper, ink, and printing consumption.



- Communicate and publicize to employees within the organization to reduce food waste and snacks from meetings by changing the format of snack arrangements from individually packaged items to "communal snacks" served in reusable containers, thereby reducing plastic waste and single-use packaging.



- Encourage employees to participate in proposing and submitting ideas for beneficial uses of construction waste materials to promote an organizational culture of valuable resource utilization, create incentives, and foster sustainable development.

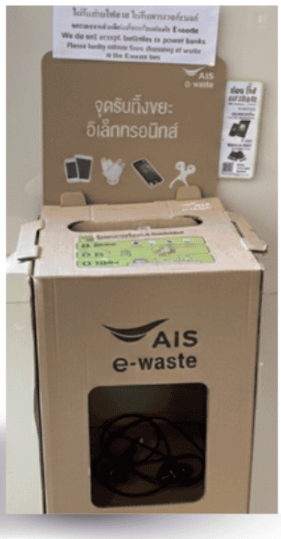


2.5 Collaboration with partners, Project E-Waste in collaboration with AIS

The Company collaborates with digital and telecommunications service providers, namely Advanced Info Service Public Company Limited (AIS), by establishing a Drop-off Point at Supalai Grand Tower. Employees and tenants are invited to bring unused or expired electronic waste, such as phones and charging cables, for segregation of small devices to be properly recycled according to international standards and to extract valuable minerals for reuse. This is combined with the use of blockchain technology via the AIS E-Waste+ application to create transparency in tracking

waste status and calculating Carbon Score, thereby concretely changing consumer behavior to participate in reducing greenhouse gas emissions and pollution. In 2025, the project will help reduce electronic waste (E-Waste) by up to 24 kilograms per year. This collaboration represents the creation of a strong network for sustainable joint environmental management.





Waste management: Waste Generation

	2023	2024	2025
Non-hazardous waste - Landfilling (Kilograms)	39,000.00	137,891.04	27,903.55

Waste management: Waste reuse and recycling

	2023	2024	2025
Total reused/recycled waste (Kilograms)	295.60	787.90	2,764.15
Reused/Recycled non-hazardous waste (Kilograms)	295.60	787.90	2,764.15

Air pollution management

Air Pollution Management (GRI: 305-7)

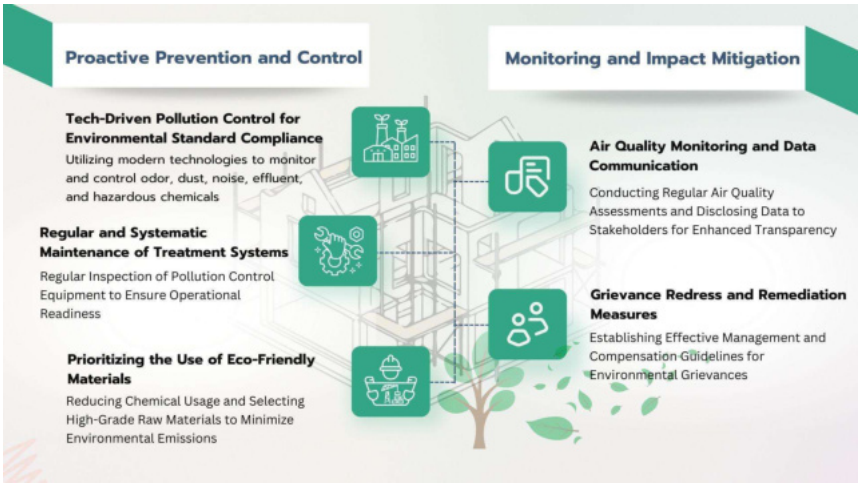
Strategies and Management Approaches

With a commitment to sustainable development, the Company has established comprehensive guidelines and practices for both air quality management in construction projects and air quality management within its head office. This focuses on proactive pollution control, continuous monitoring and evaluation, communication with communities, and fostering an environmentally conscious organizational culture, to ensure business growth alongside genuine environmental preservation and a good quality of life for society.

Therefore, to ensure the Company's air quality management is efficient and effective, preventing problems and impacts on communities and stakeholders, the Company strictly adheres to its environmental management policy. It

emphasizes comprehensive control and management across all processes, from design and construction in accordance with EIA principles, to promoting the use of low-emission construction materials, air treatment with technology, and air quality monitoring for evaluation and transparent data disclosure. This operation involves the Product Creation and Development Department, the Construction Department (for Low Rise Projects and High Rise Projects), the Building Management Department in collaboration with the Sustainability Working Group, and the Risk Management Team, to comprehensively oversee the management of pollution and potential future impacts.

The Company is committed to continuously developing its pollution and air quality management processes, emphasizing proactive integration of regular air quality monitoring to enhance efficiency. It also promotes the participation of employees and stakeholders in pollution and air quality management processes to foster strong and sustainable cooperation in environmental protection.



The Company recognizes that maintaining good air quality is a crucial factor for the well-being of communities and ecosystems. To elevate environmental operations in line with international standards, we have set clear long-term targets for the year 2030, demonstrating our commitment to reducing negative operational impacts, as follows:

Details	Goals for 2030	Performance in 2025
Control and prevent air pollutant emissions in all projects	● PM2.5 not exceeding 0.05 milligrams/cubic meter ● PM10 not exceeding 0.12 milligrams/cubic meter ● PM100 not exceeding 0.33 milligrams/cubic meter	● PM2.5 not exceeding 0.05 milligrams/cubic meter ● PM10 not exceeding 0.12 milligrams/cubic meter ● PM100 not exceeding 0.33 milligrams/cubic meter
Number of times air pollution exceeded standard limits	0	0

Pollution Prevention and Control Operations

1. Air Quality Risk Assessment

The Company has comprehensively assessed air quality risks, considering various factors that may directly and indirectly impact its business operations, such as odors, dust, chemicals, and various contaminants that may arise from production processes, transportation, or raw material storage. Based on this assessment, the Company has established the following preventive and corrective measures:

Period	Risk factors	Preventive and corrective measures for impacts
Construction phase	1. Dust/Pollution From construction processes	● Install Metal Sheet fences around the project and water mist curtains on the uppermost internal fence structure. Water misting is performed continuously during work activities and continues until landscaping is completed. ● Fire-retardant mesh sheets are used to cover the building to its current construction height, and their stability, strength, and integrity are regularly inspected to prevent and reduce dust dispersion and falling debris. ● Utilize pre-fabricated or semi-finished materials to minimize on-site concrete casting. ● Trucks transporting materials or debris must be securely covered with tarpaulins. Transportation times are scheduled outside of peak hours, and vehicle wheels are cleaned with a water jet before leaving the project site. ● Install PM2.5 meters with real-time digital display boards at the construction site entrance, and measure TSP, PM10, SO values. $_2$, CO and NO $_2$ At specified points and times.
	2. Chemicals/Volatile substances/ Paint odors from construction processes	● Cement bags or chemical containers must be tightly sealed, stored properly, and removed immediately when full or on a weekly basis.

	3. Odors from wastewater treatment.	● Measures are in place to monitor and mitigate impacts from odors or aerosols (from wastewater treatment systems and waste rooms), along with maintaining treatment areas by planting ground cover, tilling the soil for good aeration, and adding nutrients to the soil to enhance natural odor treatment efficiency.
	4. Noise and vibration from construction processes	● Provide soundproof and dustproof rooms for cutting and grinding floor tiles and various materials, along with sound and dust protection equipment for workers. ● Sensor-based noise level monitoring devices are installed for surveillance, with sensors positioned near noise measurement points within the project area, starting from demolition activities. Noise levels are displayed on a real-time screen at the front of the project. ● Sensor accuracy is verified by comparing with the results of environmental quality monitoring equipment installed by analytical laboratories, to initially check the sensor's accuracy and precision, and to arrange for validation of sensor calibration results for accuracy and precision. ● Manage the use of machinery and trucks by scheduling their operation at non-concurrent times to reduce the simultaneous use of machinery, thereby mitigating vibrations from machinery that could affect neighboring residents.

After partial completion of construction	5. Air pollution from operational phase activities	• Planting perennial trees at various levels in the common areas of the project, selecting species effective in absorbing carbon dioxide and reducing light reflection, along with regular annual pruning and maintenance of the trees. • Design and maintain adequate and legally compliant indoor ventilation systems, ensuring the systems are always ready for use and opening certain building doors for convenient air circulation. • Install campaign signs promoting immediate engine shutdown upon parking, in both Thai and English, in clearly visible locations, to reduce engine emissions.



Air quality and vibration monitoring from construction work



Dust monitoring from construction activities, Installation of project fences to prevent impacts on surrounding areas.



Installation mesh sheet to prevent dust and falling debris.



Noise level monitoring during construction

2. Research and development to prevent pollution impacts

The Company focuses on construction quality by adhering to strict engineering and safety standards. It conducts environmental research and development, designs structural systems and utilities with environmental considerations, and emphasizes increasing green spaces to mitigate the urban heat island effect and reduce impacts on air quality. Furthermore, it prioritizes the well-being of residents by designing for natural light access and good ventilation. The project's construction materials are designed and developed to protect against pollution, for example, using an Air Flow system for indoor air supply to enhance air circulation within homes, thereby reducing the concentration of pathogens, dust, smoke, and carbon dioxide that could be harmful to residents' health.



3. Collaborate with partners to reduce water and air pollution.

The collaboration between the Company and DOS LIFE in developing new innovations that sustainably meet the needs of modern lifestyles. One such innovation is the "WHOLE HOUSE WATER FILTER SYSTEM," which originated from the feedback of the Company's employees and was further developed with Thammasorn's engineering team into an ALL IN ONE water storage tank with an integrated water filtration system. This system saves space around the house and is convenient to use, with easily replaceable filter cartridges. This innovation has been developed into the DOS

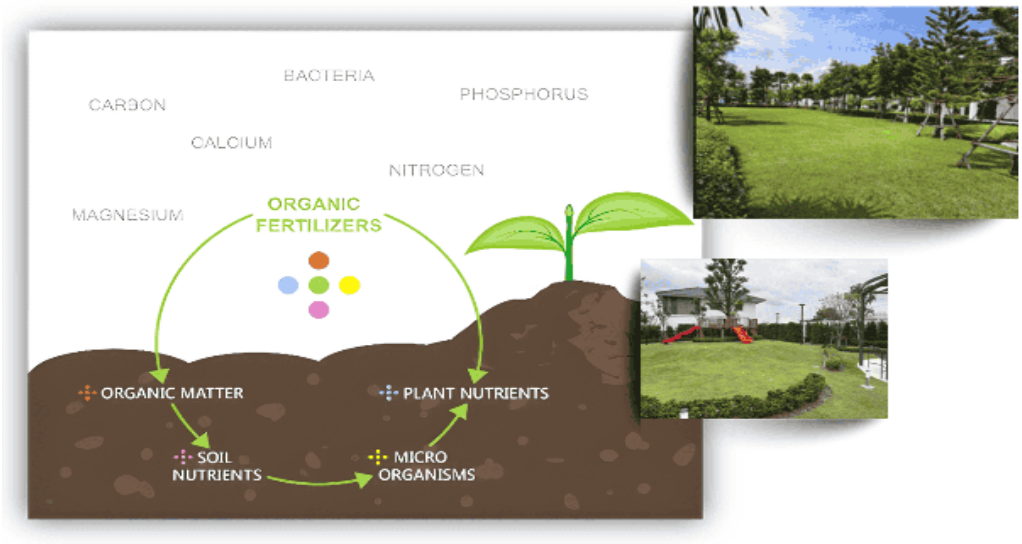
DUPONT Water Filter product, which improves water quality by up to 97.6% by effectively reducing contaminants, sediment, and impurities in the water storage tank. Importantly, it also helps reduce greenhouse gas emissions by up to 3.65 tCO2eq, calculated from changing filter cartridges twice a year in 17 pilot projects of the Company in 2025.



4. Reducing impacts from soil and water pollution

The Company promotes the use of organic fertilizers as an alternative to chemical fertilizers in green area maintenance activities within the common areas of Low Rise Projects, starting with projects in Bangkok and its vicinity. This involves applying integrated nutrient management principles to reduce reliance on synthetic chemical fertilizers, as well as enhancing soil mineral retention. The use of organic fertilizers enriches the soil with organic matter and improves soil fertility, thereby reducing water and soil pollution.

- Reduce water pollution by minimizing the leaching of nitrogen and phosphorus into natural water sources, thereby reducing the risk of water degradation and the deterioration of aquatic ecosystems.
- Reduce greenhouse gas emissions into the atmosphere, especially nitrous oxide, from production processes and soil application.



Information on greenhouse gas management

Climate Action

Key Sustainability Issues	Impacts, Risks, and Opportunities
Climate Action ● Physical Risks: Climate Adaptation & Mitigation ● Transition Risks: Climate Adaptation & Mitigation (Legal) ● Efficient Greenhouse Gas Emission Reduction ● Greenhouse Gas Emissions **FTSE Russell EGS Theme:** Climate Change **Supporting SDG Goals** 	The real estate business is one of the sectors affected by climate change, making it a crucial factor inevitably influencing the restructuring of the real estate industry. The Company recognizes that climate change is a strategic risk that may impact asset value, supply chains, and long-term operating costs. Therefore, the Company has established Climate Change policies and strategies to support greenhouse gas emission reduction and adaptation to climate impacts, in line with international standards such as TCFD, GRI, and the FTSE ESG Model, as well as Thailand's climate policy direction. As the impacts are becoming increasingly severe and evident due to climate change and rising global average temperatures, residents face extreme heat conditions, leading to increased energy costs. This also includes the rising frequency of severe natural disasters such as flash floods, severe storms, earthquakes, etc., which directly affect buildings and the long-term costs of repairing and maintaining assets. The increasing severity of these impacts leads to risks that must be managed carefully, such as a decrease in property values in high-risk areas and the trend of carbon taxation potentially affecting construction costs. Furthermore, the changing consumer behavior, which places greater importance on environmentally friendly housing, presents a crucial challenge that the Company must adapt to promptly, as failure to do so could lead to a loss of market competitiveness. However, amidst these crises and risks, there are also significant opportunities for the Company to adapt proactively and create new innovations, such as designing buildings that rely on passive design, utilizing clean energy technologies to reduce electricity costs for residents, and developing climate-resilient projects. This not only helps reduce greenhouse gas emissions but also adds value to products as a leader in sustainability. Seizing these opportunities also allows the Company to access lower-cost green finance and instills confidence in stakeholders that all projects developed by the Company are built to truly grow alongside a sustainable world.

The Company is committed to achieving a 40% reduction in Scope 1 and Scope 2 organizational greenhouse gas emissions compared to BAU (Business As Usual) by 2030, and has a long-term goal of becoming a Carbon Neutral organization by 2050 for Scope 1 and 2. (GRI 102-1)



And to support the monitoring of progress in reducing greenhouse gas emissions, the Company has prepared an Organizational Greenhouse Gas Inventory in accordance with the GHG Protocol Corporate Accounting Standard, covering Scope 1 and Scope 2 emissions, and continuously disclosing historical data for 3 years to enable stakeholders to transparently monitor emission trends and evaluate the effectiveness of the Company's greenhouse gas reduction measures.

Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

Policy and Commitment

The Company recognizes climate change as a significant strategic risk for the real estate business. Therefore, it is committed to supporting climate change mitigation by establishing a "Climate Change Management Policy" that aligns with international standards and Thai regulations. It also continuously supports operations consistent with national climate policies and directions, aiming to contribute to driving impact reduction and fostering sustainability at the industry and overall economic levels.

Climate Change Management Policy

This policy establishes guidelines for the Company and its personnel to manage climate change and global warming factors arising from operational processes, ensuring compliance with Company regulations and international standards. It focuses on creating transparent and verifiable work processes and fostering understanding among all levels of personnel to sustainably reduce environmental impacts. The sub-policies are divided into two main parts as follows:

1. Energy Management (GRI: 103-1)

The Company focuses on enhancing energy efficiency at every stage of the business value chain, from construction processes and managing company-owned buildings to overseeing energy use in open spaces. Energy consumption data is continuously collected and reported for analysis, leading to strict guidelines for reducing energy use in products and operational processes. Additionally, independent external verifiers are engaged to certify data accuracy in accordance with international standards.

2. Greenhouse Gas Management

To achieve its goal of becoming a low-carbon organization, the Company has implemented a comprehensive greenhouse gas management system, as follows:

- **Risk Management and Strategy** A committee has been established to specifically define strategies and manage sustainability. The risk management department is tasked with analyzing opportunities and impacts from climate change across various timeframes to integrate them into the Company's overall risk management plan.
- **Data Assessment and Analysis** The Company prepares reports on both direct and indirect greenhouse gas emissions (Scope 1, 2, and 3), and calculates the carbon intensity per revenue to monitor operational efficiency.
- **Target Setting and Innovation** Simulating potential future events or scenarios to assess how climate change will impact the business or organization, and setting clear quantitative targets, divided into medium-term targets by 2030 and long-term targets by 2050. Additionally, it promotes research and development of environmentally

friendly products and considers using financial instruments such as Internal Carbon Price to incentivize carbon emission reduction.

- **Information Disclosure and Collaboration** The Company focuses on disclosing climate-related financial information in its annual report, following international standards (TCFD). It also fosters collaboration with external organizations and implements the "Supalai Sang Dee" project to enhance its capacity for sustainable adaptation to climate change.

In addition, the Company emphasizes participation in business networks related to sustainable urban development and climate change to support the development of industry standards and public policies concerning Climate Change. The Company is a member of business organizations and professional networks such as the Thai Real Estate Association, the Thai Condominium Association, the Thai Chamber of Commerce and Board of Trade of Thailand, and FIABCI-Thai (International Real Estate Federation).

Such participation promotes the exchange of knowledge in sustainable real estate development and supports the establishment of industry-level standards for energy-efficient building design and greenhouse gas emission reduction.

For more information, please visit: Policy on Climate Change Management

Governance Structure

Board Oversight of Climate Change

The Company aims to enhance ESG transparency by establishing a clear governance structure under the Board of Directors, ensuring accurate, reliable, and internationally compliant data disclosure. The sustainability governance structure is organized into three levels: Board Level, Management Level, and Operational Level.

Board Level

The Board of Directors has approved the charters for the sub-committees involved in Climate Change management, as follows:

- **Audit Committee** Oversee the accuracy, transparency, and reliability of ESG data before disclosure to stakeholders, and ensure internal audits cover ESG issues.
- **Corporate Governance and Sustainable Development Committee** Set direction, strategy, and monitor the organization's ESG operations.
- **Risk Management Committee** Analyze Climate Risk and Nature-related Risks, and oversee risk assessment according to TCFD guidelines.

Management Level

- **Sustainability Committee appointed by the Managing Director** which plays a crucial role in setting strategic direction and overseeing the organization's climate change management in alignment with the vision, policies, and business objectives defined by the Board of Directors. It also implements improvements to work processes based on the recommendations of the Risk Management Committee and the Corporate Governance and Sustainable Development Committee, ensuring consistency with their views. It integrates Climate Change issues into ESG operations, risk management, and organizational decision-making processes, while monitoring, evaluating, and providing recommendations on impact reduction and adaptation to climate risks. continuous climate

Operational Level

- **Sustainability Working Group** Appointed by the Managing Director, playing a crucial role in driving climate change operations. the organization's climate at the operational level. It is responsible for analyzing, planning, and systematically integrating Climate Change issues into the work processes of each department. The working group collects and manages data on greenhouse gas emissions, climate risks and opportunities, and monitors performance in climate change mitigation and adaptation to align with the organization's sustainability policies and

goals. Furthermore, it plays a role in continuously reporting progress, risk issues, and policy recommendations to management and the Sustainability Committee, serving as a crucial mechanism to enhance the organization's readiness for climate change and support long-term sustainable growth.



Strategies and Management Approaches (GRI 102-1)

The Company has a systematic climate change governance structure, integrating climate change risk management within the framework of the Task Force on Climate-related Financial Disclosures (TCFD). This covers both Physical Risk and Transition Risk, enabling comprehensive identification, prevention, and response to impacts. Define Risk Appetite to control risk exposure within manageable limits and emphasize proactive prevention. Furthermore, it identifies development opportunities such as designing and constructing with Green & Sustainable Design concepts, utilizing energy-saving technologies, increasing green spaces in projects, and developing products that meet the demands of environmentally conscious consumers. These initiatives will create competitive differentiation and enhance long-term sustainable value.

Risk Assessment and Climate Adaptation & Mitigation

The Company integrates climate risk assessment into its overall organizational risk management process. In 2025, real estate development projects continue to expand nationwide, with projects already developed in over 29 provinces. The Company has assessed severe climate change risks and opportunities, managing them according to the principles of the Task Force on Climate-related Financial Disclosures (TCFD), as follows:

- **Physical Risk**

Risk Factors	Impacts/Opportunities and Risk Management Measures

Acute Risks	○ Flash Floods ○ Severe Typhoons	**Impact** Flash floods can disrupt operations, or storms may damage construction project areas, directly leading to loss of company revenue, as well as impacting personnel safety and infrastructure. **Opportunities** Development of safety technology and innovations. Alert systems build confidence and attract safety-conscious customers. **Adaptation & Mitigation** ○ Develop emergency response plans for flash floods and severe typhoons, such as evacuating employees and those in high-risk areas to safety. ○ Shut down electrical systems and potentially hazardous equipment. Contact relevant authorities such as rescue units and hospitals. ○ Business continuity plan to manage construction disruptions with minimal impact, such as practicing evacuation plans and simulated responses, and purchasing insurance to mitigate natural disaster risks.
	Earthquakes	**Impact** Structural damage can halt construction work. Buildings and structures may be damaged, incurring high repair costs. **Opportunities** ○ Project development, designing homes and buildings to withstand vibrations, reducing repair costs in crises. ○ Collaboration with contractors or partners to develop innovative construction materials resistant to vibrations, leading to increased revenue. **Adaptation & Mitigation** ○ Design and construct according to earthquake-resistant standards. ○ Install early warning systems ○ Develop emergency plans and conduct evacuation drills in simulated scenarios. ○ Purchase property insurance to protect asset value.

Chronic Risks	Water Risk (Water Stress / Drought)	**Impact** Construction projects require water for various processes such as concrete mixing, cleaning, and dust control. In the event of severe drought and water scarcity, operations will be delayed, and water procurement costs will increase. **Opportunities** ○ Development of innovative water management projects, reducing water consumption and promoting water reuse. Revenue from environmentally conscious customer base. **Adaptation & Mitigation** ○ Design water conservation to reduce usage and loss in the system. ○ Utilization of treated water ○ Utilize weather forecasting technology and data analysis for climate change risk assessment.
	Rising Sea Levels	**Impact** Properties located in coastal or low-lying areas face increased flood risk, which may lead to a decrease in property value and higher insurance costs. **Opportunities** Develop sustainable projects with natural disaster-resistant designs and create green spaces for water retention, meeting the demands of customers seeking new potential locations. **Adaptation & Mitigation** Designing protective infrastructure such as natural buffers, seawalls, and selecting sustainable construction materials, as well as planning project layouts to limit development in high-risk areas.

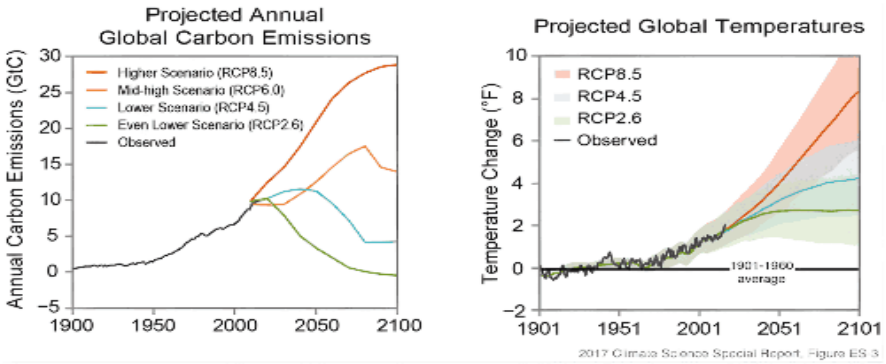
	Employee Health and Occupational Hygiene (Waves Heat)	**Impact** Rising average temperatures and accumulated heat pose health risks to outdoor workers, making them susceptible to heat-related illnesses such as heatstroke. **Opportunities** Adoption of robots to replace human labor, reducing labor costs and operational expenses. **Adaptation & Mitigation** ○ Well-ventilated rest areas ○ Provide clean drinking water stations, at least 2-3 liters per person per day. ○ Attire and equipment, such as safety helmets with sun-protective brims. ○ First Aid Training

- **Transition Risk to a Low-Carbon Economy** (GRI 102-1)

The Company has a plan to address Transition Risks associated with the shift to a low-carbon economy, arising from changes in policies, laws e.g., carbon taxes or green building standards enforcement, technology, evolving customer demands e.g., demand for energy-efficient homes or the transition to environmentally friendly construction technologies, and reputation, should the Company fail to adapt promptly to societal trends.

Scenario Analysis

The Company has assessed the potential financial impacts of climate change risks and opportunities through Scenario Analysis, in accordance with TCFD (Task Force on Climate-related Financial Disclosures) standards. This assessment references data from scientific teams who conducted studies using models to forecast impacts with RCP 2.6 and RCP 4.5 (RCP: Representative Concentration Pathways, which are models of future greenhouse gas emissions between 2006 – 2300) to predict impacts in 2050, as follows:



(left) Hypothetical pathways of carbon emissions ("representative concentration pathways," or RCPs) throughout the twenty-first century based on different possible energy policies and economic growth patterns. (right) Projected temperature increase relative to the 1901-1960 average depending on which RCP we eventually follow. Image by Katharine Hayhoe, from the *2017 Climate Science Special Report* by the U.S. Global Change Research Program.

1. RCP 2.6 Model (Best-case scenario):

Governments and businesses worldwide collaborate intensively to reduce greenhouse gas emissions, aiming to limit global temperature rise to no more than 1.5-2.0 degrees Celsius.

Impacts on the transition to a low-carbon economy:	Opportunities:
Physical risks will decrease, but the Company will face transition risks to meet evolving customer demands and stricter government regulations. The Company anticipates increased investment to ensure business sustainability and compliance with more stringent standards, Adaptation & Mitigation as follows: ● Investment in environmentally friendly project design ● Increased investment in environmentally friendly construction materials ● Improving environmentally friendly work processes ● Investment in green technologies for energy saving ● Carbon Tax Payment	The Company has opportunities to gain competitive advantages through ● Development of environmentally friendly projects that meet current and future customer demands, leading to increased revenue. ● Low-interest borrowing costs (Green Financing/ Sustainability Loans / Green Bonds) ● Attract investors (Great Wealth Transfer 2035 – 2050)

2. RCP 4.5 Model (Moderate scenario):

Under the RCP 4.5 scenario, which represents moderate greenhouse gas reduction policies, the global average temperature is projected to increase by approximately 2.0 to 3.0 degrees Celsius by 2100 (B.E. 2643). This level exceeds the Paris Agreement's goal of limiting temperature rise to no more than 2 degrees Celsius. This scenario will lead to more severe and frequent weather variability, as well as an anticipated average sea level rise of approximately 0.35 to 0.70 meters, directly impacting ecosystems and the adaptive capacity of living organisms.

The Company has adopted Scenario Analysis, following the RCP 4.5 approaches, to assess Physical Risks in each geographical area. This assessment references data from Thailand's climate change projections, as outlined in the National Adaptation Plan (NAP) dated April 2024, with key details as follows:

Settlement and Human Security Risks: The Company focuses on assessing areas highly vulnerable to heat, floods, and droughts by analyzing data from Thailand's risk map for the period 2016 - 2035 (B.E. 2559 - 2578). This information is integrated into project site selection, climate-resilient architectural design, and engineering system planning to enhance the long-term resilience of residential projects.

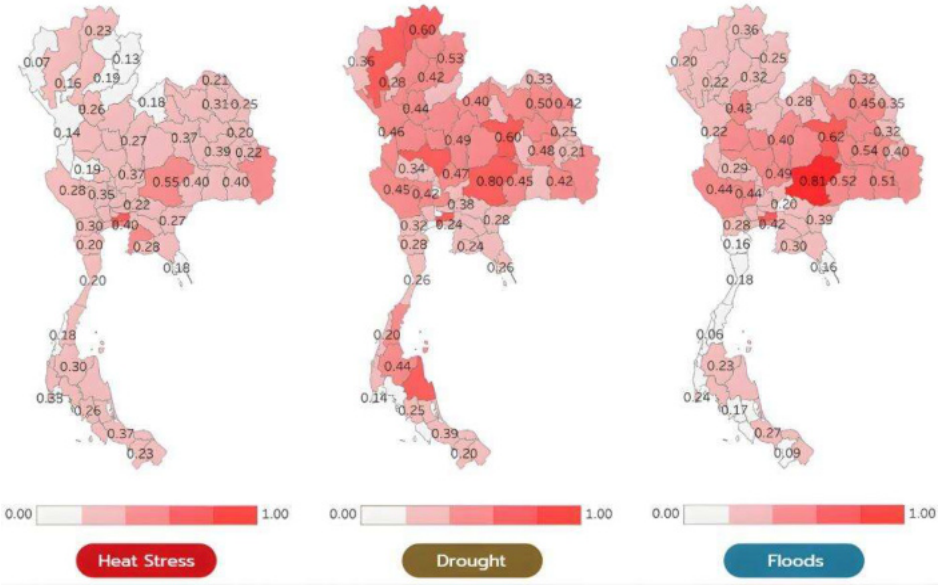
Historically, human settlements have been determined by geographical advantages and favorable climates. However, current global warming is transforming these factors into new, more complex, and severe challenges. Climate change risk is therefore not merely an environmental issue but a critical variable for the stability of settlements and the long-term value of real estate.

The Company recognizes the urgent need to elevate decision-making criteria from traditional residential development planning to Climate-Informed Development Planning. This aims to ensure the safety and well-being of residents, based on national climate model analysis under the RCP 4.5 scenario by the Office of Natural Resources and Environmental Policy and Planning (ONEP), which identifies strategic areas vulnerable to heat stress, drought, and floods, particularly in the 10 provinces with the highest risk index, as detailed in the accompanying risk map.

Table showing provinces with high climate change risk Top 10
Human Settlement and Security Sector, during 2016 - 2035 (B.E. 2559 - 2578)

Risk		Risk area
Heat Stress	RCP 4.5	Bangkok, Nakhon Ratchasima, Samut Prakan, Buriram, Chonburi Ubon Ratchathani, Songkhla, Nonthaburi, Surin, Phuket
	RCP 8.5	Bangkok, Nakhon Ratchasima, Samut Prakan, Buriram, Chonburi Ubon Ratchathani, Songkhla, Surin, Phuket, Nonthaburi
Drougth	RCP 4.5	Bangkok, Nakhon Ratchasima, Khon Kaen, Samut Prakan Ubon Ratchathani, Roi Et, Buriram, Surin, Chaiyaphum Udon Thani
	RCP 8.5	Bangkok, Nakhon Ratchasima, Khon Kaen, Roi Et, Samut Prakan Ubon Ratchathani, Udon Thani, Buriram, Maha Sarakham, Surin
Floods	RCP 4.5	Bangkok, Nakhon Ratchasima, Chiang Mai, Nakhon Si Thammarat Chiang Rai, Nakhon Sawan, Kamphaeng Phet, Phitsanulok Khon Kaen, Phra Nakhon Si Ayutthaya
	RCP 8.5	Bangkok, Nakhon Ratchasima, Khon Kaen, Nakhon Si Thammarat Chiang Mai, Samut Prakan, Phra Nakhon Si Ayutthaya Kamphaeng Phet, Songkhla, Nakhon Sawan

Image showing the risk map for human settlement and security sector
Under the scenario RCP 4.5, focusing on areas at risk from heat, floods, and droughts.
shown on the map for the period B.E. 2016 – 2035, with darker shades indicating areas expected to be highly impacted.



Source: Office of Natural Resources and Environmental Policy and Planning (2021)

Table showing project development risk areas due to climate change
Supalai Public Company Limited

Region	Physical Risk								Transition Risk			
	Floods	Severe Storms	Land Quake	Waves Heat	PM 2.5 Dust	Shortage Water/ Drought	Rising sea levels / Saltwater intrusion		Policy	Technology	Market	Reputation
BKK/ Perimeter	VH	M	M	M	H	M	H		H	L	H	M
Medium	VH	M	L	M	L	L	H					

Strategies to reduce emissions and enhance greenhouse gas absorption

Climate-related risk management procedures:

Strategy	Scope			Operational Guidelines
	1	2	3	
Increase the proportion of renewable energy use.				Increase the installation of solar energy systems, such as Solar Rooftop / Solar Carport, to generate electricity for self-consumption within buildings or sales office projects.
Increase electrical energy efficiency in project design and development processes.				Design energy-efficient buildings, reduce energy loss, inspect and improve systems to enhance electrical energy efficiency.
Efficient resource and waste management				Efficient resource utilization, waste reduction at the source, promotion of recycling and resource circulation, and effective waste management, reducing landfill disposal.
Promote supply chain collaboration				Participate as a member and support partners in reducing greenhouse gas emissions throughout the supply chain, from upstream to downstream activities.
Restore and conserve natural resources				Restore forest integrity by supporting tree planting in areas to serve as carbon sinks.

Compliance with principles and standards for greenhouse gas or climate change management

Principles and standards for greenhouse gas or climate change management : Thailand Greenhouse Gas Management Organization (TGO), The Greenhouse Gas Protocol, ISO 14064 - Greenhouse gases

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : Yes

Company's existing targets : Setting carbon neutrality targets, Setting other greenhouse gas reduction targets

Setting carbon neutrality targets

Details of setting carbon neutrality targets

Greenhouse gas emission scope	Base year(s)	Target year(s)	Certification
Scope 1-2	2024	2050	• Thailand Greenhouse Gas Management Organization (TGO)

Setting other greenhouse gas reduction targets

Details of setting other greenhouse gas reduction targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year
Scope 1-2	2024 : Greenhouse gas emissions 11,574.00 tCO_2e / Baht	2030 : Reduced by 40% in comparison to the base year	-

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

1. House Design and Building Standards for Energy Efficiency and Carbon Reduction

The company has applied climate change-related risks and opportunities in its business operations. and emphasizes addressing climate change by adopting energy-efficient and environmentally friendly home and building design concepts from the planning and development stages. Homes and condominiums are designed to be consistent with and adaptable to climate change, reducing long-term energy consumption and greenhouse gas emissions throughout the product lifecycle. The design approaches focuses on sustainable energy efficiency.

1.1 House Design and Project Layout

- Design layout and wind direction to receive appropriate natural light and ventilation.

- Design main living areas such as bedrooms, reception rooms, and living rooms to receive sufficient natural light, with a glass area to room area ratio of not less than 15%, which helps reduce electricity consumption for lighting during the day.
- Design by specifying and selecting products that reduce greenhouse gas emissions, such as lightweight brick materials and house wall paints that help reduce heat accumulation, making homes cooler and reducing electricity consumption.
- Design incorporating innovation for energy saving, such as Motion Sensors or smart control systems, capable of setting on/off times to reduce electricity consumption.
- Design and install Solar Roof using renewable energy to manage energy in sales offices, construction offices, show homes, ready-to-sell homes, and temporary customer parking.



1.2 Building Design and Selection of Energy-Saving Materials for High-Rise Projects

- Project design by orienting buildings north-south, considering wind direction, and designing balconies to shade the building from direct sunlight, resulting in cooler buildings and reduced energy consumption.
- Layout of buildings to avoid the west direction and design of opening sizes (Window-to-Wall Ratio) to be consistent with actual use, to receive natural light and ventilation.
- Design by selecting energy-saving technologies and equipment.
    - Selection of low-carbon materials: choosing construction materials with environmentally friendly production processes to reduce embodied carbon in the construction process, such as using fiberglass insulation, which is Green Label certified, meaning its raw materials and production process have minimal environmental impact and are safe. Installed above the second-floor ceiling, it reduces heat from the attic area, addressing rising climate change.
    - Selection of building paints with heat and light reflective properties to reduce heat absorption in walls, combined with the use of high thermal insulation materials such as lightweight bricks and fiberglass insulation (Green Label) installed above the ceiling, along with vinyl soffit with heat vents, to reduce heat accumulation under the roof.
    - Environmentally friendly materials such as Inverter air conditioners, energy-saving label No. 5.
    - Utilizing innovative hydro-powered faucets that generate electricity from water pressure to reduce reliance on grid electricity.
    - Solar cell post-top lights use 100% solar energy, reducing electricity consumption. As they are outdoor post-top lights, they must use UV-resistant and weather-resistant materials with a long lifespan, which helps reduce the frequency of material replacement and long-term waste.
    - Energy-saving glass No. 5, where the gap between the glass acts as a highly efficient insulator, reducing heat transfer from outside to inside, helping to reduce electricity consumption.



1.3 House and Building Design to Cope with Climate Change

The company develops house and building designs to cope with climate change, enabling structures to withstand and function continuously under severe and erratic climate change impacts such as rising heatwaves, floods, severe storms, droughts, and helping to reduce building greenhouse gas emissions.

- Structural design to reduce the risk of damage to buildings from natural disasters, such as designing structures to withstand earthquake forces in high-risk areas and designing to accommodate ground subsidence.
- Designing long eaves to provide sun or rain protection helps the building adapt well to heatwaves, reducing residents' reliance on excessive electricity. It also serves as a design to cope with erratic rainfall, protecting walls, window frames, and balconies from heavy and severe rain.



2. Activities for Efficient Greenhouse Gas Reduction (GRI 102-9)

The company recognizes that the real estate business plays a crucial role in contributing to the reduction of global greenhouse gas emissions. Therefore, it has established operational guidelines to address climate change, elevating climate change management as one of the core pillars of its sustainable business strategy. The adaptation processes to climate change are as follows:

2.1 Reduction of direct and indirect greenhouse gas emissions from energy consumption

1) Transition to clean energy vehicles

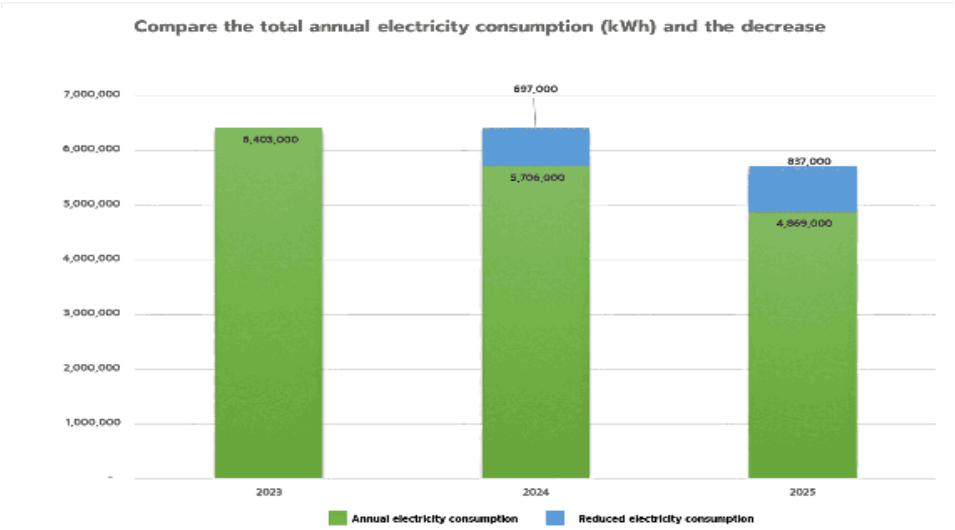
The company has a policy to procure 100% Battery Electric Vehicles (BEV), which have zero tailpipe emissions during operation, and Hybrid Electric Vehicles (HEV), which significantly improve fuel efficiency and reduce carbon dioxide emissions compared to conventional fuel vehicles. This transition to clean energy vehicles reflects efficient resource management in line with Environmental, Social, and Governance (ESG) frameworks, aiming to reduce the organization's carbon footprint across the entire operational chain, from central operations to project level. In 2025, the company allocated a total of 15 alternative energy vehicles into its operational system, divided into: 4 electric vehicles and 4 hybrid vehicles for head office, and 3 electric vehicles and 4 hybrid vehicles for project operations. This resulted in a reduction of 91.33 tCO_2eq greenhouse gases and a reduction in fuel energy costs of 49,000 baht.



2) Energy Management of Supalai Grand Tower Building to reduce greenhouse gas emissions. In 2025, electricity consumption was reduced by 873,000 kWh/sq.m. and percent reduction in greenhouse gas emissions 436.5 tCO_2eq from the following operations:

- Install Lift Regenerative Drive System, an energy-saving technology that converts kinetic energy from elevator movement during braking e.g., descending with a heavy load or ascending with a light load into electrical energy, which is then fed back into the building's power supply system instead of being dissipated as heat, saving approximately 20-75% of energy. When the elevator moves down with a heavy load or up with a light load (light car weight than counterweights) the motor acts as a generator The inverter or Regenerative Drive unit receives the generated alternating current, converts it to direct current (DC), and then converts it back to stable alternating current to feed back into the building's electrical system.
- Improve the Chiller system by installing Chiller Plant System Management (CPMS) equipment, which is a system used to control and manage the cooling system to monitor the real-time status of various equipment such as temperature, pumps, cooling towers, and Chiller operation, controlling the on-off of equipment to suit the usage load for analysis and improvement of operation to minimize energy consumption, which can help reduce energy costs.
- Replace LED lights in common corridors and adjust the lighting system to operate from 10:00 PM to 6:00 AM to help reduce electricity consumption by 1,191,035 units.

Year	Electricity consumption (kWh)	Electricity consumption (MWh)
2023	6,403,000	6,403
2024	5,706,000	5,706
2025	4,869,000	4,869



3) Convert gardening equipment and tools to those using alternative and renewable energy. By using solar energy through the Solar Cell system installed in the project, reducing reliance on fossil fuels from traditional energy sources, reducing pollution, and long-term environmental impact.



Year	Fuel consumption for gardening tools (liters)
2024	16,117.208
2025	14,054.61

4) Campaign activities and cooperation with employees to save electricity in the office.

- Campaign to turn off lights and electrical appliances when not in use: encourage employees to turn off lights, computers, photocopiers, and office equipment every time after use or before leaving meeting rooms.
- Adjust air conditioner temperature appropriately: set office air conditioner temperature to an appropriate level, such as 25–26 degrees Celsius, and communicate to employees the impact on energy reduction.
- Maximize natural light by encouraging opening curtains or arranging workspaces to receive natural light during the day, to reduce electricity consumption for lighting.
- Communicate and post energy-saving warning signs, stickers, or campaign posters near light switches, elevators, and electrical appliances to encourage daily employee participation.





5) Internal carbon offset activities

- Reduce greenhouse gases, support waste separation, and produce 97,400 employee uniforms from recycled plastic, reducing carbon by 9.74 tCO2eq and reduce energy from ironing/year, which helps reduce carbon by 25,273 kilograms carbon dioxide equivalent Total carbon reduced 35,013 kilograms carbon dioxide equivalent which is equivalent to planting 3,640 trees.
- Transforming leftover lightweight brick scraps into "fragrant stones" generates supplementary income for local communities (Amphan Community Enterprise, Mae Sot District, Tak Province) and reduces carbon dioxide emissions equivalent to 0.002 kgCO_2eq /piece



- Forest planting and ecosystem restoration project: "Forest for Happiness" activity for the 3rd consecutive year, where Supalai employees jointly planted 6,650 trees on company land, totaling 55 rai (approximately 8.8 hectares). This is expected to reduce greenhouse gas emissions by 665 tCO_2eq within 10 years. This year's project focuses on planting Thai economic tree species that provide shade and long-term benefits, including Yang Na, Payung, Phayom, and Mahogany, all of which are fast-growing trees with efficient carbon dioxide absorption potential.



6) The company is a member in the Thailand Carbon Neutral Network (TCNN) Under the operation of the Thailand Greenhouse Gas Management Organization (Public Organization), as 1 of 854 pioneering organizations in greenhouse gas management, to demonstrate its intention and commitment to managing and reducing greenhouse gas emissions. Participation in this network promotes the exchange of knowledge, best practices, and carbon-neutral operational guidelines with public and private sector agencies, as well as supporting the organization in developing effective approaches to reduce and offset greenhouse gas emissions, in line with climate change mitigation goals and sustainable development. The company has joined the Thailand Carbon Neutral Network of the Thailand Greenhouse Gas Management Organization (Public Organization) or TGO.

3. Building Awareness and Engagement within the Organization

The company focuses on building awareness and engagement among employees at all levels in climate change management and greenhouse gas reduction. Therefore, it organizes various internal and external activities and projects to enhance the necessary knowledge and skills for operations to respond to climate change risks, as follows:

3.1 Fostering a culture of energy saving and climate change awareness among employees.

- Encourage employees to use company pool cars to reduce carbon and costs, promoting fuel energy saving, and requiring all hybrid pool cars to use E20 fuel to help reduce carbon dioxide emissions and the organization's operational carbon footprint.
- Promoting environmental knowledge by publicizing and recommending online training courses to employees.



- Employee participation in activities to promote climate change mitigation.

Encourage employees to separate waste for the "More Separation, More Gain" project in collaboration with Recycle Day in 2025, reducing greenhouse gases by 11.82 tCO_2eq , equivalent to planting 1,228 large trees.

- E-Waste project with AIS: total waste of 20 kilograms, equivalent to a carbon footprint reduction of 0.123 tCO_2eq, which is equivalent to planting 14 trees.
- Implement waste separation systems in the office, especially for waste from design and documentation, to be recycled according to circular economy principles.



4. Supply Chain Engagement on Climate Change

4.1 Organize ESG Focus Group forums with business partners and allies annually for the 7th consecutive year. with discussions on climate change impacts and environmentally friendly procurement guidelines.



4.2 Organize training on the topic of " The CFO & CFP Advantage: Leveraging Carbon Footprint for Competitive Edge and Sustainable Growth" Support partners in registering for CFO (Carbon Footprint of Organization) and CFP (Carbon Footprint of Products), which will lead to the establishment of effective management guidelines for reducing greenhouse gas emissions at factory, industry, and global levels, and enhance partners' potential and capabilities to jointly build a sustainable supply chain management in line with the organization's sustainable development goals, while considering social and environmental responsibilities. with participating partners. Quantity 105 Supplier



4.3 Collaborate with CPAC business partners in the cement business, Siam Cement Group or SCG Initiating innovation in residential project development, focusing on mutual knowledge and experience exchange to study and present high-quality, environmentally friendly products that can be practically applied in the construction industry. This includes using CPAC High Strength Concrete for the construction of 18 Supalai condominium projects, which reduces climate impact by reducing greenhouse gas emissions by 8,035.32 tCO_2eq, or the equivalent of planting 845,812 trees.



5. Organizational Greenhouse Gas Emission Data (GRI 2-5, GRI 102-4, 102-5, 102-6, 102-7,102-8,102-9)

The company prepares its organizational carbon footprint (Carbon Footprint for Organization: CFO) data once a year, referencing the calculation methodology based on the guidelines for organizational carbon footprint assessment by the Thailand Greenhouse Gas Management Organization (Public Organization), with the reporting scope covering only Supalai Public Company Limited, specifically Supalai Grand Tower, Low- rise, High-rise areas, totaling 233 projects.

In 2025, the company's organizational carbon footprint was registered, with data from January 1 to December 31, 2025. Thailand Greenhouse Gas Management Organization (Public Organization)

The company has prepared its organizational greenhouse gas emission and removal report for the period January 1 to December 31, 2025, certified according to international standard ISO 14064-1-2018, verified. Data by Company Bureau Veritas (Thailand) Ltd. which is a registered verifier.



CERTIFICATE

SUPALAI PUBLIC CO.,LTD

SUPALAI GRAND TOWER 1011 RAMA 3 RD., CHONGNONSEE, YANNAWA, BANGKOK 10120, THAILAND

Bureau Veritas Certification (Thailand) Ltd has carried out the verification of the quantity of Greenhouse gas emissions of the above organization in accordance with ISO 14064-3:2019. The greenhouse gas emission quantification and reporting is found to be in accordance with the requirements of the standard detailed below

ISO 14064-1:2018
SCOPE OF CERTIFICATION

For Organization Boundaries Covering :
Real Estate

Sources of Greenhouse Gas Emissions :

Direct GHG Emissions and Removals	1,452	tonnes CO2 equivalent
Indirect GHG Emissions from Imported Energy	10,122	tonnes CO2 equivalent
Indirect GHG Emissions from Transportation	NS	tonnes CO2 equivalent
Indirect GHG Emissions from Products Used by the Organization	58,177	tonnes CO2 equivalent*
Indirect GHG Emissions from Use of Organization's Products	NS	tonnes CO2 equivalent
Indirect GHG Emissions from Other Sources	N/A	tonnes CO2 equivalent

Certificate number:
TH026987

REPORTING PERIOD
01 January 2025
TO
31 December 2025

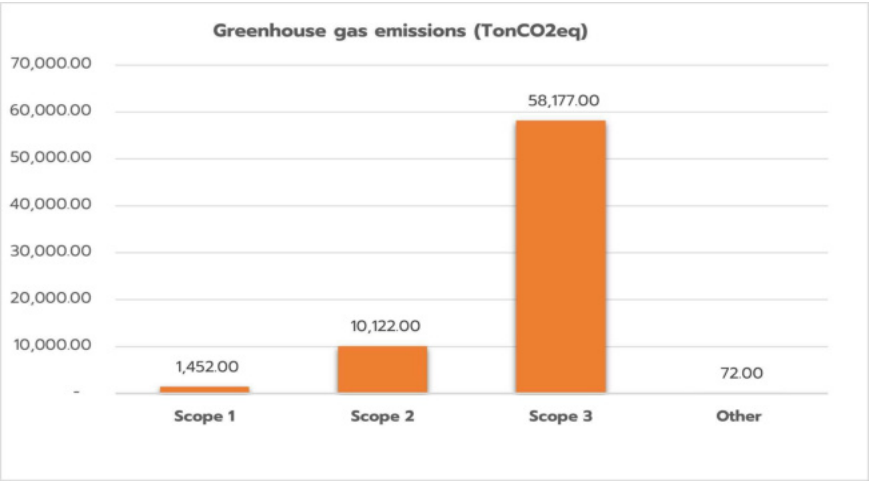
LEVEL OF ASSURANCE
LIMITED

Version : 1
Issue date :
16 March 2026

In the year In 2025, the company's total greenhouse gas emissions were 69,751 tCO_2eq from operations, categorized as direct greenhouse gas emissions Scope 1 Quantity 1,452 tCO_2eq and indirect greenhouse gas emissions from purchased electricity Scope 2 Quantity 10,122 tCO_2eq, including direct and indirect greenhouse gas emissions Scope 1 and 2 quantity 11,574 tCO_2eq, a decrease of 4.28% compared to the year 2024 This results from maximizing energy efficiency, reducing energy consumption in operational activities, and increasing the use of renewable energy in the organization's operational processes. The company also improved the management process of Supalai Grand Tower building, affecting direct and indirect greenhouse gas emissions Scope 1 and 2 emissions reduced in the year 2025

However, when calculating the ratio of direct and indirect greenhouse gas emissions to total revenue (Combined GHG scope 1&2 Intensity) of the year 2025 found to be equal to 0.4672 tCO_2eq per million baht

The company has other indirect greenhouse gas emissions Scope 3 Total quantity 58,177 tCO_2eq, a decrease of 30.57% compared to the year 2024



The company found that the top four activities in the supply chain with the highest other indirect greenhouse gas emissions are: Other indirect greenhouse gas emissions Scope 3 Indirect greenhouse gas emissions from purchased electricity Scope 2 and direct greenhouse gas emissions Scope 1 accounting for 83.41%, 14.51%, and 2.08% respectively.

Greenhouse Gas Emission Sources	Unit	Quantity
Scope 1: Direct greenhouse gas emissions such as fuel, refrigerants, chemical fertilizers, fire extinguishing agents.	tCO_2eq	1,452
Scope 2: Electricity consumption	tCO_2eq	10,122
Scope 3 Cat.1 purchased goods and services such as construction materials, chemical fertilizers	tCO_2eq	58,177
Others (separate report)	tCO_2eq	72
Total (Scope 1+2)	tCO_2eq	11,574
Total (Scope 1+2+3)	tCO_2eq	69,751
Output	million baht	24,772
Carbon Intensity (Scope 1+2)	tCO_2eq / million baht	0.4672
Carbon Intensity (Scope 1+2+3)	tCO_2eq / million baht	2.8157

Greenhouse Gas Emission Statistics

Operational Data	Unit	2023	2024	2025
Total greenhouse gas emissions				
Direct greenhouse gas emissions (Scope 1)	tCO_2eq	1,145	1,167	1,452
Indirect greenhouse gas emissions (Scope 2)	tCO_2eq	9,085	10,925	10,122
Other indirect greenhouse gas emissions (Scope 3)	tCO_2eq	133,750	83,797	58,177
Greenhouse gas emissions (Scope 1+2)	tCO_2eq	10,230	12,092	11,574
Greenhouse gas emissions (Scope 1+2+3)	tCO_2eq	143,980	95,889	69,751
Ratio of greenhouse gas emissions to revenue (Scope 1 + 2)	tCO_2eq / million baht	0.3744	0.3781	0.4672
Ratio of greenhouse gas emissions to revenue (Scope 1+2+3)	tCO_2eq / million baht	5.2695	2.9980	2.8157

Greenhouse gas management : Corporate greenhouse gas emission

	2023	2024	2025
Total greenhouse gas emissions (Metric tonnes of carbon dioxide equivalent)	143,980.00	95,889.00	69,751.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	1,145.00	1,167.00	1,452.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	9,085.00	10,925.00	10,122.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	133,750.00	83,797.00	58,177.00

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

Verification of the company's greenhouse gas emissions : Yes

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

Reference file for the greenhouse-gas verifier entity : https://eonemedia.setlink.set.or.th/report/0371/2025/1774062449061.pdf

Information on other environmental management

Biodiversity

Impacts, Risks, and Opportunities

Key Sustainability Issues	Impacts, Risks, and Opportunities
Biodiversity and Ecosystem Preservation ● Protection and Restoration of Ecosystems ● Management of Biodiversity Impacts **FTSE Russell ESG Theme:** Biodiversity **Supporting SDG Goals** 	The Company places the highest priority on environmental management and biodiversity conservation, recognizing that maintaining natural balance is fundamental to the quality of life for residents and surrounding communities. The Company is committed to operating under the concept of "sustainable development alongside the preservation of natural value" by integrating plant and animal conservation, appropriate land utilization, and ecosystem restoration to achieve completeness. The approaches covers land selection and acquisition processes, project planning and design that avoids impacts on habitats, the creation of interconnected green spaces, as well as continuous environmental maintenance and monitoring. This ensures that biodiversity within the project area can be sustained and developed in the long term, thereby creating value for residents, communities, and the environment as a whole.

By 2030, the Company aims for 100% of projects located in high biodiversity-risk areas to implement Biodiversity Loss Mitigation Plans. These plans are designed to manage, prevent, and mitigate the impacts of business operations on biodiversity. To ensure measurable outcomes, the Company utilizes Habitat Area, Habitat Condition, and the Species Richness Index as its primary Key Performance Indicators (KPIs).

Goals for 2030	Performance in 2025
Low Rise Projects shall have a green area to saleable area ratio of ≥ 5%.	100% of all Low Rise Projects have green space to a saleable area of ≥ 5%.

Plans, performance, and outcomes related to other environmental management

Biodiversity

Policy and Commitment (GRI 101-1)

The Company has established the "Biodiversity Management Policy" and implemented board-level oversight to manage significant sustainability risks, including biodiversity issues. This aligns with the sustainability disclosure principles of IFRS S1. The Risk Management Committee is assigned the responsibility of providing governance oversight on the following areas:

1. Material issues, nature-related risks, and opportunities.
2. Integration of biodiversity into strategies, investment decisions, and project designs.
3. Risk management processes and internal controls, including Internal Control & Disclosure Readiness.
4. Metrics, targets, and monitoring of results.

The Committee reviews these matters at least once a year, or upon the occurrence of significant events or changes, and regularly reports to the Board of Directors. Meanwhile, the management team is responsible for driving implementation, allocating resources, and enhancing the capabilities of relevant departments to ensure operations align with the policy.

The Company has integrated biodiversity issues into its Enterprise Risk Management (ERM) and investment decision-making processes. This ensures that Nature-related Risksboth Physical Risks and Transition Risksare assessed and managed at a strategic level. Furthermore, cross-functional collaboration has been fostered to co-establish biodiversity risk and opportunity assessment criteria for new and significant projects.

The Company has established a strategic commitment to achieving a Net Positive Impact on biodiversity or implementing offsets for unavoidable impacts in high-biodiversity risk areas. The Mitigation Hierarchy (Avoid–Minimize–Restore–Offset) serves as the core operational framework. The Company requires the reporting of Biodiversity Habitats within and adjacent to project sites and the development of a Biodiversity Action Plan (BAP), verified by the Sustainability Department. This process involves establishing baseline biodiversity conditions prior to project development and monitoring changes in Habitat Area, Habitat Condition, and Species Richness Index to evaluate quantitative outcomes, with progress disclosed annually.

Additionally, the Company collaborates with external stakeholders, including government agencies, the private sector, and non-profit organizations, to collectively reduce biodiversity loss across all operational areas.

To achieve authentic sustainability outcomes, the Company prioritizes building a knowledge foundation and continuously developing the capabilities of personnel and business partners regarding biodiversity to ensure accurate understanding and practice. The Company is also committed to transparent disclosure by preparing reports aligned with the recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD) and disclosing sustainability data in accordance with the international GRI Standards (GRI 101: Biodiversity 2024). The Company firmly believes that managing biodiversity with integrity and transparency is a vital foundation for passing on a rich natural heritage to future generations alongside stable business growth.

For more information, please visit: Policy on Biodiversity Management

Strategies and Management Approaches

Green Space and Ecosystem Management through Big Tree Management Techniques (GRI 101-2)

The Company recognizes that large trees are invaluable natural assets, offering immense ecological and economic benefits. Beyond being long-lived flora, these trees serve as the pillars of the ecosystem and are vital to creating lush, resilient landscapes. Consequently, the preservation and professional relocation of large trees generate a net positive impact on biodiversity by providing essential habitats, shelters, and breeding grounds for diverse urban wildlife, thereby maintaining the balance of the urban food chain.

Furthermore, their root systems and expansive canopies play a crucial role in stormwater management by slowing runoff, preventing localized flooding, and mitigating soil erosion. From a business perspective, preserving these natural features enhances real estate value and elevates the long-term quality of life for residents. To safeguard existing trees within project development areas, the Company integrates strategic species selection tailored to functional utility with advanced tree transplanting and relocation techniques, ensuring the continuity of precious natural resources.



Biodiversity Conservation and Restoration (GRI 101-2, 101-4, 101-5, 101-8)

The Company has established comprehensive guidelines for the conservation and restoration of biodiversity across all current and future development projects. These measures are integrated throughout the entire project lifecycle from land acquisition and construction to post-construction phasesto mitigate potential negative impacts on biodiversity.

Our framework is aligned with the International Union for Conservation of Nature (IUCN) standards regarding Biodiversity Offsets and strictly adheres to the Mitigation Hierarchy. This structured approaches consists of four sequential levels designed to manage environmental impacts effective: Avoidance, Minimization, Restoration, Offsetting

Biodiversity Risk Assessment Process

The Company recognizes that nature and biodiversity are fundamental factors that directly influence the quality of life for our residents and the long-term growth potential of our business. Consequently, we have integrated nature-related risk and opportunity assessments into our corporate strategy. Our approaches is aligned with the international framework of the Taskforce on Nature-related Financial Disclosures (TNFD), ensuring that project development proceeds in harmony with the natural context and meets the evolving expectations of our stakeholders.

The company conducts assessments using the LEAP Approach (Locate, Evaluate, Assess, Prepare), which begins with considering the project's location and its connection to the surrounding ecosystem (Locate); analyzing the dependence on and impacts on natural resources and biodiversity (Evaluate and Assess); and utilizing the assessment results to manage biodiversity risks, coupled with strategic planning to enhance business opportunities and long-term value (Prepare).

The assessment covers the Double Materiality principle, considering both (1) the impact of the Company's activities on nature (Impact Materiality) and (2) the risk or opportunity that degradation of nature may affect the Company's operating results, cash flow, asset value at risk, and cost of capital (Financial Materiality). The analysis is currently in the process of data collection and uses scenario analysis consistent with the TNFD and IFRS S1 frameworks to assess the resilience of the business model under nature-related transition risks.

The results of these assessments are utilized to analyze Business Model Resilience under various Scenario Analyses. These scenarios specifically focus on ecosystem changes and water-related risks, ensuring that the Company can adapt and maintain operational continuity amidst evolving environmental challenges.

Furthermore, this approaches enables the Company to mitigate operational and environmental transition risks. It also serves as a catalyst for designing and developing residential projects that prioritize green space enhancement, urban ecosystem restoration, and resource efficiency. These initiatives collectively generate added value for our projects, bolster consumer and investor confidence, and drive sustainable business growth while preserving the intrinsic value of nature for the long term.

1. Spatial Connectivity and Natural Value Assessment

The Company prioritizes land selection and project development rooted in the responsibility toward natural resources. We conduct systematic spatial assessments involving nature and biodiversity data to gain a profound understanding of the environmental context and the natural value of a site prior to development. This process is carried out in tandem with identifying design and development opportunities that harmonize with the site's unique natural characteristics.

The assessment process encompasses a comprehensive review of both national and international reference data. This includes verifying the presence of Reserved and Protected Wildlife as mandated by the Ministry of Natural Resources and Environment (MNRE), as well as identifying rare or endangered flora and fauna listed by the Office of Natural Resources and Environmental Policy and Planning (ONEP) under the Thailand Red List and the IUCN Red List. This rigorous screening supports project planning by proactively identifying legal constraints and enhancing business decision-making clarity from the initial stages.

Furthermore, the Company evaluates the context of water resources by utilizing water risk maps from the United Nations (UN) as a key decision-support tool. This ensures that project developments do not exacerbate water stress in local areas and enables effective long-term water management planning.

Regarding ecosystem structure, the Company prioritizes analyzing the areas surrounding its projects to avoid impacts on protected or sensitive areas. This includes carefully considering migration corridors, foraging grounds, and habitat connectivity to maintain ecological balance alongside urban development.

The Company operates with full respect for the rights of local communities and their traditional use of natural resources. We ensure that access to resources is not restricted without proper engagement and consent, adhering to the principle of Free, Prior, and Informed Participation. Furthermore, the Company provides dedicated channels for environmental and community-related grievances, ensuring a systematic monitoring and resolution process through the Supalai Contact Center 1720.

2. Identification of Dependencies and Impacts on Nature and Biodiversity (GRI 2-6, GRI 3-1 3-3)

The company recognizes that real estate development projects are interconnected with nature in many dimensions, both as a user of resources and as a potential impact on ecosystems. Therefore, the company conducts analyses of the dependencies and impacts of project development activities on nature and biodiversity in order to comprehensively identify business risks and opportunities.

The assessment encompasses dimensions of natural resource utilization, such as water, soil, and ecosystem services, as well as potential impacts from land restructuring, construction, and project operation, including habitat loss, alterations to ecosystem structure, and impacts on the capacity to withstand natural disasters such as floods, storms, or landslides.

Furthermore, the Company prioritizes strict pollution control and rigorous compliance with environmental laws and policies. We also meticulously consider potential reputational risks arising from biodiversity-related issues. These risks are formally integrated into the Enterprise Risk Management (ERM) framework for systematic monitoring and evaluation. The assessment results are utilized to formulate robust prevention and mitigation measures, supported by continuous risk monitoring and review. This ensures that all strategic decision-making and project implementations are deeply rooted in the consideration of nature and biodiversity, fostering long-term resilience and sustainability.

The scope of the Company's biodiversity management and disclosure encompasses the entire project development lifecycle: from site selection and land acquisition to design, construction, and post-occupancy management. This also extends to material issues within the value chain, including contractors, material suppliers, and the management of green spaces and water resources within the projects. To ensure the accuracy and auditability of its disclosures, the Company employs an evidence-based approaches and utilizes material assumptions tailored to the specific context of each project site. This commitment to data integrity supports transparent reporting and enables stakeholders to verify the Company's environmental performance effectively.

3. Risk Level Analysis and Biodiversity Action Plan (BAP)

The company systematically analyzes biodiversity risk levels using data from spatial assessments and impact identification, considering key factors such as project location, distance from areas of high natural value, and the importance of plant and animal species that may be affected.

For projects identified as high-risk, the Company mandates the development of a Biodiversity Action Plan (BAP). This plan establishes comprehensive measures for the prevention, mitigation, and monitoring of impacts throughout the entire project development lifecycle. Beyond risk management, the BAP serves as a strategic framework that enables the Company to innovate in design and management, ultimately generating added value for both the development site and the surrounding communities.

The operational plan will be based on the mitigation hierarchy principle, prioritizing avoidance as the first priority, followed by reduction, restoration, and compensation, in that order. This ensures that the company's operations do not cause significant loss of biodiversity and are consistent with international best practices in sustainable development.

4. Implementation of the Mitigation Hierarchy for Impact Prevention and Reduction

The Company implements stringent management protocols in areas identified with high biodiversity impacts and risks, strictly adhering to the Mitigation Hierarchy. Our primary objective is to ensure that residential development results in minimal ecological disruption while actively supporting long-term nature restoration. By integrating these protective measures into our operational workflow, we strive to balance urban expansion with the preservation of vital ecosystem functions.



Avoid

The company prioritizes planning from the initial stages of each project, selecting locations and designing project layouts that harmonize with the natural context of the area. This includes preserving existing vegetation and topography as much as possible, avoiding the cutting down of large and valuable trees, and emphasizing the use of innovative construction methods such as low-carbon concrete and precast systems. For High Rise Projects, pile driving techniques are employed to minimize the risk of dust, noise pollution, and environmental contamination.

Minimize

The Company implements rigorous control measures for construction activities and project management to minimize impacts on the environment and surrounding communities. These include systematic management of dust, noise, construction waste, soil, materials, and wastewater. Furthermore, the Company prioritizes the selection of energy-efficient appliances and equipment, reducing resource consumption and mitigating footprints on local ecosystems. In

addition to operational controls, the Company promotes sustainability throughout its value chain through Green Procurement. We prioritize the sourcing of eco-friendly building materials and products that minimize natural resource depletion, ensuring that our commitment to environmental stewardship extends to our partners and suppliers.

Restore and Regenerate

The Company designs its green spaces with an ecological-centric approaches, aiming to restore ecosystem functions that support both biological diversity and human well-being in a balanced manner. Our operational framework focuses on creating ecological corridors that integrate seamlessly with the surrounding natural context. This includes the strategic selection of native plant species and vegetation suited to the local environment, which reduces resource consumption and enhances long-term ecosystem resilience.

Offset

The Company is committed to elevating its operations beyond mere impact mitigation toward driving systemic transformation. Our goal is to scale up positive outcomes for nature and biodiversity in the long term by integrating this transformative mindset into every stage of project design, development, and management. By embedding ecological restoration into our core operational fabric, we ensure that our growth contributes meaningfully to the resilience and regeneration of the natural environment.

The Company's operational approaches extends to active collaboration with diverse stakeholders, including local communities, government agencies, and civil society organizations. This synergy aims to develop and expand ecological green spaces, restore natural habitats, and enhance urban ecosystem connectivity.

Furthermore, the Company fosters innovation in resource and waste management, prioritizing eco-friendly materials throughout the value chain. We also emphasize transparent communication and awareness-building among employees, business partners, contractors, and residents. These collective efforts ensure that our residential developments play a pivotal role in delivering a Positive Contribution to Nature and supporting long-term sustainable urban development.

5. Regular Monitoring, Evaluation, and Auditing

The Company consistently monitors, measures, and reviews its performance regarding biodiversity and ecosystem services. This ensures that the environmental measures and management guidelines established during the project assessment phase are effectively implemented. By maintaining this rigorous oversight, the Company guarantees that its operational actions remain fully aligned with its overarching corporate sustainability goals, enabling continuous improvement in environmental stewardship.

Covers 100% of projects within the company's environmental assessment scope, verifying the compliance of project development with relevant environmental conditions, measures, and requirements related to land use, green spaces, water resource management, and biodiversity mitigation at least once a year or whenever significant changes occur during the project development phase.

The Company utilizes results from its monitoring and evaluation processes as critical input for reviewing project-level environmental performance. This review serves to confirm total compliance with relevant measures and regulations. Furthermore, these insights act as a primary reference for refining future design and development approaches. By leveraging this feedback loop, the Company aims to enhance operational suitability and focus on preventing and mitigating environmental and biodiversity risks to an acceptable level. This proactive approaches ensures that lesson learned from current developments drive superior environmental outcomes in all future projects.

Audit findings and lessons learned are systematically reviewed to continuously refine future project design and development guidelines. This commitment aims to elevate compliance with environmental measures, minimize risks to nature and biodiversity, and reinforce corporate transparency in sustainable business practices. By institutionalizing these insights, the Company ensures that every new development reflects an evolved standard of environmental stewardship.

Performance and Outcome of Biodiversity

The Company is steadfast in its commitment to conducting business in harmony with the preservation of natural resources. We prioritize comprehensive Environmental Impact Assessments (EIA) at every stage of development to prevent and mitigate potential negative impacts on biodiversity. This process is not merely a protocol for establishing targeted prevention and mitigation measures from the outset; it serves as a critical governance mechanism in the project approval process. By embedding biodiversity considerations into our core decision-making, we ensure that every project contributes to genuine, long-term sustainability.

In 2025, the Company continued to demonstrate full compliance with national environmental regulations. A total of 6 projects successfully received official approval for their Environmental Impact Assessment (EIA) reports from the Office of Natural Resources and Environmental Policy and Planning (ONEP). This milestone ensures that these developments have met rigorous government standards for environmental protection and biodiversity mitigation before commencing construction.

Biodiversity risk assessment (GRI 101-2, 101-4, 101-5, 101-8)

The Company conducted a comprehensive biodiversity due diligence and risk assessment for future project developments, specifically within the Lum Sam Kaeo Forest Park area in Pathum Thani Province. This assessment involved a detailed survey of local species to evaluate their extinction risk levels. The Company utilized the internationally recognized IUCN Red List of Threatened Species as the primary benchmark to categorize the conservation status of all identified flora and fauna. This proactive measure ensures that the Company has a clear scientific baseline to develop appropriate mitigation and conservation strategies prior to any site development, thereby minimizing potential impacts on vulnerable species and their habitats.

EX	Extinct
EW	Extinct in the wild
CR	Critically Endangered
EN	Endangered
VU	Vulnerable
NT	Near Threatened
LC	Least Concerned
DD	Data Deficient
NE	Not Evaluated

Environmental Context and Land Use

The surveyed area is situated in Lum Sam Kaeo Sub-district, Lam Luk Ka District, Pathum Thani Province. The site encompasses a rectangular plot totaling 20 Rai (approximately 3.2 hectares). This land has undergone a significant transformation under the Company's operations, evolving from an underutilized vacant plot into a dedicated green space designed to enhance the local environment and community well-being. The site's development incorporates strategic environmental engineering, including the afforestation of perennial trees and the integration of interconnected water channels. These features serve multiple critical functions: providing a sustainable irrigation system for the vegetation, acting as temporary detention basins to manage stormwater runoff during the rainy season, and establishing aquatic sanctuaries for the natural breeding and habitat of local species.

Furthermore, given its strategic locationbordered by residential communities, commercial hubs, agricultural zones, and government officesthis ecological development holds profound significance for the surrounding stakeholders in the following aspects:

1. Social and Community Benefit
   - Serves as infrastructure that helps trap PM 2.5 particulate matter and acts as a carbon sink in the city.
   - Helps reduce the urban heat island effect, lowering the surrounding temperature.
   - Serves as a recreational area for relaxation, leisure, and exercise for the community, contributing to improved quality of life and mental health for its residents.
2. Enhancement of Infrastructure and Public Utilities
   - Water distribution stations and flood protection routes utilize ditches dug in the temporary water storage areas of the Public Republic during periods of high water levels. Problems occurring on roads and access points to surrounding communities can be investigated.
   - Wastewater treatment using physical and biological methods Channels allow suspended solids to settle, and plants around the channels absorb organic matter, resulting in cleaner water before it is released into natural water sources or public canals.
   - Maintaining water security is crucial. Storing water for watering plants reduces reliance on public water supplies, ensuring the long-term sustainability of green spaces without depleting public water resources.
3. Safety and Long-term Sustainability
   - The survey found that most trees have high structural stability due to their strong root systems and adequate water supply, which reduces the likelihood of causing damage to buildings or community infrastructure during storms.
   - Well-managed green spaces with organized drainage systems enhance the aesthetics and increase the value of land or residential projects in the surrounding area.

Biodiverse Habitats

1. Variety of plant species

A survey of understory and herbaceous plants in the Lam Sam Kaeo forest area revealed a total of 5 plant species. These can be classified into 2 main groups based on their cotyledon structure, reflecting the diversity of food sources and shelters for insects and soil organisms, as follows:

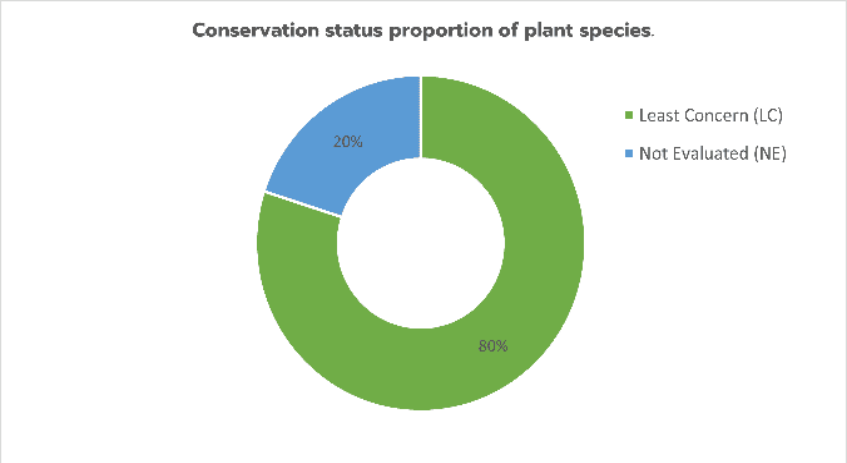
- The survey identified four species of dicots: Water Dead-and-awake, Black honey shrub, Sensitive Plant, and Coat buttons. These plants play a crucial role in soil cover. They typically have taproot systems that help anchor the soil and prevent erosion, especially Sensitive Plant and Coat buttons, which are highly resistant to environmental conditions and help retain soil moisture.
- The biodiversity survey identified 1 key species of monocotyledonous plant: Para Grass (*Brachiaria mutica*). Despite being a single species, it plays a disproportionately significant role in the project's ecological balance, particularly within the riparian and wetland zones

No.	Local/Vernacular Names	Scientific name	Plant Habit	Status IUCN	Role in the ecosystem
1	Water Dead-and-awake	*Neptunia plena* (L.) Benth.	Herbaceous Plants	NE	Helps maintain water quality and serves as a food source and habitat for insects and small animals.
2	Black honey shrub	*Phyllanthus reticulatus* Poir.	Small Shrubs	LC	It helps to stabilize the topsoil and protect it from erosion.
3	Sensitive Plant	*Mimosa pudica* L.	Herbaceous Plants	LC	It helps fix nitrogen and improve soil quality.
4	Coat buttons	*Tridax procumbens* L.	Herbaceous Plants	LC	It is an important source of nectar for pollinating insects.
5	Para Grass	*Brachiaria mutica* (Forsk.) Stapf.	Amphibious plants	LC	Protects riverbanks from erosion and provides a hiding place for animals.



Based on the conservation status assessment of the 5 identified plant species within the project area, the Company has verified that there is currently no immediate risk of species loss. The survey results indicate that the predominant plant species found on-site are categorized as Least Concern (LC). The assessment confirms that all identified species are aligned with IUCN international standards, reflecting their status as robust local flora with high adaptive capacity.

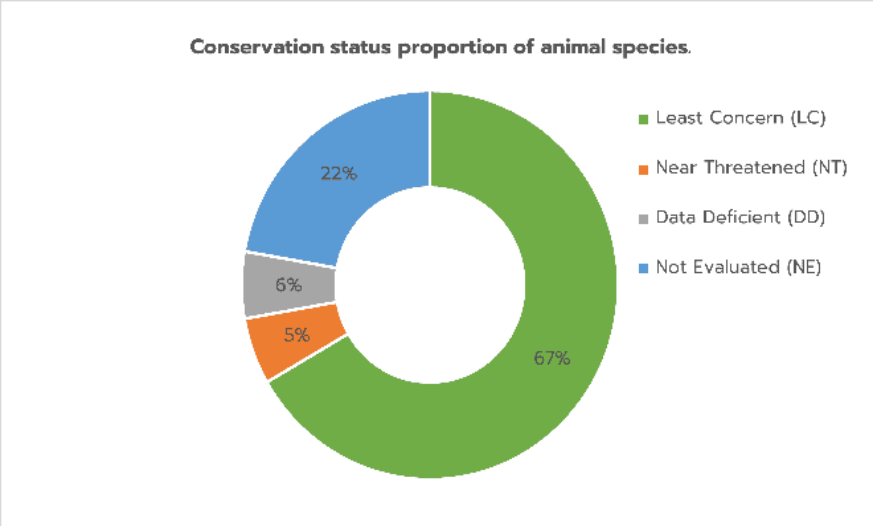
Although classified as Not Evaluated (NE), Water Dead-and-awake is a common plant with a crucial role in ecosystem restoration. These plants are not only secure in terms of conservation status but also serve as vital ecological foundations, supporting insect pollination through the provision of nectar, helping to retain moisture, and preventing soil erosion.



2. variety of animal species

The biodiversity survey within the project area identified a total of 18 fauna species of ecological significance. These species can be categorized by their populations and specific roles within the food web, reflecting the overall biological richness and ecological health of the site as follows

Group of animals	Species name	Scientific name	Status IUCN	Role in the ecosystem
Poultry	Common Tailorbird	*Orthotomus sutorius*	LC	Controls insect populations and helps in the dispersal of plant seeds.
	White-breasted Waterhen	*Amaurornis phoenicurus*	LC	
	Rock Pigeon	*Columba livia*	LC	
	Eurasian Tree Sparrow	*Passer montanus*	LC	
Aquatic animals	Striped snakehead	*Channa striata*	LC	It is an indicator of water quality and a component of the food chain.
	Minnow	*Rasbora borapetensis*	LC	
	Siamese fighting fish	*Betta splendens*	DD	
	Golden Apple Snail	*Pomacea canaliculata*	LC	
Insect	Dragonfly	*Pantala flavescens*	LC	They function in pollination and act as natural predators, preying on insect pests for food throughout their lives, as well as being decomposers in the ecosystem.
	Damselfl	*Pseudagrion microcephalum*	LC	
	Common Parasol	*Neurothemis fluctuans*	LC	
	Arboreal Bicolored Ant	*Tetraponera rufonigra*	NE	
	Black Garden Ant	*Paratrechina longicornis*	NE	
	Lesser Mealworm	Alphitobius diaperinus	NE	
	Lesser Grass Blue	*Zizina otis otis*	LC	
Reptile	Mekong snail-eating turtle	*Malayemys subtrijuga*	NT	They help maintain the balance of the ecosystem because they are both consumers and natural food sources for other predators.
	Changeable Lizard	*Calotes versicolor*	LC	
Small aquatic animals	Water Striders	*Aquarius remigis*	NE	Indicates the cleanliness of the water surface and surface tension.



The biodiversity assessment confirms that the project area serves as a safe and thriving habitat for various species. Evaluation based on the IUCN Red List of Threatened Species indicates that the majority of the identified fauna are classified as Least Concern (LC). Key groups include: Common Tailorbird, White-breasted Waterhen, Striped snakehead, Minnow, Siamese fighting fish, and Various groups of dragonflies

In addition, some important organisms were found during the survey: The rice field turtle, which is classified as Near Threatened (NT) This includes the Siamese fighting fish, which, although classified as Data Deficient (DD), is considered an endemic species in the area. Because they may be less common or no longer found in some urbanized areas, their presence indicates the creation of urban ecosystems that can serve as natural refuges, helping to preserve local animal species. In addition, groups of insects and small aquatic animals, although not yet evaluated (Not Evaluated: NE), such as Water striders, were found, which are indicators of water cleanliness in the project area.



Biodiversity Mitigation Hierarchy: Avoid, Minimize, and Offset

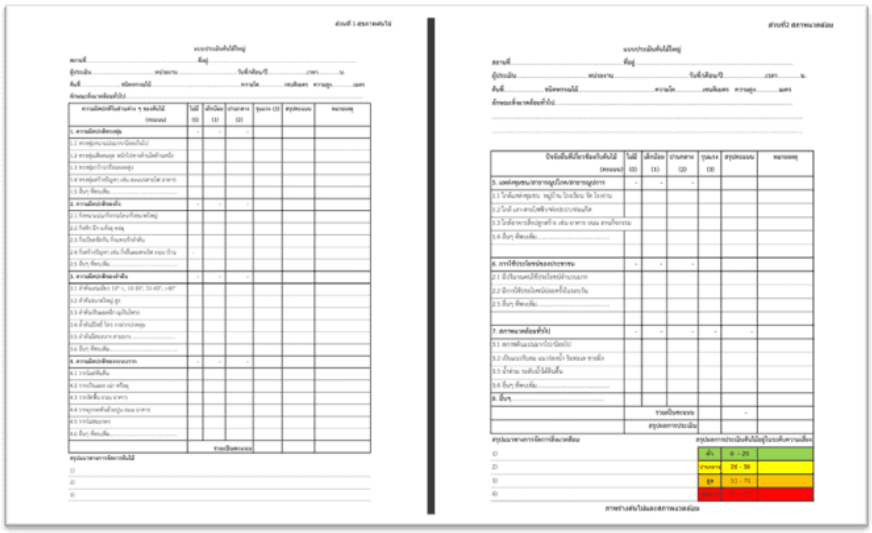
The results of the biodiversity survey in the Lam Sam Kaeo forest area, Pathum Thani Province, were incorporated into an assessment of the extinction risk level of each species found in the area. The company is committed to protecting species diversity by focusing on maintaining ecological balance through the preservation of specific habitats, such as water sources and wetlands, to provide shelter for amphibians and pollinators, as well as monitoring for invasive species that may disrupt the original ecosystem of the area.

Furthermore, the project area has been surveyed and found to contain local animals with a Near Threatened (NT) conservation status, Mekong snail-eating turtle. These animals typically live and forage in stagnant, shallow water sources such as rice fields, ponds, or swamps covered with vegetation, and they are quite sensitive to water quality and changes in their primary food source. To avoid operations that would impact the habitat and food sources of this species, the company relocated Mekong snail-eating turtle to a nearby water source with similar physical characteristics

and implemented restoration measures to enhance the area's fertility. This included planting nine tree species in the area to create shelter and food sources that encompass the surveyed animal groups, and digging ditches to maintain the trees and create an ecological link.



The company monitors the adaptability and growth potential of the planted tree species in the project area by assessing their health and risks using the tree health assessment form from the Forest Research and Development Bureau, Department of Forestry.



The assessment revealed that all tree species are in excellent and stable condition, safe for both area users and surrounding organisms, and healthy enough to serve as habitats and food sources for the local ecosystem.Due to the low risk of species loss, native plant species found in the area are conserved for use in environmental restoration. For example, Sensitive Plant helps fix nitrogen and improve soil quality, and Water Dead-and-awake helps treat water quality and provides a food source for animals in the area.

No.	Plant species	Health score (0-100)	Risk level
1	Royal Poinciana	18	Low
2	Suicide Tree	13	Low
3	Mangium Tree	25	Low
4	Trumpet Tree	13	Low
5	Burma Padauk	12	Low
6	Siamese Neem Tree	22	Low
7	Mahogany	14	Low
8	East Indian walnut	19	Low
9	Queen's Crape Myrtle	14	Low

In terms of mitigating impacts through the risk assessment process, the company uses the results of individual tree health assessments as a database for grouping care according to risk levels, especially for tall and large tree species such as: Royal Poinciana and Mangium The structural integrity of the facility will be regularly inspected to prevent the risk of species loss, and management practices will be upgraded to align with international standards, ensuring its sustainable function as both a carbon sink and a biodiversity conservation area.



Green space management

The Company manages green spaces across the entire project lifecycle, beginning from the initial stages of site survey, master planning, and residential design that strictly avoids encroachment on forest or wetland areas. Our approaches integrates green spaces, public parks, and 'Green Corridors' to ensure ecological connectivity, while employing construction methods that minimize environmental impact through to final delivery and ongoing maintenance. We recognize that green space management in real estate development transcends mere aesthetics or

resident demands; it represents the creation of 'Green Infrastructure' a fundamental element that plays a critical role in environmental sustainability and the long-term quality of life.

Preservation of Existing Trees

Prior to project development, the Company's specialized Landscape department conducts a comprehensive survey of every tree through Tree Mapping. This process meticulously records coordinates, dimensions, species, age, and health status, alongside an assessment of each tree's ecological and social value to the overall ecosystem. This data serves as the foundation for master planning to avoid felling significant trees, establishing Tree Protection Zones (TPZ), and designing drainage and root protection systems that accommodate natural growth.

Following construction and preservation efforts, the Company consistently monitors success through Key Performance Indicators (KPIs), including the retention rate of existing trees, the number of compensatory plantings, and the survival rate of transplanted trees. In 2025, the Company achieved a milestone by preserving and planting perennial trees covering an average of 35% of the total project area.



The selection of native plant species

At the Suphawatthanalai Project in Saraburi Province, the strategic selection of native plant species combined with the preservation of existing perennial trees serves as the cornerstone of a self-sustaining ecosystem. These plants have co-evolved with local fauna and insects, acting as primary food sources and habitats that effectively maintain the food chain balance and enhance biodiversity. From a management perspective, native flora exhibits high resilience to local climates, pests, and diseases. This inherent strength leads to significant resource optimization reducing water consumption, minimizing chemical dependency, and lowering long-term maintenance costs. Consequently, these green spaces transcend mere ornamental landscaping; they function as sustainable 'Natural Infrastructure' that ensures a safe and resilient environment for both residents and the surrounding ecology.



Creating a horizontal ecosystem in areas with limitations

The Palm Ville Bang Khaem (Nakhon Pathom) and Lake Ville Srisaman (Pathum Thani) projects exemplify innovative land management by transforming space-constrained areas into high-functioning ecological corridors. The development

of pocket gardens beneath high-voltage power line easements effectively expands green coverage while strictly adhering to safety standards. Furthermore, the integration of ground cover plants around water bodies serves as a 'Natural Riparian Buffer', which stabilizes soil banks, filters pollutants before they reach the water, and provides a vital sanctuary for amphibians. When integrated with perimeter cycling tracks, these elements establish a strategic 'buffer zone' that balances human activity with ecological preservation, minimizing habitat disturbance. This holistic management approaches harmonizes urban infrastructure with biodiversity, fostering a self-sustaining and resilient ecosystem that encourages residents to appreciate the intrinsic value of nature through daily interaction.



Creating a transitional area between land and water

The Lake Ville Chanthaburi project demonstrates sustainable resource management by repurposing on-site soil from existing excavation for project elevation and landscaping. The development of lush greenery around these water bodies fosters a thriving habitat for diverse species. This strategic planting creates a 'Microclimate' that effectively reduces ambient heat and increases humidity, supporting a healthy biological cycle. Furthermore, the roots of aquatic and riparian plants act as a Natural Filtration System, absorbing residues and maintaining water quality balance. By designating these pond areas as non-allocated zones, the Company ensures the long-term protection of the ecosystem from future disturbance. This approaches transforms the water bodies into vital retention basins and biological sanctuaries serving as a 'pocket forest' that enriches the residential environment with sustainable natural infrastructure.





Selecting plant species to prevent soil erosion

The selection of native plant species with deep-root systems and flood-resilient properties serves as a natural reinforcement for the soil structure. These extensive root networks penetrate and bind soil particles, creating both vertical and horizontal mechanical stabilization that prevents soil subsidence and erosion. Furthermore, during the rainy season, these roots act as biological traps for suspended sediments. This process facilitates sedimentation and the gradual accumulation of new nutrient-rich soil layers, ultimately enhancing soil fertility and restoring the ecological equilibrium of riparian areas.




Rooftop space management

At Supalai ICON Sathorn, the rooftop has been transformed into an expansive elevated green space through the strategic integration of perennial trees. These species are meticulously selected based on their high wind resistance, structural integrity, and broad foliage, effectively offsetting the spatial limitations of an urban setting. This rooftop ecosystem serves as a vital sanctuary for small fauna, such as birds and insects, facilitating 'Vertical Ecological Connectivity' across the cityscape. Beyond biodiversity, this elevated greenery acts as a thermal buffer, significantly reducing the building's heat gain while providing natural stormwater retention to mitigate runoff into the urban drainage system. By converting concrete surfaces into a living landscape, the Company is not merely enhancing aesthetic appeal, but creating a resilient natural network that restores urban biodiversity and effectively alleviates environmental challenges in high-density areas.




The "Forest for Happiness" Project, Year 3

The Company actively promotes engagement to mitigate biodiversity loss through the 'Forest of Happiness' project, collaborating with both internal and external stakeholders across all development areas. By selecting plant species in accordance with the guidelines of the Royal Forest Department and relevant government agencies, we aim to preserve and enhance the richness of flora and fauna within the local ecosystems. The strategic planting of diverse perennial trees, shrubs, and native flora creates a complex forest structure that serves as a vital food source, habitat, and breeding ground for animals, insects, birds, and microorganisms. This initiative not only restores fresh air for surrounding communities but also fulfills the Company's core mission to balance urban development with natural resource conservation. Over the past three years, this commitment has driven positive ecological change, resulting in the planting of over 6,650 trees across 55 rai in Pathum Thani and Prachuap Khiri Khan provinces.

Benefits for the restoration of local ecosystems	Benefits to the community
Community forests play a pivotal role in balancing soil, water, and air quality while effectively reducing soil erosion and enhancing fertility. This restoration of natural resources enables diverse species to return and thrive sustainably. Furthermore, these community forests establish essential 'Habitat Connectivity', serving as vital corridors that link fragmented green spaces and natural forests. By facilitating the movement and genetic exchange of wildlife, these corridors significantly mitigate the long-term risk of species extinction and strengthen the overall resilience of the ecosystem.	Community involvement in the proper care and use of forest resources, such as food plants, medicinal herbs, or wild mushrooms, helps reduce deforestation and maintain species biodiversity.





Training and Capacity Building in Biodiversity Management

The Company organized a specialized training session on 'Biodiversity Management and Environmental Impact Valuation for the Real Estate Business' for executives, supervisors, and employees. The session featured Associate Professor Dr. Santi Sanglertsawai from the Department of Agricultural and Resource Economics, Faculty of Economics, Kasetsart University, as the keynote speaker. The primary objective was to foster a profound understanding of biodiversity management and provide insights into responsible natural resource stewardship. This initiative empowers various departments to apply these principles across the entire value chain, reinforcing the Company's commitment to assessing and mitigating biodiversity impacts. By integrating these considerations, the Company aims to elevate business standards while ensuring sustainable growth and ecological balance. Held on December 19, 2025, the training was conducted in a hybrid format (onsite and online), with a total of 328 participants.





Information on incidents related to legal violations or negative environmental impacts

In 2025, the Company and its subsidiaries have not committed any significant violations of environmental laws or regulations, nor have there been any cases where they were accused of causing negative impacts on environmental issues that have become public news, which could potentially affect the Company's business operations, reputation, and assets.

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

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

3.4 Social sustainability management

3.4.1 Social policy and guidelines

Social and human rights policy and guidelines :	Yes
Social and human rights guidelines :	Employee rights, Migrant/foreign labor, Child labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights, Others : Policy on Employee Development, Policy on Compensation and Benefits, Policy on Responsible Termination of Employment, Policy and Practices for Promoting Gender Equality and Women's Rights, Social Policy and Practices, Policy on Harassment and Abuse

Human Rights in the Supply Chain

Key Sustainability Issues	Impacts, Risks, and Opportunities
Respect for Human Rights and Fair Treatment of Labour ● Child Labour ● Forced Labour ● Treatment of Labourers with fair and equal. ● Diversity, Equity, Inclusion (DEI) **Community and Social Development** ● Community Engagement ● Local Economic Development ● Local Employment ● Social Support and Assistance	The Company recognizes that current real estate business operations, in addition to developing residential projects to meet customer needs and expectations, must also consider the comprehensive impacts on society, the environment, and surrounding communities, to ensure that business operations are truly sustainable. Therefore, key challenges that the organization must address include maintaining a balance between expanding project development to new provinces or areas and conservation, environment, efficient resource management, as well as heightened expectations from consumers, investors, and society regarding responsible, transparent, and auditable business operation standards. On the other hand, these challenges have created strategic opportunities for the Company to create Shared Value by driving environmentally friendly projects and supporting community quality of life, such as developing projects designed according to energy-efficient building criteria and reducing greenhouse gas emissions, and supporting the development of education and vocational skills to enhance youth potential, and engagement with various networks to collectively build strong communities resilient to future changes with this vision and strategic approach, the Company is committed to being an organization that truly drives positive change, alongside stable and sustainable business growth, which will lead to the long-term strength of both the organization and society as a whole, to increase business growth opportunities coupled with sustainable development in all dimensions. The Company expects that its Community and Social Participation initiatives will contribute to its sustainable growth, ensure smooth project operations, and build the Company's image and credibility within communities and society. At the same time, the Company sincerely hopes to help enhance vocational skills for communities, enabling them to generate increased income, and effectively improve basic quality of life and environmental preservation.
FTSE Russell EGS Theme: Human Right & Community **Supporting SDG Goals** 	

Policy and Commitment

The Company is committed to conducting real estate development business based on comprehensive respect for human rights, establishing it as a policy. proactively to identify and prevent potential risks throughout the value chain, covering key issues such as the non-use of child labour and anti-human trafficking, promoting equality in all dimensions, eliminating discrimination, and preventing all forms of harassment, to create a safe working environment and uphold human dignity in accordance with international GRI Standards, specifically GRI 403: Occupational Health and Safety, GRI 405: Diversity and Equal Opportunity, GRI 408: Child Labor, GRI 412: Human Rights Assessment, and GRI 413: Local Communities.

Furthermore, the Company emphasizes Community and Social Participation as a strategy to create sustainable growth through supporting education and vocational skill development to enhance income and basic quality of life for

people in society. This commitment not only helps create strong and resilient communities but also enhances the organization's image and credibility, facilitating smooth and stable business operations, leading to positive change that strengthens both the organization and society as a whole in the long term.

Human Rights Policy

The Company has announced and implemented a Human Rights Policy, based on the principle that all individuals have equal inherent worth and dignity. Therefore, it emphasizes respect for human rights as a fundamental virtue for work and coexistence. Adherence to ethical principles is integrated into the organizational behavior and culture, ensuring that the Company's business operations and employees' work are based on mutual respect for dignity. The Company supports and respects human rights as stipulated in the Universal Declaration of Human Rights (UDHR), the United Nations' Guiding Principles on Business and Human Rights (UNGP), and The International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work. The Company has established a framework for implementing the above policies in accordance with laws and international principles, such as comprehensive human rights due diligence processes, and the support, promotion, and protection of human rights. This policy is part of the Company's continuous commitment and efforts to conduct business ethically and responsibly.

Furthermore, the Company has established a comprehensive Human Rights Due Diligence Process to systematically assess human rights risks and impacts, identifying key issues and human rights objectives related to business operations, such as child labour, human trafficking, forced labour, rights and freedoms at work, and compensation, equality, discrimination, and sexual and other forms of harassment, as well as safety and security, to ensure the Company's business operations does not lead to human rights violations.

For more information, please visit: Policy on Human Rights

The Company is committed to conducting business based on equality and human rights principles in accordance with international standards, to foster clear and unified understanding throughout the organization. Labour standard policies are communicated thoroughly to employees for their awareness and effective implementation correctly and uniformly, with an English translation available on the Company's website to ensure stakeholders can access and implement the information accurately and consistently according to the same standards.

Human Rights Guidelines

Human Rights Policy	Guidelines

1. Employee Treatment Policy	The Company firmly believes that employees at all levels are its most valuable resource and the core of its success, focusing on management based on equality and fairness in all aspects, including compensation, appointments, transfers, and potential development, as well as strictly adhering to labour laws and welfare standards. The Company emphasizes creating a unified work environment that respects human dignity and is non-discriminatory, covering female workers, persons with disabilities, and disadvantaged groups, along with strict health and safety measures, especially protecting the rights of female employees pregnant. Furthermore, the Company promotes employee quality of life and engagement through activities that foster a positive organizational culture and provides confidential mechanisms for feedback or grievances through the Welfare Committee and Supalai Samphan Club, to ensure that employees receive fair treatment, job security, and a good quality of life both personally and for their families, which is a crucial foundation for the organization's development towards sustainable success. *For more information, please visit:* Policy on Treatment of Employees
2. Employee Development Policy	Define employee development, using the Competency Based Development system as the primary mechanism to enhance professional, managerial, and creative skills through regular internal and external Annual Training Plans with minimum training hours, supported by appropriate budgets. The Company aims to cultivate employees who are "good and capable," responsible, volunteer-minded, and harmonious, to unlock the full potential of personnel for growth and to drive organizational success together. *For more information, please visit:* Policy on Employee Development
3. Remuneration and Welfare Policy	The Company provides fair compensation comparable to similar business sectors and aligned with the Company's performance. In the short term, this depends on annual profitability, free from discrimination based on race, religion, nationality, gender, disability, or any other personal status. Performance evaluations are consistent with a performance appraisal system that has publicly and clearly defined forms and criteria. The focus is on creating a good, safe working environment with excellent welfare for employees, as well as providing new innovations and technologies to support work, in recognition of all employees who work for the Company's utmost benefit. *For more information, please visit:* Policy on Remuneration and Welfare

4. Responsible Termination Policy	The Company emphasizes transparent, fair processes that comply with labour laws and international standards, free from discrimination. Every termination must have clear reasons and advance notice to allow employees time to adjust. It also supports fair severance pay and skill development assistance programs to provide opportunities for new employment. Furthermore, the Company provides an appeal mechanism and a review committee to verify accuracy, prevent retaliation, and provide remedies if inappropriate practices are found. Regular oversight and evaluation are conducted to ensure that personnel management strictly adheres to human rights principles. *For more information, please visit:* Policy on Responsible Termination
5. Policy and Guidelines for Promoting Gender Equality and Women's Rights	Promote diversity and equality at all levels by creating a work environment that respects the dignity and human rights of all employees. This policy not only reflects the commitment to fostering fairness within the organization but also builds understanding and supports the acceptance of the value of gender equality and women's rights, as well as supporting sustainable growth and creating value for all stakeholder groups, focusing on creating opportunities that equality, capacity building, and comprehensive and concrete protection of women's rights. to ensure that all employees receive fair opportunities, are free from discrimination, and can grow equally in their careers, supporting the sustainability goals of the Company and build confidence for investors and stakeholders, covering employees at all levels and other stakeholders involved in the Company's business. *For more information, please visit:* Policy and Guidelines on Gender Equality and Women's Rights
6. Social Policy and Guidelines	The Company focuses on human resource management based on human rights and ethics, prioritizing fair employment and compensation, free from discrimination, and embracing diversity. It continuously promotes personnel development through training to enhance competitiveness. Furthermore, it adheres to strict occupational health and safety standards, provides comprehensive welfare benefits beyond legal requirements, and establishes transparent grievance mechanisms with whistleblower protection systems, to build confidence, happiness, and well-being for employees, which is the foundation for sustainable growth. *For more information, please visit:* Policy and Guidelines on Social

7. Sustainable Social Policy	The Company is committed to treating labour in accordance with international standards (ILO), supporting the freedom of association and the right to collective bargaining for personnel independently within legal frameworks, to foster cooperation and protect employees' rightful benefits. In terms of employment conditions, the Company prioritizes management to ensure that working hours are not excessive. It strictly regulates working hours and overtime in accordance with the law, while also protecting the right to fair wages by setting compensation no lower than the minimum wage and sufficient for living, to promote the long-term quality of life and security of personnel. *For more information, please visit:* Policy on Sustainable Society
8. Policy on Migrant Workers Recruitment	The Company emphasizes ethical recruitment to prevent forced labour and human trafficking, by providing employment contracts in a language understood by workers, not confiscating personal documents (e.g., passports), and ensuring that suppliers/contractors adhere to the same standards. Furthermore, the Company provides an accessible Grievance Mechanism with a whistleblower protection system to promote quality of life and create shared value in society sustainably. *For more information, please visit:* Policy on Migrant Workers Recruitment
9. Policy on Treatment of Customers	The Company focuses on treating suppliers equally, fairly, and transparently, based on mutual benefit. It has clear, non-discriminatory suppliers selection and evaluation processes, free from conflicts of interest, and strictly adheres to anti-corruption guidelines by not soliciting or paying illicit benefits in any case. The Company emphasizes responsible supply chain management through its Green Procurement policy and screening suppliers who conduct business ethically and do not violate human rights and does not support illegal businesses. Furthermore, it emphasizes strict adherence to commitments, has a management and monitoring system that prevents corruption at every stage, and a policy for timely payments according to fairly agreed commercial credit terms. It also strives to build sustainable relationships by fostering potential and innovation with suppliers, to drive business operations in accordance with sustainable development principles and shared social and environmental responsibility. *For more information, please visit:* Policy on Treatment of Customers

10. Policy on Whistleblowing and Complaints	The Company has complied with the whistleblowing or complaint policy by providing channels for reporting tips or complaints regarding illegal acts, ethical breaches, or misconduct that may indicate corruption or malfeasance by individuals within the organization, from both employees and all stakeholder groups. It also has mechanisms to protect whistleblowers and prioritizes keeping complaint information confidential to build trust among complainants. This includes established procedures for factual investigation, conclusion, and measures to protect whistleblowers or those who complainants clearly to prevent distress. Whistleblowing or complaints can be submitted via email to anti-corruption@supalai.com or through the suggestion boxes located near the fire escapes on each floor of Supalai Grand Tower Rama 3, which are reported directly to the independent directors. *For more information, please visit:* Policy on Whistleblowing and Complaints
11. Abuse and Harassment Policy	The Company has complied by prioritizing and establishing a policy that all employees must not engage in any acts of sexual harassment, whether towards the Company's employees or external parties conducting business with the Company. This includes sexual abuse, flirtation, harassment, indecency, and possession of obscene images, both verbally and physically. *For more information, please visit:* Abuse and Harassment Policy

Human Rights Risk Assessment

The Company prioritizes and has a policy on human rights principles, recognizing the importance of human rights as a fundamental basis for sustainable business operations. The Company publicly commits to respecting and protecting human rights in accordance with the principles enshrined in the Universal Declaration of Human Rights (UDHR), the UN Guiding Principles on Business and Human Rights (UNGPs), and the ILO Core Conventions. This is based on the belief that all human beings have equal dignity and rights. The Company adopts the Human Rights Due Diligence (HRDD) guidelines from the Securities and Exchange Commission (SEC) as a framework for preventing or resolving issues and assessing human rights violation risks of the Company, along with overseeing internal processes to implement policies covering equality and non-discrimination, such as welfare benefits for legally recognized same-sex spouses, promoting fundamental human rights, providing whistleblowing channels for human rights violations, and communicating these matters to suppliers, etc. This also includes concrete implementation, by stipulating that prospective suppliers must certify that they will not violate human rights and agree to allow the Company to use human rights, safety, occupational health, and environmental criteria for selection and evaluation. Furthermore, the Company has a process to inquire about the needs of suppliers' workers/employees to develop a joint well-being plan with suppliers, including on-site monitoring of plan implementation and reporting results to management, as well as fostering and disseminating awareness of human rights respect among internal employees, business partners, and all stakeholder groups.

Grievance and Whistleblowing Mechanism

factual investigation, conclusion, and measures to clearly protect whistleblowers or complainants from distress. Whistleblowing or complaints can be submitted via email to anti-corruption@supalai.com or through the suggestion boxes located near the fire escapes on each floor of Supalai Grand Tower Rama 3, which are reported directly to the Audit Committee.

The Company monitors the effectiveness of its grievance mechanism through key indicators, including processing time, complaint closure rate, complainant satisfaction level, and non-retaliation. The performance results are reported to senior management and the Board of Directors annually.

In 2025, there were no significant labour disputes, and the performance of the labour grievance mechanism met the Company's targets.

(GRI: 406-1)

Human Rights Performance	2023	2024	2025
Number of Significant Human Rights Complaints (Cases)	0	0	0
Significant Human Rights Disputes (Cases)	0	0	0

Reference link for social and human rights policy and guidelines : https://www.supalai.com/en/about/governance/employee-human

Compliance with human rights principles and standards

Human rights management principles and standards : The UN Guiding Principles on Business and Human Rights, Others : Universal Declaration of Human Rights, Declaration on Fundamental Principles and Rights at Work of the International Labour Organization

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 : Yes

Changes in social and human rights policies, guidelines, and/or goals : Child labor, Others : Policy on Sustainable Society

Commitment to Children's Rights

The Company adheres to the "Children's Rights and Business Principles" (CRBP) established by the United Nations Children's Fund (UNICEF) as a guideline for business operations that respect children's rights. These principles comprise four areas where the Company can help create a positive impact on children: 1) Survival, 2) Protection from violence, 3) Appropriate Development, and 4) Participation. The Company has established an operational framework to create a safe environment, provide education, and ensure protection for children and families residing in construction worker camps, granting them access to basic utility welfare to lay the foundation for a sustainable future.

- Supporting safe living (survival): The Company has announced a policy and a Supplier Code of Conduct that strictly prohibits child labour, as well as business processes that reduce impacts on societies where children live, such as establishing safe zones for children.

- Developing infrastructure and various facilities to provide children in communities surrounding project sites with access to public utilities, such as the "Transforming Open Spaces into Play Areas" project, to be used as public parks for recreation.
- In the area of education, the Company has developed collaborations with business partners to create learning spaces and provide children with access to nutritious food, such as renovating classrooms and supporting school vegetable gardens to boost children's immunity.

Sustainable Social Policy

The Company is committed to treating its workforce in accordance with international standards (ILO), supporting freedom of association and the right to collective bargaining for its personnel independently within the legal framework. This aims to foster cooperation and protect the rightful benefits of employees. Regarding employment conditions, the Company prioritizes eliminating excessive working hours by strictly regulating working hours and overtime in compliance with the law. It also protects the right to fair wages by setting compensation no lower than the minimum wage and sufficient for a decent living, thereby promoting the long-term quality of life and security of its personnel.

For more information, please visit: Policy on Sustainable Society

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : Yes

Governance Structure (GRI 405-1)

Human rights governance structure to ensure policy implementation and enhance the effectiveness of related operations, with regular reviews. It is the duty of all employees, at every level, to be responsible for and comply with this policy, under the supervision of Key stakeholders are as follows:

- Board of Directors

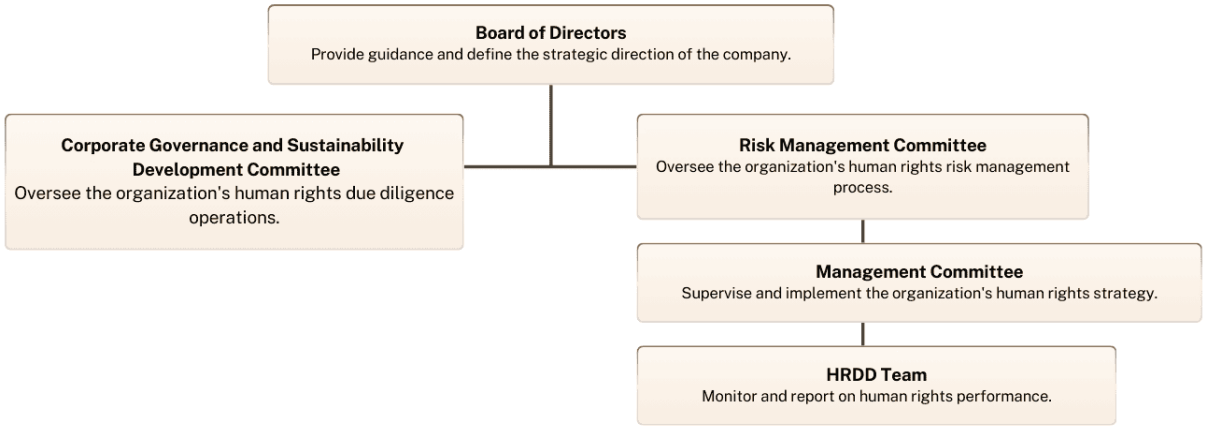
is responsible for overseeing and certifying policies, setting strategic directions, and reviewing the effectiveness of the safety management system occupational health and working environment annually.

- Corporate Governance and Sustainability Development Committee and Risk Management Committee

Consists of Board of Directors and Management Committee is responsible for developing policies and strategies, overseeing risk management, and being accountable for and monitoring human rights performance to align with organizational goals and direction.

- Management Committee and Human Rights Working Group (HRDD Team)

Composed of senior management representatives and employee representatives, responsible for overseeing, monitoring, reporting, and establishing human rights practices to comply with laws and Company policies, and is responsible for ensuring operations meet human rights standards that may arise in all activities throughout the business value chain. Develop prevention plans to reduce potential risks and impacts, and respect human rights of all stakeholders in accordance with international practices, as well as establishing guidelines to raise awareness of rights respect human rights to employees, contractors, suppliers, and other relevant stakeholders.



Strategies and Management Approaches.

The Company discloses sustainability reports. Prepared according to The Global Reporting Initiative (GRI Standards) according to criteria regarding Freedom of association and collective bargaining GRI 407: Freedom of Association and Collective Bargaining, child labour GRI 408: Child Labor, Forced Labor GRI 409: and Human Rights Assessment GRI 412: Human Rights Assessment

Comprehensive Human Rights Management Process



1. Identification of Key Human Rights Issues and Objectives

using the criteria " Impact-based assessment" according to UNGP, considering 3 dimensions:

- Scale – Severity of impact on life, health, and human dignity
- Scope – Number of affected individuals
- Irremediable character – Remediation capacity

2. Implementation of Human Rights Objectives

Implement defined goals through policies, measures, and operational manuals, such as fair compensation and promotion, Safe working environment and equal opportunities for all employees.

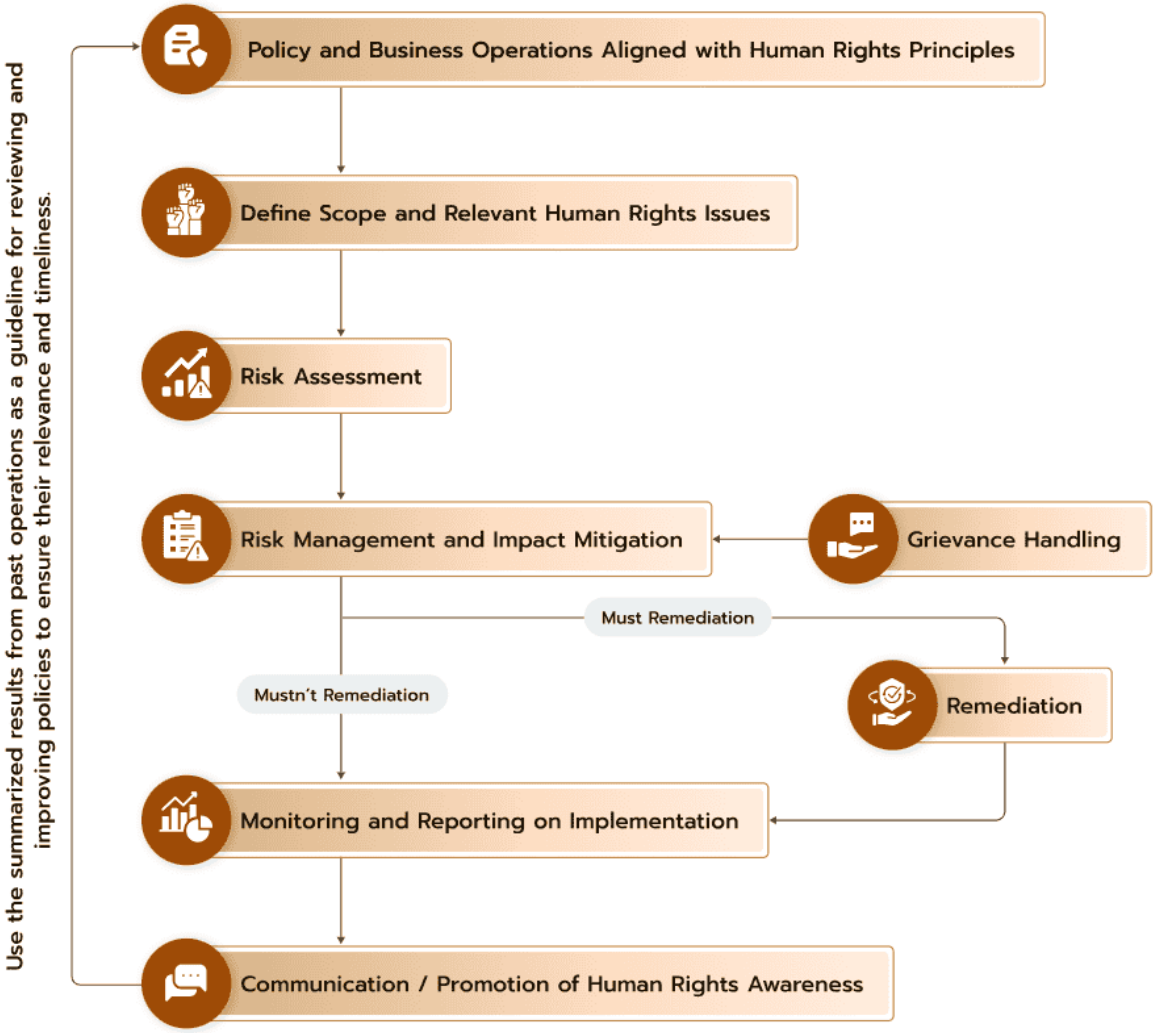
3. Monitoring and Follow-up

Progress is monitored and compliance with human rights standards is assessed at both internal departmental and suppliers levels. Risks or violations are investigated to rectify and prevent recurrence.

4. Evaluation and Communication

Evaluate human rights performance both quantitatively and qualitatively, then report results to management and stakeholders, and communicate transparency through reports or various channels to build organizational trust.

Comprehensive Human Rights Risk Assessment Process



For more information, please visit: Human Rights Due Diligence (HRDD)

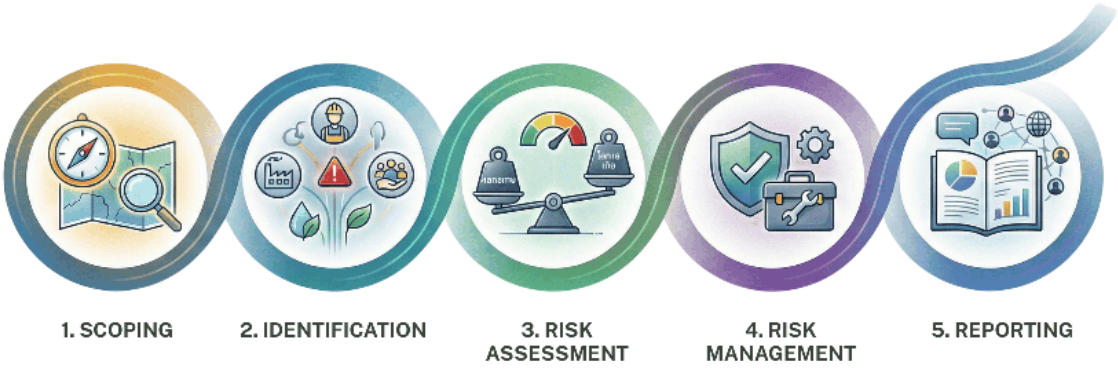
Performance results for 2025

Comprehensive human rights due diligence (GRI: 412-1)

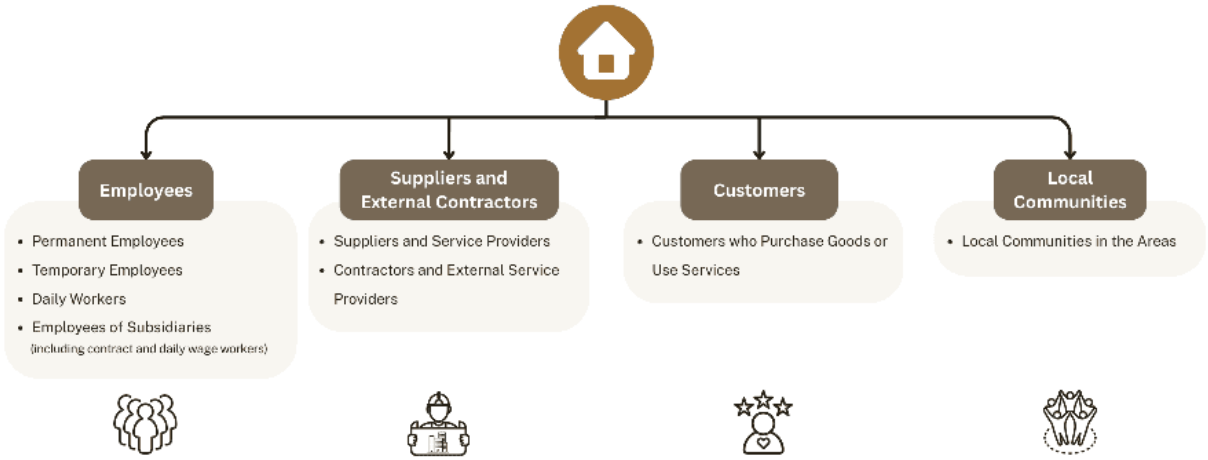
In 2025, the Company conducted a Human Rights Risk Assessment (HRRA), which is a crucial part of the Human Rights Due Diligence (HRDD) process, covering 100% of the Company's operational areas. The scope extends to the Company's supply chain and business operations, including suppliers, contractors, and business allies. The Company identified human rights risks, integrating them into other risk assessment processes conducted by each department according to their duties Self-responsibility.

Main objectives to ensure that the Company can appropriately identify, prevent, and mitigate human rights impacts, both potential and actual. Appropriate remedial and risk control measures have been established to cover the Company's operations and value chain.

Human Rights Risk Assessment and Mitigation Process (HRDD Process)



1. Scope of Assessment: covering the core activities of the Company and its subsidiaries, as well as relevant stakeholder groups throughout value chain to ensure the care and protection of the rights of all stakeholder groups, including employees, suppliers/external contractors, customers, and communities. This assessment is conducted annually.



2. Identification of Human Rights Issues

The Company identifies and assesses potential human rights risk issues arising from the activities of the Company, its subsidiaries, suppliers, and external contractors. Human rights risk issues are considered to cover stakeholders, especially impacts on vulnerable groups such as migrant workers, female workers, child labourers, LGBTQ+ individuals, and persons with disabilities, in order to prioritize risks and plan appropriate management. Stakeholders are involved in identifying issues through interviews, focus groups, soliciting opinions and suggestions, combined with future trend research, analysis of the Company's internal data, and comparison with industry best practices nearby The Company has defined "Salient Human Rights (Salient Human Rights) " by prioritizing issues based on "the severity of impact on individuals" in accordance with the UN Guiding Principles on Business and Human Rights, and integrating it into the organizational risk management process.

Core Business Activities	Procurement	Design and Construction	Sales	After-Sales Service
Human Rights Issues	• Labor Rights • Rights of Suppliers and External Contractors	• Labor Rights • Community Rights • Rights of Suppliers and External Contractors	• Consumer Rights • Labor Rights	• Labor Rights • Consumer Rights • Rights of Suppliers and External Contractors
Rights Holders	• Employees • Suppliers and External Contractors	• Local Communities • Employees • Suppliers and External Contractors	• Customers • Employees	• Customers • Employees • Suppliers and External Contractors

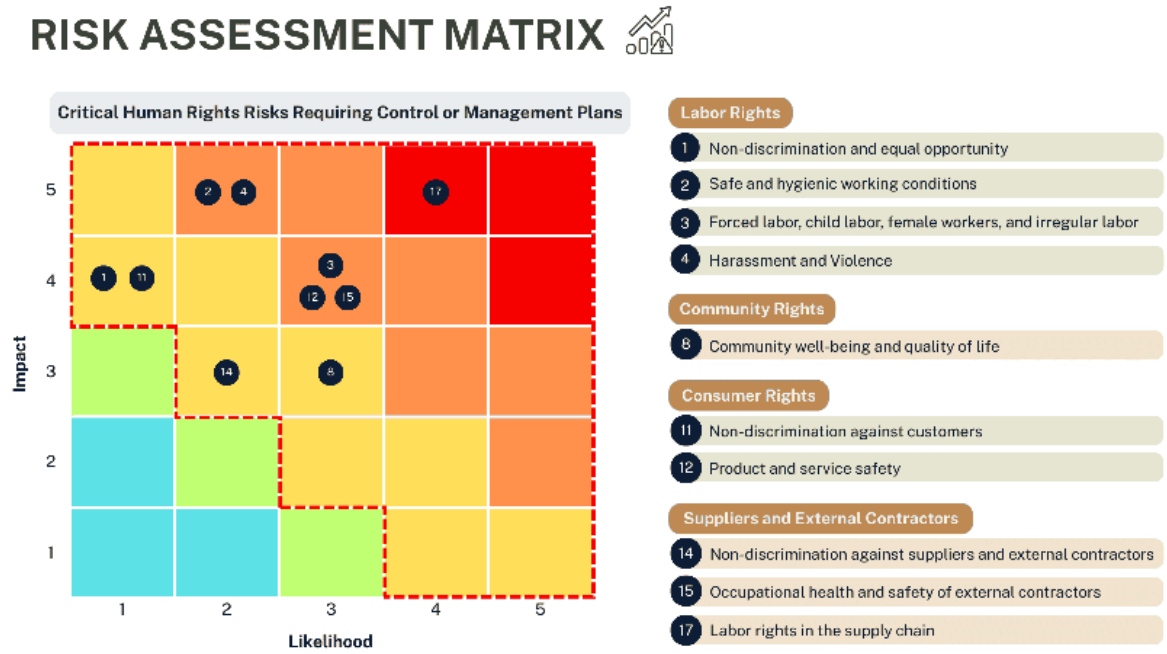
Results from the assessment and prioritization of human rights risks throughout the value chain shown in the table below.

Labour rights	Community rights	Suppliers rights	Customer rights	in the supply chain
● Workplace discrimination and violation of personal rights ● Unfair employment ● Freedom of expression and assembly ● Occupational health, hygiene, and safety ● Data privacy and security	● Community health and safety ● Community environmental management	● Discrimination against suppliers ● Privacy and security of suppliers' personal data	● Privacy and security of customers' personal data	● Forced labour or child labour by suppliers ● Health, hygiene, and safety of suppliers' workers

3. Risk Assessment

The Company assesses human rights risk levels using criteria that evaluate the severity of impact on stakeholders, based on the scale of impact, the number of affected individuals (scope), and the remediable character of the impact, combined with the likelihood of occurrence.

Affected parties	Human Rights Impact Assessment Results
Operational areas, head office, and construction sites	100% of operational areas assessed for impact. 100% of areas with human rights risks have implemented prevention and mitigation measures.
Key suppliers (Tier-1 suppliers)	Key suppliers assessed No have human rights risks.



4. Human Rights Risk Management

The Company found one high-level human rights risk issue related to occupational health and safety. Therefore, the Company has established management measures to mitigate impacts and prevent future occurrences, as well as to provide remedies or rehabilitation for those affected by the impact appropriately, in collaboration with affected or potentially directly affected stakeholders such as employees, suppliers, customers, and communities, to define effective, appropriate, and sufficient measures, and has implemented various measures as follows:

Scope	Risk issues significant human rights aspects	Affected stakeholders	Company operations to rectify, prevent, and remedy.
Activities Company operations	Labour rights		

	Employees occupational health and safety	Employees	● Conduct risk assessments and job safety analyses to identify causes and proactively prevent accidents. ● Provide appropriate and sufficient personal protective equipment. ● Improve the organizational environment and occupational health, such as installing clean drinking water points sufficient for the number of workers. ● Organize safety training across the organization. ● Organize campaigns to reduce the statistics of work-related accidents to zero. ● Foster a safety culture within the Company and raise employee awareness to participate in assessing and managing work risks, such as knowledge testing.
Activities Operations in the supply chain of suppliers and contractors	**Labour rights in the supply chain**		
	Health and safety of suppliers' and contractors' workers	Workers of suppliers and contractors	● Communicate safety-related policies and supplier codes of conduct to suppliers, ensuring their awareness and strict compliance with regulations. ● Make daily safety talks (Safety Morning Talk) a primary activity before starting work to prepare for safe operations, check equipment readiness, and the health of contractors providing labour before each type of work. ● Regularly conduct safety audits, including self-assessments and on-site audits of suppliers and contractors.
	Community rights		

	Community health, hygiene, and safety	Surrounding Communities	● Require suppliers to strictly comply with safety laws and regulations. ● Monitor the operations of suppliers and contractors regarding both labour and environmental aspects to prevent human rights violations. ● Require suppliers and contractors to have measures to prevent and take responsibility for potential human rights violations. ● Oversee that suppliers and contractors have appropriate remedial measures in cases where suppliers and contractors cause human rights violations in the community.

5. Monitoring and Evaluation The Company mandates an annual review of human rights risk issues, as human rights risks related to the Company's business operations may change with different activities and stakeholder groups. Furthermore, the Company monitors and evaluates the implementation of various corrective and preventive risk measures by establishing indicators to track and measure the effectiveness of risk management measures.

Complaint and Whistleblowing Mechanism

The Company places strict importance on preventing and investigating human rights violations. It has established appropriate rehabilitation and remedial measures, including financial assistance and other forms of support, to mitigate potential impacts from the Company's activities. It also provides channels for complaints/whistleblowing, mechanisms for protecting informants, and emphasizes data privacy. Complaints are kept confidential to build trust with complainants. Procedures for handling, fact-finding, concluding results, and measures to protect whistleblowers or complainants from suffering harm are clearly defined. Whistleblowers can report to Supalai Contact Center 1720 or complain via e-mail anti-corruption@supalai.com or through suggestion boxes located near the fire escapes on each floor of Supalai Grand Tower Rama 3, with direct reporting to independent directors.

The Company continuously monitors the effectiveness of human rights remediation and impact management through a comprehensive incident management process (Incident Management and Remediation Process), covering incident identification, resolution, rehabilitation, and recurrence prevention. The effectiveness of this process is monitored through key indicators, including:

- Average incident resolution time
- Incident resolution rate
- Corrective action effectiveness
- Repeat incident rate
- Impact remediation outcome
- Stakeholder satisfaction level after remediation

From human rights operations throughout 2025, the Company found no cases of human rights violations within the organization or in the supply chain, and received no significant complaints related to human rights violations from any stakeholder group.

For more information, please visit: Policy on Whistleblowing and Complaints

Reference link for the information and an HRDD process :	https://www.supalai.com/document/about/governance/SUPALAI_HRDD_EN.pdf

3.4.2 Social operating results

Information on employees and labor

Employees and labor management plan

The company's employee and labor management plan :	Yes
Employee and labor management plan implemented by 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

Human Resource Development and Labour Standards

Key Sustainability Issues	Impacts, Risks, and Opportunities
Respect for human rights and fair labour practices. ● Child Labour ● Forced Labour ● Treatment of labour in a manner that is fair and equal. ● Diversity, Equity, Inclusion (DEI) **Capacity Enhancement for Employees and Workers in Work and Daily Life.** ● Employment ● Employee Care ● Employee potential development ● Recruitment of employees with Competence ● Employee Engagement	The company designates labour standards and human rights issues as an Enterprise Sustainability Risk, which is overseen by the Board of Directors and the Risk Management Committee through the operations of the Sustainability Committee. Concrete implementation is carried out, along with regular reporting of labour, human rights, and employment condition risk assessments, to ensure that these risks are integrated into the Enterprise Risk Management (ERM) process and the company's strategic decision-making. If the company lacks effective oversight mechanisms, especially in supply chains with a large workforce, it could lead to significant human rights violation risks, such as child labour, forced labour, or unequal treatment, which would directly impact reputation, stakeholder trust, and could lead to legal disputes that cause. project operations being disrupted. Furthermore, the risk of skilled labour shortages or the loss of talented personnel due to inadequate care also continuously impacts the quality of construction work and the organization's long-term competitiveness. Focusing on fair treatment of labour will sustainably increase opportunities for the organization's business development and enhance competitiveness. This is because the company maintains a positive image, which positively impacts the recruitment of qualified and suitable personnel to join the company, and serves as a strategy to retain knowledgeable and capable employees within the company. To maintain business competitiveness, as human rights issues are quite sensitive and can be linked to other issues that may have continuous impacts from the company's business operations. Furthermore, employees and stakeholders will benefit from or have opportunities due to the commitment to operate with respect for human rights and fair labour practices. This includes employees and stakeholders being treated fairly without discrimination, and employees of suppliers benefiting from the company's request for cooperation from suppliers on Human Rights Aspect issues
FTSE Russell EGS Theme: Labour Standards **Supporting SDG goals**  	

Strategies and Management Approaches

The company recognizes the importance of respecting human rights and fair labour practices in all activities throughout the supply chain. Therefore, it operates with a focus on diversity and equality. The company has a policy on ethical recruitment and employment, prohibiting discrimination or exclusion based on individual diversity, including race, religion, culture, language, skin color, gender, disability, political opinions, or any other matter, with consideration given to the suitability for the duties and responsibilities on a case-by-case basis. Furthermore, there is no use or employment of child labour. The company has a standardized recruitment and selection system for employees, offering equal opportunities to all interested individuals to join the company.

The company discloses sustainability report data according to international GRI Standards, specifically GRI 401: Employment 2016, GRI 403: Occupational Health and Safety 2018, GRI 404: Training and Education 2016, GRI 405: Diversity and Equal Opportunity 2016, GRI 408: Child Labor 2016, and GRI 409: Forced or Compulsory Labor 2016. It conducts business in accordance with international practices related to respecting stakeholders' human rights to promote human rights across the organization and ensure that all employees and stakeholder groups are treated, protected, and have their fundamental rights respected equally and fairly. Concurrently, it aims to promote and support freedom of expression, association, and collective bargaining. Receiving fair compensation, including prioritizing the protection of vulnerable groups, to mitigate risks related to human trafficking, forced labour, and child labour, with a commitment to completely eliminate discrimination and oppose all forms of harassment.

Policy and Commitment

The company recognizes that all individuals possess equal value and dignity. Therefore, it has established a "Human Rights Policy" to serve as a crucial standard for conducting business with respect for human rights, which are fundamental virtues for work and coexistence. This policy is designed to be integrated into the organizational culture and desired behaviors to ensure that the company's business operations and the work practices of employees at all levels, from the Board of Directors to employees and stakeholders throughout the supply chain, are based on the principles of mutual respect for dignity and honor in a sustainable manner.

To align with international standards, the company is committed to conducting business based on human rights principles and labour standards in accordance with the Universal Declaration of Human Rights (. Universal Declaration of Human Rights: UDHR), the United Nations Guiding Principles on Business and Human Rights (UNGP), and the International Labour Organization Declaration on Fundamental Principles and Rights at Work (ILO Declaration). The company integrates these principles into its business processes, organizational policies, and management throughout the value chain to promote respect, protection, and prevention of human rights violations in all business activities.

The company has conducted a comprehensive human rights due diligence process (Human Rights Due Diligence: HRDD) systematically, covering the identification and assessment of human rights risks and impacts, the establishment of prevention and mitigation measures, the monitoring and evaluation of the effectiveness of implemented measures, as well as disclosure of information and the provision of appropriate grievance mechanisms (Identify–Prevent–Mitigate–Track–Communicate–Remedy). This covers employees, construction project workers, migrant workers, as well as the labour of suppliers and contractors in the company's value chain.

This approach reflects the company's commitment to conducting business ethically, transparently, and with social responsibility, while also supporting the creation of fair employment conditions, respecting human dignity, and managing risks related to continuous human rights and labour, which are fundamental to long-term sustainable growth.

For more information, please visit: Policy on Human Rights

Policy	Guidelines

1. Treatment of Employees	● Treating employees and workers equally, without discrimination. ● Supporting employee diversity ● Promoting equal opportunities for women and persons with disabilities. ● Not using or condoning physical punishment, physical or psychological coercion, or verbal abuse. ● Not allowing female employees to perform work that is hazardous to their health or body as prescribed by law, including providing pregnant female employees with a working environment that is not harmful to their health and is safe for pregnancy, and not terminating employment, demoting, or reducing benefits for female employees due to pregnancy.
2. Compensation and Benefits	● Providing fair wages and benefits equally for all employees. ● Paying appropriate wages according to the salary structure and market conditions, at a minimum complying with domestic minimum wage requirements. ● Respect for the right to rest and appropriate working hours.
3. Responsible Termination of Employment	● Termination of employment complies with Thai labour laws and international labour standards. ● Employees have the right to file a complaint or appeal if unfairly terminated. ● Having a termination review committee to verify the accuracy and fairness of the termination process.
4. Gender Equality and Women's Rights (GRI 405-1)	● Proportion of women in management positions not less than 30%. ● Supporting the establishment of gender-diverse committees. ● Appropriate welfare for female employees, such as maternity leave and family care leave.
5. Employment	● Promoting diversity and equal opportunities in employment. ● Employing under terms and conditions of employment that comply with local laws or customary practices. ● Employing labour and providing compensation without discrimination, and offering equal opportunities, covering women, persons with disabilities, or other disadvantaged groups. ● Supporting the employment of persons with disabilities and/or disadvantaged groups.

6. Employment of Migrant Workers	● No child labour (persons under 18 years of age) is employed or supported. ● No forced labour or human trafficking in any form is employed or supported. ● No forced overtime beyond legal limits. ● The company respects the rights and freedoms of association, expression, and collective bargaining, similar to other labour groups, in accordance with the laws of each country. ● Not using bargaining power or coercion to force employees into any agreements that infringe upon their rights fundamental rights as stipulated by law.
7. Freedom of Association and Collective Bargaining	● Respecting employees' rights and freedom of association and collective bargaining. ● Supporting the establishment of welfare committees and employee relations clubs to develop beneficial welfare and benefits suitable for employee needs, and to provide recommendations on operational procedures, working conditions, and other matters.
8. Harassment and Abuse	● The company does not condone any inappropriate behavior from its employees, such as visual, verbal, gestural, or other forms of harassment/abuse. ● Victims will receive protection according to appropriate guidelines, and reported information will be kept confidential.
9. Safety, Occupational Health, and Working Environment	● Providing a safe and appropriate working environment and facilities hygiene, facilitating access for everyone, including persons with disabilities and contractors. ● All employees have the right to offer suggestions for improving the working environment and ensuring safe work practices.

Performance results for 2025

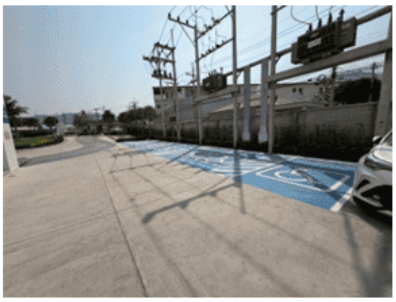
Diversity, equality and non-discrimination. (GRI 405-1)

Project Design and Development

The company implements measures to address diversity, equality, and non-discrimination based on race, religion, gender, age, nationality, and disability. This begins with the design process and the development of high rise projects and low rise projects that utilize Universal Design (UD) principles, or accessible design, to create environments that everyone can access, understand, and use equally, considering gender, age, abilities, or disabilities, including young children, pregnant women, the elderly, and general users, as well as designing for good well-being throughout the value chain.

The company conducts accessibility assessments in buildings, considering key elements such as ramps, elevators, and restrooms for persons with disabilities, parking, and internal building circulation paths, as well as common areas such as gardens and walkways, to comply with relevant laws and standards. These actions reflect the company's commitment to respecting human rights, non-discrimination, and creating an environment that everyone can access and utilize equally.

- **Universal Design:** Designing common areas to be accessible for all ages.
- **Disabled persons access:** Design considering persons with disabilities. Building Accessibility for Persons with Disabilities and Physical Limitations.







- **Community:** Creating common areas that promote physical and mental well-being, such as gardens, swimming pools, fitness centers, and co-working spaces.



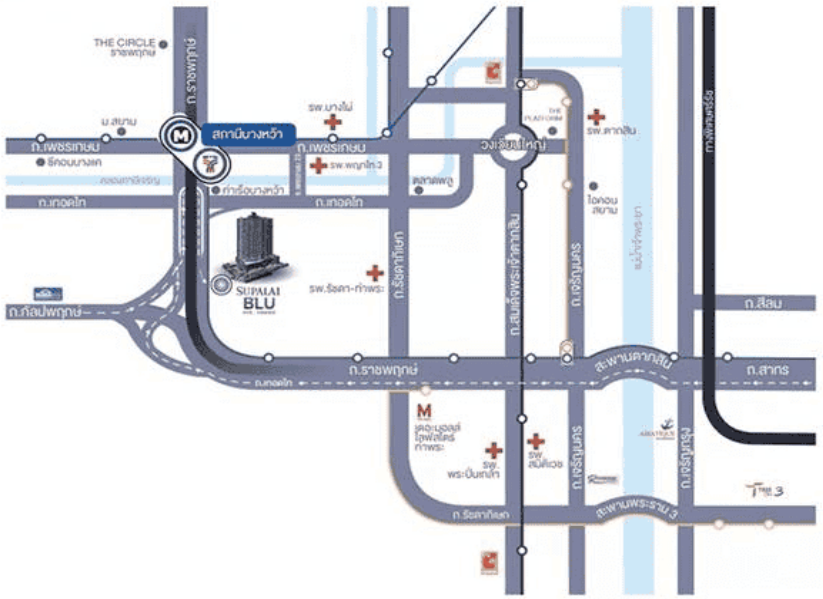



- **Consideration of access via public transport:** Public transportation access in the project design and development phase.

The company prioritizes site selection, design, and project development with appropriate consideration for public transportation access to support convenient, safe, and environmentally friendly travel. The company has integrated consideration of these issues during the project feasibility study and master plan design phases, such as evaluating the distance from main public transportation systems, convenience of pedestrian connections, and allocating pick-up/drop-off areas within the project to reduce reliance on private vehicles, promote residents' quality of life, and support sustainable urban development.

SUPALAI BLU

MAP & LOCATION



สถานที่	ระยะทาง
BTS สถานีบางหว้า	570 ม.
BTS วุฒากาศ	1 กม.
รพ.พญาไท 3	1.6 กม.
ตลาดพลู	2.1 กม.
เดอะมอลล์ ไลฟ์สโตร์ ท่าพระ	2.4 กม.
ม.สยาม	4.2 กม.
Home Pro กัลปพฤกษ์	5.4 กม.
ไอคอนสยาม	6.5 กม.
รร.กรุงเทพคริสเตียน	7.2 กม.
รร. อัสสัมชัญ	7.8 กม.



Equality Welfare Project

The company focuses on concretely building an organizational culture that embraces diversity and inclusion through the "Equality Welfare" project. This project provides benefits and privileges to employees and LGBTQ+ partners who are legally married, treating them equally to heterosexual married couples in all respects, such as a maximum 20% discount on housing purchases and providing gifts for starting a new life together, in timely response to the Marriage Equality Act. This initiative reflects the commitment to treat all personnel with respect, without discrimination, and aims to create a safe and inclusive workplace, which strengthens employee engagement with the organization and aligns with international human rights standards.



Worker Care in Construction Projects

Construction labour is a crucial mechanism driving the success of project development. The company prioritizes comprehensive worker care by collaborating with contractors to elevate safety, occupational health, and quality of life standards for workers. This is achieved through providing suitable and orderly accommodation, especially worker housing that meets safety and hygiene standards. The company mandates strong, partitioned accommodation with standard fire protection systems to create a safe living environment, alongside providing essential basic welfare such as separate male and female restrooms and showers in worker camps, hygienic separate male and female restrooms in project construction areas, and sufficient clean drinking water. Systematic accommodation management helps workers achieve a good quality of life, receive adequate rest, which positively impacts their physical and mental health, increases concentration, and improves work efficiency. Simultaneously, it reflects the company's responsibility in accordance with legal labour standards and human rights principles.



Restrooms in worker camps.



Drinking water dispensers within worker camps.

Setting employee and labor management goals

Does the company set employee and labor management goals : Yes

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Employee training and development	Year 2025: Average training and development hours of 24.08 per person per year.	-	2026: Average training and development hours per person per year: 18 hours.
• Safety and occupational health at work	Year 2025 - Employee work-related fatalities 0% - Contractor/partner work-related fatalities 0% - Employee severe work-related injuries 1.86% - Employee occupational illnesses 0% - Employee training in safety, occupational health, and working environment 100%	-	2030: No employee fatalities due to work - No severe employee injuries due to work - No employee illnesses due to work

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management : Yes

Awards Employee and Labour Management received by the company in 2025

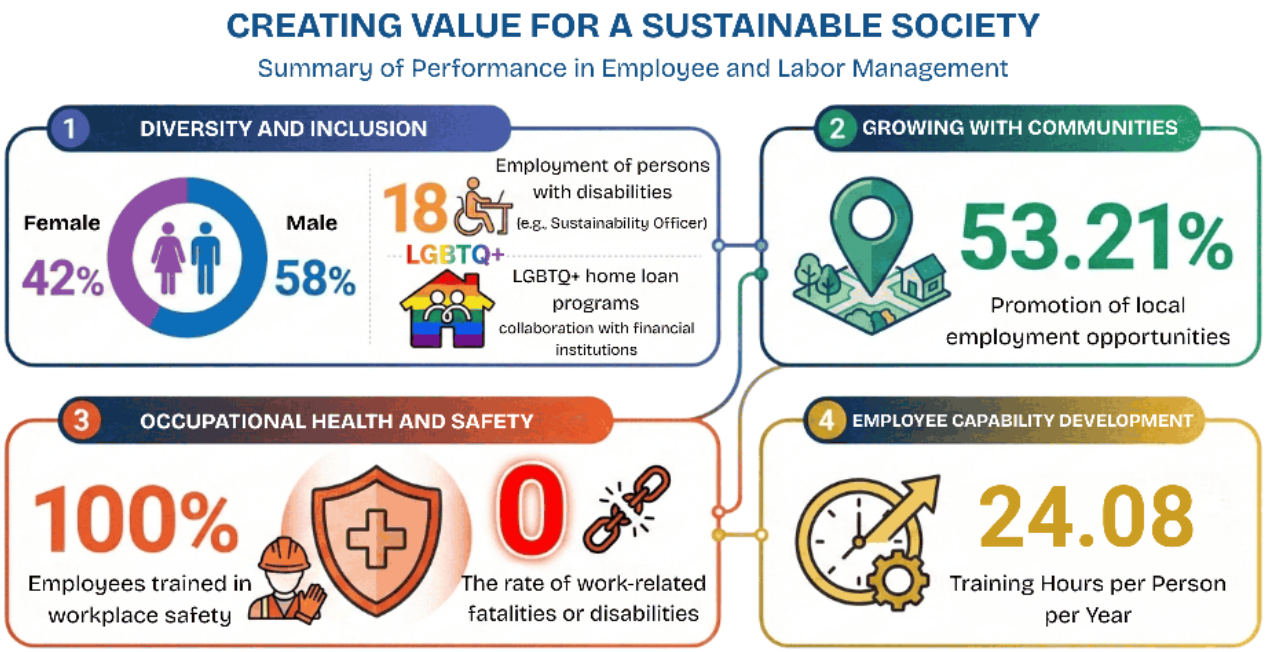
The company is a member of Ministry of Labour and received the "Outstanding Establishment" award for labour relations and labour welfare at the national level for the year 2025 from the Department of Labour Protection and Welfare, for the 8th consecutive year. This reflects an establishment that respects human dignity and conducts business truly based on international standards. Therefore, it can be assured that the company is completely free from labour practices that violate human rights, and all processes, including recruitment, hiring, training, and compensation, are conducted equally, based on ability and experience, without discrimination based on any personal factors, to promote stable livelihoods and improve the quality of life for employees at all levels.





Performance Employee and Labour Management

- Employee gender ratio (female:male): 0.42 : 0.58
- Employment of persons with disabilities: 18 people, such as sustainability officers and others
- Local employment: 53.21%
- In collaboration with financial institutions, offering home loans for LGBTQ+ partners.
- 100% of employees trained in safety, occupational health, and working environment
- Number of hours of potential development training: 24.08 hours per person per year
- The rate of death or disability from work-related accidents is 0.



Employee and labor management: Employment

Human Resource Management (GRI 401-2)

Human Resources Management

Recruitment and Employment

The company has a recruitment policy based on ethical principles, without discrimination or exclusion due to individual diversity, including race, religion, culture, language, skin color, gender, disability, political views, or any other matter. Suitability for job responsibilities will be considered on a case-by-case basis. There is no use or enforcement of child labour. The company has a standardized recruitment and selection system, provides opportunities for interested individuals to join the company, and offers compensation in accordance with industry standards, equally and fairly.

The company has expanded project development to various provinces across the country in 30 provinces, supporting and enabling employees to relocate back to their hometowns for work. Additionally, it promotes local employment to directly stimulate the community's economy, reducing the rate of unemployment and distribute income, creating monetary circulation in the area, while also reducing environmental problems from commuting. In 2025, the company had a total of 1,459 employees.

Employee Welfare and Benefits (GRI 401-2)

The company is committed to creating happiness and security for employees through the provision of diverse welfare and benefits, covering needs across all life stages. These are categorized into 4 main areas to enhance quality of life and promote sustainable growth within the organization, as follows:

- **Health & Well-being:** Covers medical expenses such as dental care, eyeglasses, LASIK surgery, and disease prevention vaccinations, as well as providing get-well baskets to offer encouragement in case of illness.
- **Financial Security:** such as establishing a provident fund for long-term savings, providing group accident insurance, and offering financial assistance in case of non-accidental employee death to support employees' families during crises.

- **Life & Living:** Supports important employee milestones, such as congratulatory benefits for marriage, visitation benefits for childbirth, participation in merit-making, and support for funeral ceremonies, special housing benefits, such as discounts on purchasing company projects, budgets for residential repairs, and rights to stay at the company's hotels and residential units.
- **Personal Development:** Providing both domestic and international scholarships to promote skill and knowledge development, enabling employees to keep pace with changes.

The company is committed to continuously improving various welfare and benefits to ensure all employees are happy, confident in their work, and ready to grow with the organization sustainably.

New Hire and Employee Turnover Rates (GRI 401-1)

The company's management and team regularly organize Orientation Day at the beginning of each month to help new employees get acquainted and smoothly adapt to the organization. This includes a warm welcome through new employee introductions, the provision of welcome boxes, and presentations on the company's history, goals, vision, and various policies to ensure employees understand the company's direction before commencing actual work. Additionally, there are activities for senior employees to share their experiences and pride in working with the company, along with guided tours of various projects, to ensure new employees gain a deep understanding of the company's products and standards.

New employees	2023		2024		2025	
	Number (persons)	Proportion (%)	Number (persons)	Proportion (%)	Number (persons)	Proportion (%)
New employees						
● Male	114	48.31	65	31.10	38	32.22
● Female	122	51.69	144	68.90	80	67.80
Classified by age						
● Under 30 years old	168	71.19	137	65.55	64	54.23
● Between 30 and 50 years old	68	28.81	72	34.45	54	45.76
● Over 50 years old	0	0.00	0	0.00	0	0.00
Classified by position						
● Senior Management	0	0.00	0	0.00	0	0.00
● Operational Level	2	0.85	2	0.96	3	2.54
● Operational Level	234	99.15	207	99.04	115	97.46

Post-retirement employment (GRI 404-2, 404-3)

Although the company has work regulations that set the retirement age at 60 years or older, the company recognizes the skills, knowledge, and experience of retired employees who are still capable of working. Therefore, it offers employees the opportunity to continue working by establishing a policy for post-retirement employment based on their willingness and readiness to work, with continuous service years counted. Employees who do not wish to

continue working will receive severance pay according to the provisions of the Labour Protection Act B.E. 1998. In 2025, there were 3 retired employees, or 0.21%. Currently, 11 retired employees continue to work for the company after retirement.

Financial literacy seminar for post-retirement

The company aims to enhance the quality of life for employees through post-retirement employment policies combined with financial literacy to develop quality personnel with financial stability in life. The seminar curriculum strengthens skills in calculating post-retirement budgets, managing financial tools, and planning savings. Promoting financial knowledge alongside providing opportunities for continuous income helps reduce anxiety and creates a better life for employees after retirement.



Employment or Internship Opportunity Programs

- Activities: Supalai Open House 2025 x Kasetsart University

The company has organized activities Supalai Open House for Civil Engineering students from Kasetsart University, total 64 person visited the company, providing students with direct knowledge from experts, which helps prepare them and increase opportunities for access to quality careers in the future, reflecting the company's commitment to transferring knowledge and experience to new engineers, enabling them to further develop their skills for future careers.





- The Internship and Cooperative Education Program “Supalai Excellent Internship & Co-Op Program 2025" aims to create learning experiences through practical work in relevant fields, preparing students before entering the real world of work for 72 person and providing opportunities to demonstrate potential through the creation of special projects (project-based learning) that apply knowledge from internships in a concrete, to cultivate new generation labour skills that meet market demands, which are crucial for career growth, and to prepare them towards becoming quality personnel in the future.



- New graduate recruitment program from youth employment activities (Job Fair) at universities to provide job opportunities for young people.





Information on Employees

Employee Data 2025

Employment	2023		2024		2025	
	Number (persons)	Proportion (%)	Number (persons)	Proportion (%)	Number (persons)	Proportion (%)
Total number of employees	1,439	100	1,485	100	1,459	100
Number of employees by gender						
● Male	747	51.91	748	50.37	724	49.62
● Female	692	48.09	737	49.63	735	50.38
Number of employees by level						
Senior Management						
● Male	7	0.49	7	0.49	8	0.55
● Female	4	0.28	4	0.28	4	0.27
Management Level						
● Male	121	8.41	134	9.31	131	8.98
● Female	105	7.30	116	8.06	121	8.29
Operational Level						
● Male	619	43.02	607	42.18	585	40.09
● Female	583	40.51	617	42.88	610	41.81
Number of employees by age						
Under 30 years old						
● Male	261	18.14	222	15.43	183	12.54
● Female	188	13.06	202	14.04	173	11.86
Between 30 and 50 years old						
● Male	433	30.09	460	31.97	474	32.49

● Female	467	32.45	492	34.19	515	35.30
Over 50 years old						
● Male	53	3.68	66	4.59	67	4.59
● Female	37	2.57	43	2.99	47	3.22
Number of employees by contract type						
Annual contract employees						
● Male	0	0.00	3	0.20	4	0.27
● Female	1	0.07	4	0.27	8	0.55
Number of employees on maternity leave (GRI: 401-3)						
● Employees who took maternity leave	20	1.39	30	2.02	23	1.58
● Employees returning from maternity leave	20	1.39	30	2.02	23	1.58
Number of employees by region						
Bangkok and Metropolitan Area						
● Male	N/A	N/A	491	33.06	479	32.86
● Female	N/A	N/A	507	34.14	516	35.37
Central Region						
● Male	N/A	N/A	40	2.69	29	1.99
● Female	N/A	N/A	35	2.36	29	1.99
Eastern Region						
● Male	N/A	N/A	74	4.98	74	5.07
● Female	N/A	N/A	62	4.17	54	3.70
Western Region						
● Male	N/A	N/A	N/A	N/A	8	0.55
● Female	N/A	N/A	N/A	N/A	14	0.96
Southern Region						
● Male	N/A	N/A	46	3.10	46	3.15
● Female	N/A	N/A	36	2.42	33	2.26
Northern Region						
● Male	N/A	N/A	58	3.91	53	3.63
● Female	N/A	N/A	46	3.10	44	3.02
Northeastern Region						
● Male	N/A	N/A	39	2.63	35	2.40
● Female	N/A	N/A	51	3.43	45	3.08

Hiring employees

	2023	2024	2025
Total employees (persons)	1,439	1,485	1,459
Male employees (persons)	747	748	724
Female employees (persons)	692	737	735

Employment of Persons with Disabilities

Performance of Employment of Persons with Disabilities, 2025

The company supports persons with disabilities to live equally with the general population, participating fully and effectively in society within an accessible and beneficial environment. In 2025, the company provided employment opportunities for 18 persons with disabilities, comprising 8 males and 10 females. The company has fully and timely remitted additional funds to the Fund for the Promotion and Development of the Quality of Life for Persons with Disabilities, in accordance with Section 34 of the Persons with Disabilities' Quality of Life Promotion and Development Act B.E. 2007 by the Department of Empowerment of Persons with Disabilities (DEP), Ministry of Social Development and Human Security (MSDHS).

- Employment of Persons with Disabilities under Section 33: 14 Employees
- Employment of Persons with Disabilities under Section 35 (Service Contract for Visually Impaired Massage Therapists): 4 Persons

Projects for Persons with Disabilities.

- The Company collaborates with the Thai Health Promotion Foundation (ThaiHealth), government agencies, and the Social Innovation Foundation network to promote positive perspectives and attitudes towards the employment of persons with disabilities. It has joined as a sustainable organization in the employment of persons with disabilities, with the Company being one of five Thai companies serving as a model for employing persons with disabilities for companies that have not yet done so. Furthermore, the company has shared knowledge and methods for connecting employment opportunities between employers and persons with disabilities to foster equal work opportunities and "Open New Perspectives, Understand Persons with Disabilities (Disability Awareness – DA 2025)" by recognizing the true potential of disabled workers. This demonstrates a commitment to addressing disability equality on August 15, 2025.



- Support for contracted health massage services from visually impaired persons under Section 35 of the employment of persons with disabilities in Thailand under the Persons with Disabilities' Quality of Life Promotion

and Development Act B.E. 2007, 4 individuals, to promote stable employment and careers for persons with disabilities with dignity, shifting from providing assistance to leveraging specialized expertise to create shared value with the organization. This project not only helps generate sustainable income for persons with disabilities but also contributes to employee well-being by alleviating Office Syndrome symptoms, reflecting a commitment to respecting diversity and concretely caring for personnel.



Promote potential and support the employment of persons with disabilities.

The company is committed to creating opportunities for persons with disabilities through job creation and career development to move towards an equal and sustainable future, enabling persons with disabilities to have employment, income, support themselves and their families, gain self-esteem, and fully participate in society. It promotes the potential and supports the employment of persons with disabilities through employment policies that encourage actions to address diversity, equality, or discrimination based on disability, under the belief that "human potential is limitless regardless of physical ability." The company has set operational directions focused on creating "Shared Social Value" (Creating Shared Value: CSV) by elevating the employment of persons with disabilities from compliance with Legal requirements towards strategic development to enable persons with disabilities to utilize their true potential in working effectively, equivalent to the general population, along with opportunities for dignified career growth. In 2025, the company employed 18 persons with disabilities.

Performance results for 2025	
Number of persons with disabilities employed by the company: 18 people.	● Employed persons with disabilities in various positions, such as Sustainability Officer, etc., totaling 14 positions. ● Contracted massage services by visually impaired persons, 4 positions. ● Contributions to the Fund for the Promotion and Development of the Quality of Life for Persons with Disabilities in Thailand are governed by the Persons with Disabilities' Quality of Life Promotion and Development Act B.E. 2007.
Benefits to the company.	● Comply with laws and reduce risks from fines or rights violations. ● Enhance ESG/CSR image, making the organization recognized in society and capital markets. ● Enhance team potential with specialized skills and new perspectives from persons with disabilities.
Benefits for persons with disabilities.	● Persons with disabilities gain employment and stable income. ● Persons with disabilities possess perspectives, creativity, and specialized skills that are strengths for future work.



Beyond employment, the company places significant emphasis on creating a "Supportive Environment" to eliminate physical barriers and promote equal participation. We believe that sustainable development involves listening to feedback from actual practitioners.

The Company shares experiences through the perspectives of "mentors" (Job Coach/Mentor) who work closely with employees with disabilities, reflecting the dedication to care, collaborative work experiences, and the impressions gained from transforming limitations into creative power. Insights from these sentiments have been used to develop appropriate and targeted employee support guidelines, fostering genuine shared pride among all personnel.

Information, Inspirational Stories.

empowering work and shared value creation between the company and employees with disabilities, through a special public relations series that reflects Facebook Supalai Careers:

1. Public relations media for the employment of persons with disabilities at the company
2. Interviewing the perspectives and feelings of "mentors" who work closely with employees with disabilities.

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	4	10	18
Total number of employees with disabilities (persons)	4	10	14
Total male employees with disabilities (persons)	3	5	6
Total female employees with disabilities (persons)	1	5	8
Total number of workers who are not employees with disabilities (persons)	0	0	4
Contributions to empowerment for persons with disabilities fund	Yes	Yes	Yes

Employee and labor management: Remuneration

Remuneration Management

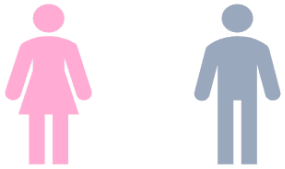
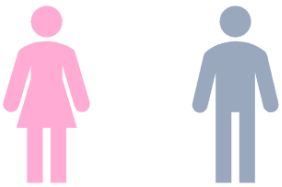
Equitable Compensation Management (GRI: 405-2)

The company provides opportunities for employees to fully demonstrate their potential under a clear, transparent, and disclosed performance evaluation system. The compensation structure is set at a level comparable to similar business groups to create sustainable work incentives, as follows:

- Short-term compensation: Considered based on salary, special compensation, and appropriate operational expenses, linked to the company's annual profitability and employee performance.

All compensation consideration processes are meticulously vetted by the Nomination and Remuneration Committee to ensure that compensation management is appropriate and in line with good corporate governance principles. Additionally, the company assesses the adequacy of wages compared to the cost of living in each area (Living Wage Consideration) inflation rates and monitors gender pay equity, with improvement plans established for significant gaps, to support fair and sustainable employment in the long term.

Employee compensation ratio (female:male) (GRI 405-2)

Executive level	Operational level
 0.34 : 0.66	 0.42 : 0.58

Compensation Payment	2023	2024	2025
Employee compensation classified by gender (Unit: Baht)			
● Compensation ratio per employee (Female : Male)	0.41 : 0.59	0.41 : 0.59	0.42 : 0.58
Executive level			
● Compensation for male employees	326,817,372	349,317,724	317,838,871
● Compensation for female employees	176,141,271	178,780,641	165,960,462
Compensation ratio per executive-level employee (Female : Male)	0.35 : 0.65	0.34 : 0.66	0.34 : 0.66
Information on employee provident fund			
● Number of employees who are provident fund members (persons)	1,272	1,272	1,257
● Amount contributed by the company to the provident fund (Baht)	35,487,751	38,407,154	38,840,975

Employee remuneration

	2023	2024	2025
Total employee remuneration (baht)	1,091,717,356.00	1,150,650,418.00	1,073,394,735.00
Total male employee remuneration (Baht)	639,271,910.00	677,753,527.00	618,525,402.00
Total female employee remuneration (Baht)	452,445,446.00	472,896,891.00	454,869,333.00

Employee and labor management: Employee training and development

Employee Training and Development (GRI 404-3)

Employee Capability Development

Employee personal development training to enhance abilities or individual skills.

The Company recognizes that true business success depends on quality personnel. Therefore, all personnel must receive systematic and continuous training and development to enhance their potential and capabilities, comprehensively covering both management and employee levels, in line with established goals. The Training and Development Department will conduct individual employee competency gap assessments to create Individual Development Plans (IDPs). Employees will have the opportunity to choose from a variety of learning courses, including online learning, in-house training, or external courses, to ensure that development truly meets their needs and work context.

Personnel Development Strategy based on the 70:20:10 Principle



The Company adopts the 70:20:10 personnel development approach to enhance employee capabilities through various tools and learning methods, as follows:

1. 70%: (Experiential Learning / On the Job Experience) Learning through hands-on experience and actual work, by being assigned or undertaking special projects to enhance potential.

- **On-Boarding Program:** Onboarding program for new employees.
- **Agile Project:** Learning through agile project execution to respond to business needs.
- **OKRs in Action:** Learning through real work development projects aligned with objectives.

2. 20%: (Mentoring and Coaching) Learning through on-the-job training, with supervisors, mentors, or experts providing guidance, instruction, and feedback for continuous development.

- **Leader as Coach in Action:** Developing leadership through practical coaching skills training.
- **Mentorship System:** For new employees, for adaptation and shortcut learning from experienced individuals.
- **Project Coaching:** Coaching by professional project consultants.

3. 10%: (Classroom Training) Learning through classroom training and online systems designed to meet business needs.

- **Internal & External Training:** Internal and external seminars and training.
- **Professional Courses:** Professional courses for specialized expertise.
- **Digital Learning:** Learning through Online Training and Virtual Training systems accessible anytime, anywhere.
- **Knowledge Sharing:** Knowledge sharing activities among personnel within the organization.

Construction Project Training and Skill Development Courses (GRI: 404-1, 404-2, 404-3)

The Company continuously prioritizes the development of construction personnel capabilities by preparing an annual training plan for the construction department for employees and suppliers to train employees, to develop the knowledge, skills, and abilities necessary for performing duties in line with their roles, construction standards, and the Company's business direction. This training plan covers both theoretical and practical training and is used as a framework for systematic personnel development, including:

1. Construction Standards and Work Methods Training

The Company organizes training "Standard Detail Usage" To directly develop construction knowledge and skills for employees, enhancing understanding of construction processes, quality standards, and safety requirements, which are crucial factors in increasing work efficiency and reducing risks from construction errors. This training is provided to 300 employees, covering relevant roles including engineers and field control teams. The knowledge assessment results, based on the Company's standard criteria, showed that 84% of all participants passed, reflecting the effectiveness of the course in transferring knowledge and applying it to actual work. This ensures employees can use Standard Details correctly, completely, and consistently in all projects, thereby supporting the overall improvement of construction quality and building long-term stakeholder confidence.



2. Skilled Labour Development Training

The Company promotes the development of skilled labour in construction projects by collaborating with manufacturers or suppliers to organize training on the installation of various materials and systems according to manufacturer standards. This aims to enhance construction quality and reduce risks from installation errors, such as:

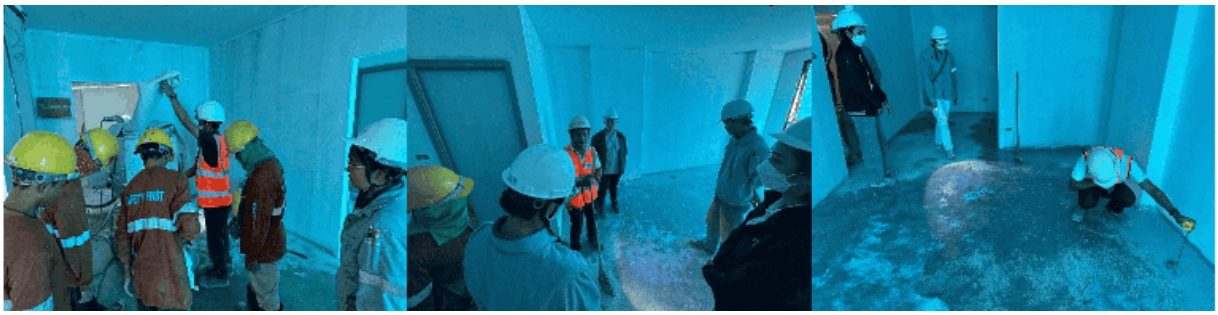
- **High Rise Projects**



Bricklaying work training



Painting work training



Floor leveling work training



Pipe welding training PPR

- **Low Rise Projects**



Ceiling installation standard training



Exterior lower house painting training



Tile laying standard training

3. Software Usage Training Tableau

The Company supports the development of employees' digital skills and data utilization by providing data analysis tools, such as software Tableau, coupled with training to enhance understanding of its use and promote a data-driven working culture.

Additionally, the Company has developed Data Catalog to serve as a central hub for publishing and managing Tableau dashboards, allowing employees with data access rights to utilize visualizations for monitoring work, analyzing data, and making efficient and systematic decisions in their work and project management.



Training on using digital tools to enhance data-driven work efficiency.

Employee Training and Skill Development Courses (GRI: 404-1, 404-2, 404-3)

The Company believes that employees are the most crucial resource for driving the organization towards sustainable success. Therefore, it has a policy to continuously promote learning and personnel development, focusing on upskilling and reskilling to keep pace with changes in the real estate business and digital technology. The Company is committed to allocating appropriate resources and budget to ensure that employees at all levels receive equal opportunities for knowledge, capability, and career advancement. In 2025, various training channels were provided to employees, as follows:

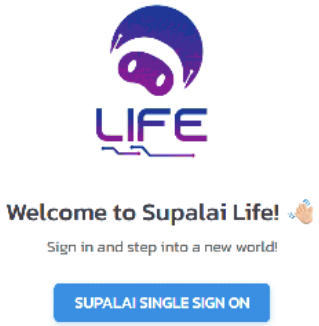
1. Functional Training Focusing on specialized skills essential for operations, such as:

- Electrical technician training to develop the working skills of engineers and maintenance technicians, with 19 participants.
- Training on the use of RTK cameras (satellite receivers) for 10 personnel from Regional Project Department 1, which aids in project layout Highly accurate pile point setting and land boundary surveying, reducing errors that could lead to costly rework.



2. Employee Training Courses via Supalai University focusing on courses that address competency gaps and developing essential current skills in areas such as Digital, Language, Finance, Health, etc. This serves as a channel to stimulate access to learning resources, enhancing employee skills and capabilities. Knowledge-sharing training activities are provided to boost various skills, and upon successful completion of activities, employees can track their skill development progress by earning EXP to level up. In 2025, there were approximately 151 such activities.





3. Online Training Courses via SkillLane This includes both Virtual training and platform-based training, with knowledge tests after training and certificates awarded to employees upon completion. There are over 478 courses covering all categories, with the Company mandating 3 compulsory courses, namely:

- Understanding PDPA in Practice: Personal Data Protection Law. A total of 323 employees attended the training.
- Fundamental of Corporate Sustainability and Sustainable Development. A total of 345 employees attended the training.
- Data Security & Privacy: Data Security Governance Strategy. A total of 253 employees attended the training.



4. Employee Training Courses via Supalai Skill This includes both Classroom Workshop training and system-based training, with knowledge tests after training and certificates awarded to employees upon completion. There are over 36 categorized courses, with the Company mandating one compulsory course for new employees, Supalai Orientation. A total of 224 employees attended this training.



5. On-the-job / Coaching Learning For new employees, the On-boarding course in the ESS system is mandatory. This is a blended learning approach, combining On-the-job Training and coaching from mentors or supervisors throughout the probationary period (119 days).

6. Ethics and Sustainability (ESG) Training All employees must receive at least one ESG training course per year, such as ESG knowledge, anti-corruption, Diversity & Inclusion, Climate Risk, Fundamental of Corporate Sustainability and Sustainable Development, Human Rights for Real Estate Business, etc. Courses are compiled and publicized to enable employees to further their learning.

7. External Training The Company sent 77 employees to train with various institutions to update new knowledge and develop essential operational skills, comprising 15 supervisors/executives and 62 operational staff. Post-training follow-up evaluations by supervisors showed that 100% of employees developed and applied the knowledge in their work.

8. High-Potential Employee Development (Talent Development)

- **Young Talent Program**

The Human Resources Department selected new generation executives through the Young Talent program to ensure the organization does not lack leaders and can operate business smoothly, with new executives consistently replacing key positions. New leaders are selected based on their leadership potential and work performance, chosen from all functional lines within the Company. In the past year, 137 selected Young Talents have undergone continuous development for the third consecutive year to ensure they possess the necessary skills and knowledge. The selection and determination of who qualifies as a Young Talent each year will be decided by the executives functional lines and selection committee to ensure that these Young Talents can become capable leaders within the organization and are ready to lead the organization forward stably and sustainably.

Project success evaluation.	
Number of employees promoted to leadership positions	28 people, or 20.44% of the 137 selected individuals
Development Period	3 years
Benefits for Employees	• Increasing career growth opportunities and systematic leadership skill development. • Creating motivation for continuous self-development.
Benefits for the Company	• Effectively building employee engagement and loyalty to the Company. • Having high-potential new generation leaders ready to drive the business forward stably and sustainably in the long term.

- **Leadership & Succession Development**

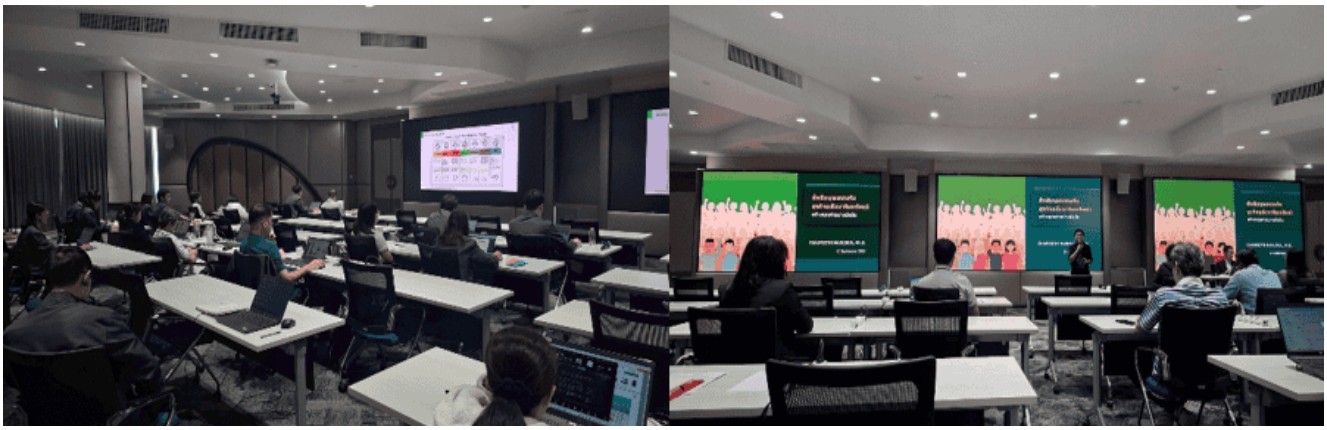
The Company has developed a new generation executive development program, which includes various development and learning activities within the company to enhance the knowledge and skills of new executives, enabling them to connect the work of each company unit. New executives act as both learners and instructors to foster peer-to-peer learning and prepare succession plans for key positions, including job shadowing to transfer knowledge and skills from experienced executives to new executives, ensuring an efficient transition.

9. Human Rights Training for Employees and Suppliers

- **Training on Human Rights for Real Estate Business** demonstrates the Company's commitment to internal human rights, such as fair treatment, non-discrimination, and workplace safety. This training focuses on developing skills in Social Risk Management within the supply chain, covering employees at all levels and departments. A total of 331 participants attended the training, both online and onsite. The overall training satisfaction level was 84%.



Human Rights Training for Employees and Suppliers	
Participants (persons)	214 employees
	117 suppliers
Benefits for Employees	● Reducing discrimination and harassment, and creating an environment that clearly promotes employees' understanding of their rights and duties. ● Fostering a culture of diversity acceptance, which enhances psychological safety and organizational commitment. ● Confidence in transparent, fair, and efficient complaint channels and management processes.
Benefits for Suppliers	● Supporting suppliers to apply knowledge in ethically managing labour according to international standards. ● Reducing supply chain risks, helping to screen and prevent human rights violations for smooth business continuity.
Benefits for the Company	● Building confidence in governance and risk management systems. ● Building transparency through internationally recognized declarations of intent.



- **Training course on Fundamental Human Rights Due Diligence via Online with SET** Supporting employees to attend a comprehensive human rights due diligence fundamental course in e-Learning format at the Stock Exchange of Thailand (SET) has developed courses to enable employees and personnel within the organization to conveniently and efficiently access knowledge and develop necessary skills, learning anytime, anywhere. A total of 509 employees participated in the training.



- **Training on Anti-Harassment and Abuse Policy** The Company prioritizes human rights training and communication for all new employees to foster correct knowledge and understanding, and to instill a consciousness of respecting human dignity, equality, and non-discrimination at all levels of work. The training focuses on preventing harassment and abuse in all forms. This training helps employees recognize their roles and responsibilities in performing ethically, in compliance with laws, international standards, and organizational values. In 2025, 100% of new employees received training.



- **Human Rights Seminar: Building Positive Discipline for Modern Supervisors**

The Company organized an academic seminar on “Building Positive Discipline for Modern Supervisors,” open to managers, supervisors, and employees, with participation available both onsite and online via Google Meet to facilitate attendees from various departments within the organization. The objective of this seminar was to enhance the knowledge, understanding, and skills of supervisors to manage teams with a positive approach, focusing on fostering organizational discipline alongside respect for human rights and good governance principles.

The main content of the seminar covered key issues related to the role of supervisors in overseeing and strengthening team discipline, emphasizing understanding the supervisor's duty to promote appropriate employee behavior in line with organizational values, as well as providing knowledge about laws and workplace disciplinary regulations so that participants understand the legal framework and correct disciplinary penalties and appropriate disciplinary actions, considering transparent, fair, and human rights-compliant procedures.

The seminar also included case studies of disciplinary offenses, the handling of reports or instances of bullying or harassment, and disciplinary guidelines, enabling participants to analyze and study practical approaches in real workplace situations.





10. DISC Training Course

The Company recognizes that collaboration and adaptive communication skills are the foundation of success. Beyond hard skills training, the Company is committed to investing in behavioral and interpersonal interaction training. It offers DISC courses to provide all employees with tools to understand diverse work styles, resolve conflicts, and build high-performing teams. This training is part of a comprehensive personnel development strategy to ensure all employees can grow and reach their full potential in a diverse organization.





Personnel Development Monitoring and Evaluation

The Company has a systematic post-training follow-up process to ensure that personnel development yields results. This measures the application of knowledge in work or various projects, as well as behavioral changes consistent with development courses, such as the Coaching and Feedback course. The Company evaluates and monitors results to align employee development with operational strategies, as follows:

1. Pre/Post Training Evaluation (Pre/Post Test)
2. Application of skills in actual work through semi-annual performance evaluations and annual evaluations for each employee, as well as inter-team evaluations to foster team discussions and overall performance.
3. Competency Gap assessment and measurement to develop individual employees in both hard and soft skills, allowing each employee to know which competencies are below standard. Employees will understand the precise direction for their self-development. In the past year, a total of 1,434 employees, representing 98%, participated in assessments and development to close competency gaps.

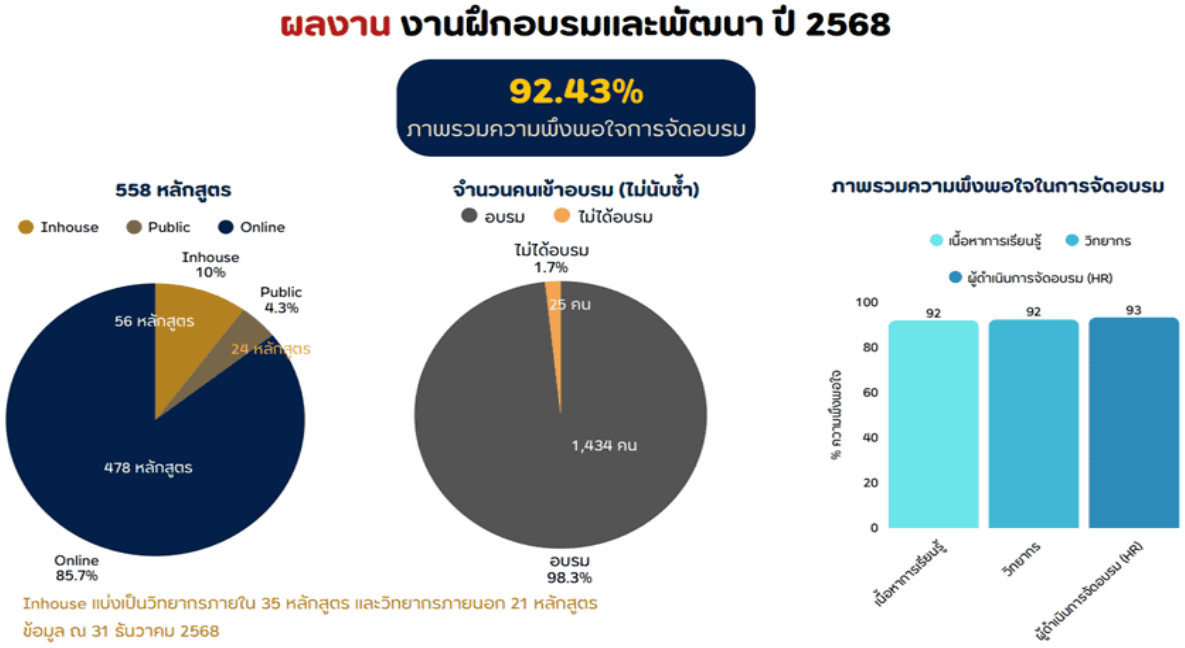


4. Annual Inter-Departmental Work Evaluation which will help employees identify strengths and weaknesses in inter-departmental coordination, reduce conflicts, and foster better understanding between units. Additionally, it aids in identifying bottlenecks or slow, redundant processes, thereby increasing the efficiency of work processes through cross-functional improvement. It also promotes a culture of continuous listening and development by encouraging 360-degree feedback at the organizational level, leading to shared responsibility (Accountability) as each department understands how their work impacts other departments, thus creating motivation to perform well).

   In the past year, a total of 35 departments, representing 100% of all departments, have undergone inter-departmental work evaluations.

Summary of Personnel Development Evaluation and Follow-up for 2025

From the analysis of factors influencing knowledge application, it was found that most employees could remarkably apply knowledge to enhance work efficiency. The evaluation results reflect that 92.43% of employees were satisfied and concretely applied the knowledge to improve work quality. This not only helps employees gain increased skills and abilities but also serves as a crucial factor driving the organization to operate efficiently and achieve its set goals.



In 2025, the Company conducted employee development with a total of 35,061.12 training hours, or an average training hours per person per year, totaling 24.08 hours, which exceeds the 2026 target of 18 hours per person per year and represents a 17.12% increase from 2024. The investment value for training and employee skill development is 4,970,767 Baht, or 3,175 Baht per person per year.

Employee Development and Training Data for 2025

Employee Development	2023	2024	2025
	Number (hrs/ person)	Number (hrs/ person)	Number (hrs/ person)
Categorized by Gender			
● Male	623	733	743
● Female	661	786	784
Categorized by Level			
● Management level	12	29	25
● Manager level	212	240	234
● Operational level	1,060	1,250	1,268
Categorized by Type of Training (ESG Topics)			
● Environmental Issues (E)	283	351	829
● Social Issues (S)	1,275	337	799
● Governance Issues (G)	1,210	239	1,258
Average days per employee	3 days per employee per year		

Training Budget	2023	2024	2025
● Training budget (Baht)	4,766,042	5,771,200	6,673,380
● Training and employee development expenses (Baht)	4,667,078	4,986,465	4,970,767
● Average training cost per person (Baht)	3,248	3,403	3,175

	2023	2024	2025
Average employee training hours (hours / person / year)	20.86	20.56	24.08
Training and development expenses for employees (baht)	4,667,078.00	4,986,465.00	4,970,767.00

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

Health and Safety

Strategies and Management Approaches.

Key Sustainability Issues.	Impacts, Risks, and Opportunities
Safety, Occupational Health, and Working Environment ● Occupational safety of employees and Suppliers/ contractors ● The workplace environment **FTSE Russell EGS Theme:** Health & Safety **Supporting the SDGs**  3  8  16	Occupational Health and Safety (OHS) is a critical issue for both the Company and its stakeholders. Ineffective management of occupational health and safety may directly impact the physical and mental well-being, safety, and quality of life of employees, as well as workers of suppliers and contractors operating within construction project sites and office buildings. Such risks not only lead to potential losses in human resources but may also disrupt business operations, affect project timelines and the delivery schedule of residential units to customers, and damage the Company's reputation and stakeholder confidence. In addition, these impacts may result in increased project development costs and additional financial burdens arising from remediation, medical expenses, or penalties imposed under stringent legal and regulatory requirements. Furthermore, the Company has conducted an integrated analysis linking occupational health and safety risks with climate change–related risks that may affect business operations and financial performance. Accident records, work-related illnesses, and workplace environmental factors are incorporated into the enterprise risk management process. The Company also assesses climate-related risks, such as rising temperatures and extreme weather events, and their potential impacts on the safety of employees and construction workers. The findings are used to support construction planning, cost management, and the development of proactive preventive measures. Therefore, systematic management aimed at reducing workplace risks and promoting employee well-being represents a key opportunity to enhance operational efficiency, achieve zero workplace accidents, and elevate construction quality standards. This approach also strengthens confidence among customers and investors, reinforcing the Company's position as a responsible real estate developer committed to sustainable business practices and the continuous improvement of quality of life for personnel across all sectors.

Policy and Commitment

The Company is committed to fostering safety awareness among employees and ensuring safe working practices across the organization. To achieve this, the Company has established an Occupational Safety, Health, and Workplace Environment Policy, requiring all executives and employees to strictly comply with relevant laws and regulations.
The Company has developed operational guidelines aligned with Thailand's occupational health and safety regulations, including the Occupational Safety, Health and Environment Act B.E. 2011, related ministerial regulations, and the Safety Management System Standards B.E. 2022. These frameworks support effective management of workplace health and safety within the organization.

The Company manages occupational health and safety through a Human Rights and Safety Due Diligence process covering employees, contractors, the value chain, and stakeholders who may be affected. This approach aligns with the United Nations Guiding Principles on Business and Human Rights (UNGPs).

Human Rights and Safety Due Diligence Process

1. Identify & Assess
   The Company systematically assesses hazards, risks, and potential impacts on health and safety across construction activities, machinery operations, weather conditions, heat exposure, workplace environments, and potential impacts on surrounding communities.
2. Prevent & Mitigate
   Risk control measures are implemented based on the Hierarchy of Controls, with consistent safety standards applied to contractors and suppliers.
3. Remedy & Corrective Action
   In the event of an incident, the Company provides appropriate remediation, recovery, and support to affected parties without discrimination. Individuals reporting incidents in good faith are protected from retaliation.
4. Effectiveness Monitoring
   The effectiveness of mitigation measures is monitored through key indicators, and the results are used to continuously improve preventive measures and work design. Indicators include:

- Recurrence rate of incidents
- Incident closure time
- Acceptance of corrective actions by affected parties
- Trends of systemic risks

5. Worker Participation
   Employees and contractor personnel have the right to temporarily stop work if they reasonably believe that an imminent danger exists. Such situations must be reported to supervisors or authorized personnel for risk assessment and corrective actions before work resumes.

The exercise of this right must comply with the Company's safety procedures and is not considered a general refusal to work. It does not affect contractual or legal obligations. The Company also provides confidential and secure channels for reporting safety concerns and complaints while protecting whistleblowers acting in good faith from retaliation or discrimination.

Policy on Safety, Occupational Health and Working Environment

Supalai Public Company Limited places great importance on occupational safety, health, and workplace environment for employees at all levels, as well as for communities and society. All employees are required to strictly comply with relevant laws and regulations and actively participate in improving working conditions and fostering a safety culture within the organization. The Company supports knowledge sharing, safety training, and safety-related activities to ensure that workplaces remain organized, clean, and safe. Performance is continuously monitored, evaluated, and improved to prevent accidents, reduce risks, and create a safe and efficient working environment for all stakeholders.

For more information, please visit: Policy on Safety, Occupational Health and Working Environment

Governance Structure

Safety, Occupational Health and Working Environment Governance

The Company has established a governance structure for occupational safety, health, and workplace environment to ensure effective implementation of policies and continuous performance improvement. Safety management is considered the responsibility of employees at all levels under the supervision of key governance bodies as follows:



- **Board of Directors**

  The Board oversees and endorses occupational health and safety policies, sets strategic direction, and reviews the effectiveness of the occupational health and safety management system on an annual basis.

- **Corporate Governance and Sustainability Development Committee and Risk Management Committee**

  These committees, consisting of Board members and senior management, are responsible for establishing policies and strategies, overseeing risk management, and monitoring occupational health and safety performance to ensure alignment with organizational goals.

- **Safety, Occupational Health and Working Environment Committee**

  The committee consists of senior management representatives and professional safety officers. Its responsibilities include overseeing safety practices, monitoring performance, reporting outcomes, and establishing operational guidelines aligned with legal requirements and Company policies.

In 2025, the Company appointed the Safety, Occupational Health and Working Environment Committee, chaired by Mr. Chaipuk Subromyen, with a total of 10 members from various departments. The committee ensures strict compliance with safety standards, conducts monthly safety inspections, promotes workplace safety initiatives, and strengthens the Company's safety culture.

The committee meets regularly and reports performance quarterly to communicate policies, engage with internal and external stakeholders, share improvement initiatives, and promote collaboration and safety awareness among employees, contractors, suppliers, regulators, and other stakeholders.



Health and Safety Goals (GRI 403-9, 403-10)

Goals	Long-term Goal 2030	Performance in 2025 (%)
No work-related fatalities among employees	0	0
No work-related fatalities among contractors / suppliers	0	0
No severe work-related injuries among employees	0	1.86
No occupational diseases among employees	0	0
100% Employees receiving training on safety, occupational health, and workplace environment		

Strategies and Management Approaches.

The Company discloses sustainability information in accordance with the GRI Standards, particularly GRI 403: Occupational Health and Safety (2018). The Company has established operational strategies for occupational health, safety, and workplace environment management to ensure policy implementation across the organization.

The Company promotes employee participation in workplace safety by providing opportunities for qualified employees to apply for positions as safety representatives in the occupational health, safety, and workplace environment function. These representatives participate in meetings between employers and employees to identify issues, provide recommendations, and monitor the progress of corrective actions.

To strengthen workplace safety management, the Company has established an Unsafe Working Condition Reporting System for employees and contractors working within Company premises. This system supports proactive identification and management of safety risks and promotes sustainable workplace safety through the following process:



1. Proactive Monitoring and Observation

The Company promotes a strong safety culture by encouraging employees and contractor workers to actively observe and monitor workplace conditions. This enables early identification of potential hazards and risk factors that may lead to accidents.

2. Incident Notification and Reporting

When unsafe working conditions, machinery, or behaviors are identified, employees or contractors can report the issue through the Unsafe Working Condition Report Form, which is submitted directly to the Safety, Occupational Health and Working Environment Committee for immediate response.



Unsafe Condition Report Form

3. Analysis and Corrective Action

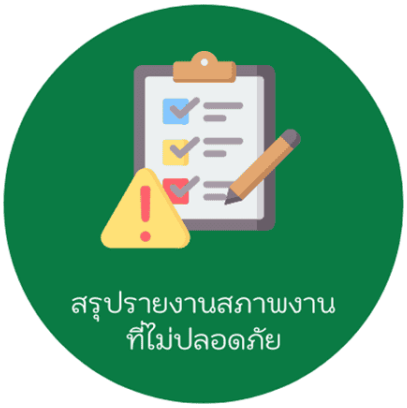
Relevant departments collect and analyze reported information to identify root causes and determine appropriate corrective and preventive measures tailored to each operational area.

4. Follow-up and Restoration of Safe Conditions

Corrective measures are implemented and monitored to ensure that workplace conditions meet the Company's safety standards and to prevent recurrence of incidents.

5. Reporting and Statistical Analysis

All reports of unsafe conditions are recorded and compiled into statistical reports presented to management. These statistics serve as key indicators of the organization's safety performance.



Summary of Unsafe Condition Reports

6. Continuous Safety Development

Accumulated safety data are analyzed to support future planning and improvement of safety initiatives. This knowledge transfer enables the Company to develop policies and preventive measures aligned with potential risks, supporting the goal of achieving Zero Accident.

Performance results for 2025

The Company systematically manages occupational health and safety risks while promoting employee well-being. Safety performance is regularly monitored and evaluated by the Safety, Occupational Health and Working Environment Committee.

In 2025, safety inspections were conducted across 60 construction projects, comprising Low Rise Projects and High Rise Projects, as well as the Company's headquarters. Several improvement opportunities were identified, including enhancements to the occupational health, safety, and environmental management system, such as training plans and management reviews.

During the year:

- 100% of employees received training on safety, occupational health, and workplace environment.
- No work-related accidents resulted in severe injury, permanent disability, or fatalities among employees.

1. Identification and Assessment of Occupational Health and Safety Risks (GRI 403-2)

The Company has established processes to identify and assess occupational health and safety risks affecting employees and contractor workers. The approach focuses on hazard identification, risk analysis, and the implementation of appropriate preventive measures to reduce the likelihood of accidents, injuries, and health impacts while promoting a safe working environment.

Key Risk Factors	Affected Stakeholders	Potential Impacts	Preventive Measures
1. Workplace Safety and Working Environment	• Employees • Contractor workers • Communities surrounding project sites	Working at height, falls from height, severe injuries or fatalities	• Install fall protection equipment such as guardrails and safety harnesses • Provide regular safety training and awareness programs • Inspect equipment before use
		Falling construction materials – injuries caused by impact or crushing	• Implement 5S workplace management to maintain cleanliness and organized material storage • Require the use of personal protective equipment (PPE) • Establish hazard zones and communicate safety information through safety signage at construction site entrances
2. Construction Machinery and Equipment	• Employees • Contractor workers	Injuries from being caught in, struck by, or impacted by machinery	• Conduct regular machinery inspections • Allow operation only by trained personnel • Install appropriate safety guards and protection devices
3. Occupational Health	• Contractor workers	Fatigue, fainting, or heat-related illnesses such as heatstroke due to hot weather conditions	• Provide appropriate rest periods • Provide drinking water stations and rest areas • Ensure availability of first aid kits

2. Occupational Health and Safety Audits

Occupational health and safety audits are conducted by the Safety, Occupational Health and Working Environment Committee, with results reported regularly to senior management. Audits are performed continuously for both new construction projects and projects under development, and are linked to the Company's Environmental, Social, and Governance (ESG) framework and strict safety performance indicators. Audit results are applied to strengthen collaboration with employees, contractors, and suppliers through the following actions:

- **Contractor Evaluation:** Audit results are used as part of contractor performance assessments to ensure compliance with the Company's safety standards.
- **Continuous Improvement:** Corrective Action Plans are developed for identified issues, including defined implementation timelines and additional training for high-risk areas.

ESG-Integrated Safety Audit Plan

Safety inspections cover three key operational areas:

- Construction site offices and sales offices

- Construction areas within project sites
- Worker accommodation areas

Audit Items	E: Environment	S: Social	G: Governance
● Workplace environment conditions			/
● Structural safety inspection of site offices	/	/	/
● Fire prevention and protection readiness		/	
● Storage and organization of construction materials		/	
● Availability of first aid kits		/	
● Availability of personal protective equipment (PPE)		/	
● Electrical system and wiring inspection		/	
● Working-at-height safety inspection		/	
● Safety warning signage		/	
● Inspect accommodation hygiene (cleanliness, ventilation)	/	/	
● Availability of basic facilities (toilets, lighting)	/	/	
● Access to clean and hygienic drinking water		/	
● Waste and waste management	/		



The Company has established a system to collect occupational health and safety audit results from each project. The assessment results are reported and communicated to employees through the Company's internal Intranet Safety Society system, serving as a guideline for collaborative and safe working practices across the organization.



Safety inspection record system



Low-Rise Project record form

ESG Assessment Results	Number of Projects Assessed	Contractors Passing the Assessment	
		Number (persons)	Proportion (%)
High Rise Projects	2	2	100
Low Rise Projects	57	140	100

Incident Management and Oversight Process (GRI 403-1, 403-7)

In the event of an accident occurring at a project site, the Company places the highest priority on the safety and well-being of employees, contractors, and suppliers. The Company is committed to managing occupational health and safety systematically to reduce and prevent workplace accidents. Accidents may arise from various causes, such as improper material storage, unsafe work practices, or failure to use personal protective equipment (PPE). Therefore, the Company has established a structured incident management process to minimize losses and prevent recurrence. This process includes root cause analysis and the implementation of preventive measures, consisting of the following key steps:

1. Emergency Response and Assistance

The Company provides clear accident reporting channels for construction sites, including QR code–based reporting through a Google Form. Information about reporting procedures is communicated to all employees to ensure prompt reporting and response.

2. Investigation and Root Cause Analysis

Relevant personnel, such as project staff or site engineers, must report initial incident information immediately. Supervisors are responsible for conducting the investigation, as they are most familiar with operational processes and potential risks. The investigation follows a structured six-step process to ensure comprehensive data collection and effective preventive planning.

3. Impact Assessment and Remediation

The Company evaluates the impact of the incident comprehensively, including employee injuries, property damage, and potential reputational impacts. Supporting affected individuals is the highest priority. The Company provides appropriate medical care, compensation in accordance with legal requirements, and psychological support for affected personnel.

4. Corrective and Preventive Actions

Measures are implemented to prevent recurrence of similar incidents. For example, if improper material storage is identified as the root cause, storage procedures will be improved. If equipment failure is identified, the equipment will be repaired or replaced immediately. The Company emphasizes regular equipment inspections before use to ensure safe operations.

5. Review and Improvement of Safety Measures

The Company strengthens safety measures by increasing inspection frequency, improving operational guidelines, and adopting new technologies that help reduce workplace risks.

6. Communication and Safety Culture Development

The Company communicates safety procedures and best practices to employees through training programs and awareness activities. These initiatives promote safe worksite management and strengthen occupational health and safety awareness across the organization.





Occupational Health, Safety and Workplace Environment Communication Channels

1. Internal Communication Platforms: The Company communicates safety-related information through its internal intranet platform, “Safety Society,” as well as the Safety Society LINE Group, which serves as a channel for sharing safety updates and workplace safety information among employees.

2. Safety Awareness and Reporting Channels: Safety awareness is promoted through informational posters and safety performance statistics displayed in the workplace. These materials communicate reporting channels for unsafe working conditions and encourage timely corrective action to reduce and prevent workplace accidents. Employees and contractor workers can report unsafe conditions via telephone or QR Code reporting systems.



Project/Activities to prevent and reduce occupational health and safety risks (GRI 403-3, 403-4, 403-5, 403-6)

For Employee

1. Occupational Health Services

The Company provides workplace-related health services to support employee well-being, including annual health check-ups and vaccination programs. Employees receive an annual influenza vaccination once per year, as influenza is an endemic disease that occurs regularly each year. Vaccination is considered one of the most effective preventive measures to ensure employee safety and good health, in accordance with recommendations from the World Health Organization (WHO).

2. Communicable Disease Prevention and Health Education

The Company promotes disease prevention by providing health education and vaccination programs, including hepatitis B vaccination. In addition, the Company organizes an annual health seminar to enhance employees' health awareness. In 2025, the seminar titled "Outsmart NCDs: Preventing Non-Communicable Diseases" was held on 29 September 2025, providing employees with knowledge about major non-communicable diseases (NCDs) such as diabetes, hypertension, cardiovascular disease, obesity, and cancer.

- Annual health check-ups for employees (2025)



- Influenza and hepatitis B vaccination programs





- Annual health awareness seminar: “Outsmart NCDs – Preventing Non-Communicable Diseases”





3. Health Promotion Program – Health Contest

The Company organized the Health Contest program to encourage employees to maintain healthy lifestyles and achieve appropriate body weight and physical health standards. To support this initiative, the Company developed a digital monitoring system using AppSheet technology, which enables continuous, systematic, and transparent monitoring of employee health indicators. The program focuses on behavioral health improvement through monitoring key indicators such as:

- Body measurements (waist, hip, and upper arm circumference)
- Body Mass Index (BMI)
- Waist-to-height ratio, an important health risk indicator

Program Results 2025

- 205 employees participated, representing 14.05% of total employees
- 69% of participants improved their BMI to within the standard range
- 54% of participants reduced their body fat levels

These results demonstrate that the health promotion program effectively improves employee well-being, reduces risk factors associated with non-communicable diseases (NCDs), and supports sustainable healthy lifestyle behaviors among employees.



4. Occupational Safety Training

The Company provides annual occupational safety training for both new and existing employees in accordance with the Occupational Safety, Health and Environment Act B.E. 2011. Training programs aim to enhance knowledge of workplace safety, occupational health, and relevant regulations. The Company also conducts basic firefighting training and emergency preparedness exercises to ensure employees can work safely. In 2025: 31 new engineers participated in safety training, representing 100% of all newly recruited engineers.

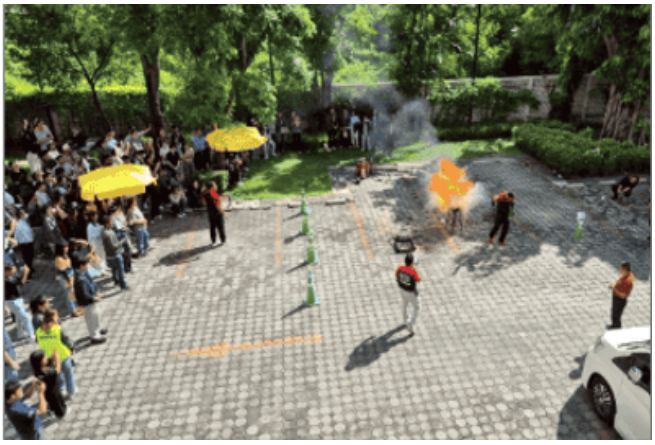




5. Fire Safety and Emergency Preparedness Training

The Company encourages employees to participate in basic firefighting training and fire evacuation drills at the headquarters annually. In 2025: 64 employees participated, representing 54.24% of newly recruited employees.





6. Hazard Awareness Training

The Company provides online training on hazardous and unsafe working conditions to reinforce safety awareness among employees working in higher-risk environments. In 2025: 166 employees participated, representing 100% of employees High Rise Projects and Low Rise Project.



7. Safety Coin Activity

The Company organizes the Safety Coin, encouraging employees to participate in safety initiatives and enhance their awareness of workplace safety practices that protect both themselves and their colleagues.



8. Safety Quiz

The Safety Quiz activity is conducted online to promote safety awareness by testing employees' knowledge of workplace safety practices through Google Forms. The activity was promoted through internal communication channels such as e-mail, Line Supalai Connect, Supalai Life. Employees were able to participate in the online quiz between 1–30 November 2025.



The Company evaluates employees' knowledge and understanding of workplace safety through safety awareness assessments to ensure that employees can perform their duties safely and reduce the risk of workplace accidents. This assessment is conducted annually as part of the Company's safety awareness program.

In 2025, 1,456 employees participated in the safety knowledge assessment. Among them, 1,345 employees achieved a passing score of 80%, representing 92% of total employees.

Target Group	Benefits for Employees	Benefits for the Company
1,456 employees	Improved safety awareness and behavioral change toward safer working practices	• Reduction in workplace accidents • Strengthening of the organizational safety culture

For Contractor Workers and Suppliers

1. Safety Talk Before Entering Construction Work Areas

The Company provides Safety Talk sessions before contractor workers enter construction sites. These sessions emphasize workplace safety awareness and review safe work practices during construction operations. Topics include hazard awareness related to tools and equipment, proper use of personal protective equipment (PPE), accident prevention measures, and emergency response procedures. Workers are also reminded to maintain cleanliness and orderliness within and around project areas.

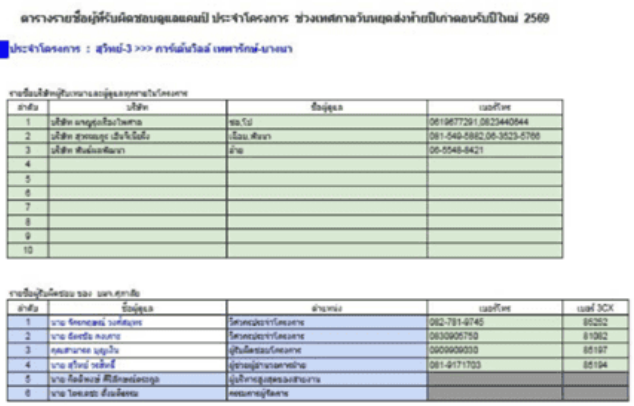




2. Emergency Preparedness and Fire Safety Training

The Company collaborates with contractors and suppliers to strengthen safety measures for the protection of life and property. Emergency evacuation plans are established for engineers and construction workers across all projects. In 2025, the Company conducted training, demonstrations, and practical exercises on the proper use of fire extinguishers to ensure that workers understand how to respond effectively in emergency situations.








Fire Safety Training at Supalai Garden Ville Theparak-Bangna




Fire Safety Training at Supalai Parc Ekkamai-Pattanakarn

Target Group	Benefits for Contractor Workers and Suppliers	Benefits for the Company
60 construction projects	Improved safety awareness and behavioral change toward safer working practices	Reduce accidents at construction sites

Occupational Safety, Health, and Environmental Statistics

The Company places great importance on creating a safe working environment and promoting the well-being of employees in order to prevent and reduce work-related illnesses. Various initiatives have been implemented, including improvements to workplace conditions such as temperature, lighting, noise levels, and dust control, safety and health training programs, annual health check-ups, and health promotion activities. The Company also provides employee welfare and medical benefits covering both physical and mental health. As a result of these efforts, no cases of work-related illnesses were reported in 2025.

The Company is committed to creating a safe working environment and promoting the health of all personnel. The Company's health and safety management system covers employees, construction workers, and contractors as follows:

Activity	Number (Persons)	Proportion (%)
Providing Safety Training on Construction Work to New Employees	31	100%
Providing Appropriate Personal Protective Equipment (PPE) for the Task and Risk	550	100%
Arranging an Annual Health Check-up for Personnel	1,370	97%*

*Percentage calculated based on the total number of employees in 2025.

Occupational Health, Safety and Workplace Environment Statistics 2025 (GRI 403-9, 403-10)

The Company monitors the Lost Time Injury Frequency Rate (LTIFR or LTIR) and work-related fatalities among employees and contractors/suppliers operating within the Company's premises.

In 2025, no work-related illnesses were reported. However, records of occupational accidents and work-related injuries were reported as follows:

Safety Data	Unit	Supalai Public Company Limited				Contrac-tors	External Persons	Total
		Male Employees	Female Employees	Daily Workers	No Injuries Reported			
Accident Rate	Cases	3	0	6	0	1	0	10
Rate of Employees Injured at Work	Persons	3	0	6	0	1	0	10
Rate of Days Off Due to Work Related Injuries	Days	5	0	6	0	2	0	13
Rate of Employees Taking Days Off Due to Work Related Injuries	Persons	2	0	6	0	1	0	9
Rate of Days Absent Due to Work-Related Injuries	Days	0	0	0	0	0	0	0
Rate of Employees Absent Due to Work-Related Injuries	Persons	0	0	0	0	0	0	0
Number of Work-Related Fatalities	Persons	0	0	0	0	0	0	0

Lost Time Injury Frequency Rate: LTIFR	2025	
	Total	0.90
	Employees	1.86
	Contractors/Suppliers	0.17

Three-Year Occupational Health and Safety Performance (GRI 403-9, 403-10)

	2023	2024	2025
Lost Time Injury Frequency Rate (LTIFR)	N/A	0.69	0.90
● Employees	N/A	1.69	1.86
● Contractors/Suppliers	N/A	0	0.17
Major Accident Rate (Fatalities or Permanent Disability)	N/A	0	0
● Employees	N/A	0	0
● Contractor	N/A	0	0
Work-related illnesses among employees (persons)	N/A	0	0

N/A = Data not available.

Safety, occupational health, and environment at work

	2023	2024	2025
Total number of lost time injury incidents by employees (cases)	0	3	0

Employee and labor management: Employee engagement and internal employee groups

Employee Engagement

Employee Engagement (GRI: 401-1)

The company conducts an annual employee engagement survey with the objective of fostering employee commitment to the organization and serving as a crucial channel for gathering feedback and needs from all employees within the company. The results are then used to improve organizational development policies in line with employee needs at three levels, as follows:

1. Organizational Policy Level: The Human Resources Department acts as an intermediary in presenting feedback and suggestions to senior management to establish and improve organizational policies in line with the actual needs of employees.

2. Departmental Level: The survey results, broken down by department, are presented to the management of each respective unit to collaboratively plan the development and improvement of internal management, ensuring it specifically and comprehensively addresses the needs of employees in each department, down to the individual level.

3. Communication and Awareness Level: through HR Communication channels to foster mutual understanding under the slogan "Every valuable opinion is valuable for your growth and advancement with the company." The company has analyzed past employee engagement scores from operational summaries for continuous development.

Goals and Commitments The ultimate goal of all activities is to enhance employee satisfaction and engagement, enabling personnel to work happily. This leads to a reduction in the turnover rate and increased efficiency in driving the organization to achieve its objectives sustainably.

Employee Engagement Survey Results

The employee engagement score for 2025 is 77%, which is higher than the target of 75%. The issue identified from the lowest-scoring assessment topic, or the issue causing employee dissatisfaction or concern, is "Career Opportunity," with an assessment score of 77%. The company has addressed this issue by implementing the "Talents & Successors" project to systematically develop high-potential employees and promote them to critical vacant positions within the organization. The results of the employee engagement survey have been communicated to employees through online channels, including the company's Line group, e-mail, and public notice boards, and will be presented to senior management and the Board of Directors, respectively.

Employee Engagement Survey Results	2023	2024	2025
Employee Engagement Score (%)	71	69	77

Furthermore, the company emphasizes transparency by thoroughly communicating survey results and improvement guidelines to employees through key activities such as the annual New Year's party and the company's annual performance review and planning meetings.

Terminated Employees	2023		2024		2025	
	Number (persons)	Proportion (%)	Number (persons)	Proportion (%)	Number (persons)	Proportion (%)
Voluntary Employee Turnover Rate						
● Male	75	5.21	54	3.64	58	3.98
● Female	83	5.77	98	6.60	81	5.55
Proportion compared to Industry Average (Sector Average)	N/A		N/A		10.89: 14	

N/A = Data not available.

Employee engagement

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	158	152	139
Total number of male employee turnover leaving the company voluntarily (persons)	75	54	58
Total number of female employee turnover leaving the company voluntarily (persons)	83	98	81
Proportion of voluntary resignations (%)	10.98	10.24	9.53

	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, Labor relations committee

Freedom of Association and Collective Engagement

Welfare Committee and Supalai Relations Club

The company adheres to international labour rights principles by supporting and promoting employee participation in welfare management and conditions. Concrete operations are carried out through the "Welfare Committee and Supalai Relations Club," established under the Labour Protection Act B.E. 2541 (1998). The committee comprises 12 employee representatives from various departments, serving a 2-year term (2024-2025), selected through a transparent process with clear terms of duty. The operational roles and responsibilities of the Welfare Committee within the establishment are as follows:

1. To jointly discuss with the employer to arrange welfare for employees.
2. To advise and provide recommendations to the employer regarding employee welfare arrangements.
3. To inspect, control, and oversee the welfare arrangements provided by the employer to employees.
4. To propose opinions and guidelines for beneficial employee welfare to the Labour Welfare Committee.

This mechanism serves as an employee representative for discussions and negotiations (social dialogue) with the employer, to recommend beneficial welfare arrangements, monitor and oversee welfare provisions to ensure compliance with agreements, and act as a crucial channel for receiving feedback and suggestions via a digital system (QR code) to reflect the true needs of personnel. Such operations demonstrate the company's commitment to maintaining good relationships between employers and employees and respecting the right to association to create fair and sustainable labour standards, with management meetings, follow-ups, and joint reports held monthly.

In 2025, the company reported no incidents or situations of bullying in the workplace.

Establishment of the Welfare Committee

The company supports and promotes employees' freedom to establish a Welfare Committee within the establishment, in accordance with the Labour Protection Act B.E. 1998, to present opinions and negotiate with employer representatives for the appropriate development of other welfare benefits beyond legal requirements and in line with employee needs. Therefore, an election was held for the Welfare Committee and Supalai Relations Club, serving a 2-year term (2024-2025), on December 12, B.E. 2023, replacing the previous Welfare Committee, whose term had expired. A total of 14 employees applied to be selected for the Welfare Committee and Supalai Relations Club, and 12 were ultimately selected as committee members. A total of 725 employees exercised their voting rights, representing 50.32% of all employees.

Channels for suggestions or inquiries regarding company welfare.



Form for submitting opinions and guidelines for beneficial welfare and well-being arrangements of the company.

Information about customers

Customer management plan

Company's customer management plan :	Yes
Customer management plan implemented by the company over the past year :	Responsible production and services for customers, Communication of product and service impacts to customers/consumers, Development of customer satisfaction and customer relationship, Consumer data privacy and protection

Customer Responsibility.

Key Sustainability Issues.	Impacts, Risks, and Opportunities.
Consumers Responsibility ● Product and Service quality. ● Customer Relationship Management. ● Responsible Marketing and Communication. **FTSE Russell EGS Theme:** Customer Responsibility **Supporting SDGs.**  8  16	The Company is committed to conducting its business responsibly toward customers and stakeholders. Operations are managed in accordance with the ISO 9001:2015 quality management standard, covering processes from planning and design to operational control, quality inspection, and data analysis. This systematic approach supports continuous improvement and enhances operational efficiency across the organization. The Company strives to continuously improve the quality of its products and services to meet customer needs and expectations while delivering maximum value. At the same time, the Company upholds transparency, integrity, and accountability to maintain stakeholder trust. Stakeholder feedback and recommendations are regularly considered and integrated into policy development and operational practices to further strengthen service quality and sustainable business performance. The Company has conducted a Materiality Assessment by evaluating Impacts, Risks, and Opportunities related to customers in accordance with the Double Materiality principle. The assessment considers both impacts on consumers and potential business risks that may affect the Company's reputation, human rights-such as the rights to safety, privacy, and access to accurate information-stakeholder confidence, and financial value. Key risks identified include product quality risks, consumer safety, data privacy and protection, communication that may lead to misunderstanding, and legal risks related to consumer protection. To address these risks, the Company has established preventive measures and internal control systems and continues to monitor their effectiveness through executive-level oversight to ensure effective risk management and continuous improvement.

Strategies and Management Approaches.

Responsible production and services for customers.

The Company discloses sustainability report data according to international GRI Standards criteria for customer responsibility, marketing, and communication, under GRI 416: Customer Health and Safety, GRI 417: Marketing and Labeling, and GRI 418: Customer Privacy. The company operates under the international standard ISO 9001:2015, emphasizing every process from planning and design, Control, inspection, and data analysis to continuously improve and develop work systems by the company is committed to continuously improving product and service quality for the benefit of consumers and considering the company's stakeholders, as declared in the quality policy and communicated to all employees for awareness and compliance.



The Company is certified with ISO 9001:2015, which focuses on systematic management processes in all operations, allowing for traceability. It recognizes the organizational context that reflects the relationship between the business and its stakeholders, understanding their needs and expectations to align operational direction. Furthermore, it emphasizes risk management and considers operational opportunities as a fundamental basis for fostering a company-wide risk management culture, leading to the company's continuous sustainable development.

Continuous operational improvement and development.

The Company continuously improves various processes in all departments.

1. Define the organizational context regarding quality objectives, strategies, and the impact on the organization's ability to achieve expected outcomes, considering issues related to legal, social, cultural, environmental, knowledge, and organizational capabilities.
2. Identify key stakeholders of the company, including employees, customers, shareholders/investors, communities/ society, suppliers/retailers, contractors, government agencies, external regulatory bodies, banks, and media, who impact the company's ability to deliver products in accordance with agreements with customers, legal requirements, and relevant regulations.
3. Define the necessary organizational knowledge for the operation of all processes, with knowledge being regularly reviewed and updated.
4. Consider risks and opportunities in all processes to ensure that all employees are aware of risk management approaches and opportunities that can lead to product and service development. This is to promote a risk management culture and enable the quality management system to achieve its defined objectives.
5. Review the "Quality Policy" to align with organizational goals and context, thereby supporting the organization's sustainable strategic direction and complying with ISO 9001:2015 requirements.

Product quality and standard development. (GRI 416-1)

The Company assesses product health and safety risks covering 100% of projects under construction and customer delivery, considering the entire Project Life Cycle from design, construction, delivery, and service.
after-sales. In 2025, there were no significant incidents related to customer safety or non-compliance with consumer health and safety laws.

In addition to the risk assessment process, the company has implemented risk management and operations in accordance with the international standard ISO 9001:2015 for quality management systems. This ensures that the company's products and services meet specified quality and safety standards, comply with legal requirements and

customer expectations, effectively manage risks that may affect consumers, and are continuously monitored and controlled under the oversight of senior management.

The Company is committed to delivering quality products and services, and therefore strives to develop production processes to elevate standards. products to international standards, for which the company has been certified. Quality according to international standards. ISO 9001:2015. The company has a problem analysis process to lead to corrective actions, system improvements, risk management guidelines, and prevention of recurring problems. It also has tools for continuous improvement of work systems to connect all organizational processes, enabling the most efficient planning of sales, construction, and delivery of houses and condominiums, as follows.

1. Setting Key Performance Indicators (KPIs) to reflect operational efficiency and effectiveness, by reviewing indicators and targets of all departments to align with the company's policies and goals. This also includes emphasizing customer needs and expectations, focusing on measuring performance based on the principle that "customers are important individuals," encompassing both internal and external customers, to foster collaboration in all aspects and continuously improve the company's quality and service standards, such as.
   - Measuring customer satisfaction in terms of after-sales service, repair services, project management, information provision, and service speed.
   - The process for receiving complaints from customers and stakeholders, ensuring that all departments respond to complaints and resolve issues promptly. The company analyzes customer complaints, defines preventive measures for recurrence, and continuously monitors corrective actions. Furthermore, the company has established procedures, work instructions, and communicated them to all employees for awareness and compliance with the defined steps.
   - Measurement of the process for delivering houses/condominiums to customers, by evaluating quality and delivery time to ensure adherence to agreed-upon schedules with customers.
2. Requiring all departments to continuously improve their work systems in accordance with ISO 9001:2015 standards, with improvements and developments resulting from the following actions.
   - Data analysis and operational performance review.
   - Performance Measurement (KPIs: Key Performance Indicators).
   - Data collection and customer satisfaction measurement.
   - Improvement and development of work systems based on recommendations from ISO 9001 system monitoring : 2015, from both the Certifying Body and the company's Internal Quality Auditors (IQA).
   - Requires periodic review of the system and management processes in the operating principles (Work Instructions, operational procedures, and other related documents) to ensure that the management system is appropriate, sufficiently comprehensive, and continuously developed.





3. Establishing criteria for selection, procurement, operational control, and evaluation, covering all outsourced processes to ensure that external contractors engaged by the company meet the specified quality and qualifications, and that procurement is conducted transparently.
4. Close control and monitoring of operations by senior management in various forms, such as.
   - ISO 9001 System Monitoring. : 2015 by the ISO 9001 certifying body.
   - Internal quality system monitoring by company-appointed employees (Internal Quality Audit / IQA), with audit results used to continuously review and improve processes.
   - Monitoring the resolution of customer complaints and tracking ongoing complaints from the previous month to ensure that responsible parties are urged to take immediate corrective action.
   - Bringing issues related to work processes and operational-level risks to the Quality System Review and Improvement Committee meeting, where representatives from management of all departments discuss and then improve work procedures and define risk management guidelines.
   - In every meeting, risk issues are discussed to define risk management approaches that are crucial for business operations, such as; Operations impacting the environment, society, community, operations non-compliant with legal requirements or external regulatory criteria, customer satisfaction, product quality, company reputation, safety, corruption.



Enhancing Service Quality and Communication. (GRI: 417-1, 417-2)

The Company conducts marketing communications based on principles of accuracy, completeness, transparency, and non-misleading information (No Misleading or Deceptive Marketing) to protect consumers' right to accurate and verifiable information. All advertising content and public relations documents must undergo internal review and approval processes before public dissemination. To promote such governance, the Company has prepared "Communication and Advertising Regulations," which systematically define criteria and control processes, covering key issues as follows.

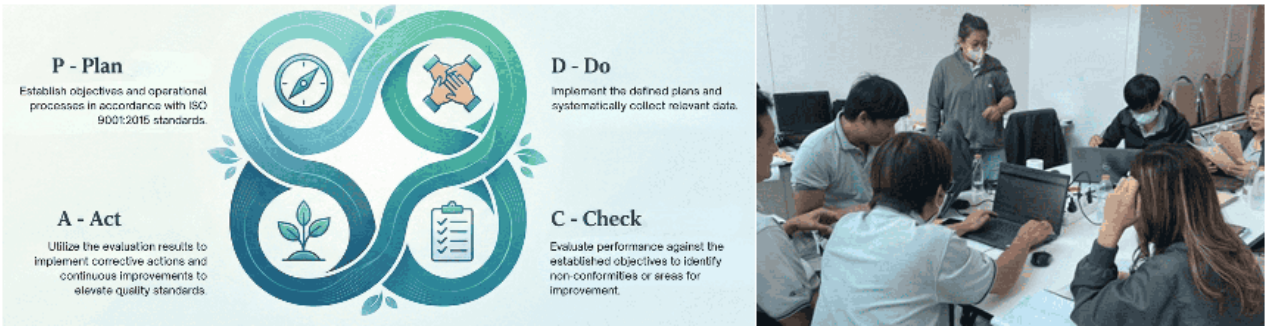
- Establish clear criteria for presenting product and service information, including reference data, to ensure that the information is accurate, truth and traceable.
- Requires the legal department or relevant units to review and approve all advertising content before publication, along with reviewing regulations and guidelines at least annually. once, to comply with changing laws and regulations.
- Provide channels for complaints and mechanisms for correcting misleading communications, allowing for prompt correction, adjustment, or removal of content.

- Provide regular training for employees involved in marketing communications on legal requirements, marketing ethics, and the company's internal guidelines to prevent risks from the outset.

This approach reflects the company's commitment to conducting business responsibly, transparently, and in compliance with consumer protection requirements, both in terms of internal governance and managing risks related to reputation and stakeholder trust.

In 2025, the Company had no significant violations related to marketing communications or labeling.

The Company is committed to delivering quality products and services, and therefore enhances employee engagement. Over 250 experienced, knowledgeable, capable, and skilled employees from all departments have been appointed as ISO 9001:2015 system auditors (Internal Quality Audit / IQA) Employees thus participate in monitoring the operations of other departments to ensure compliance with ISO 9001 standard requirements: 2015 and the operational procedures defined by the Company. This allows both auditors and auditees to learn and understand inter-departmental work processes, resulting in more efficient internal coordination.



The Company developed the "SUPALAI SABAI" application, a comprehensive home management application that enhances living convenience in all dimensions. It supports two operating systems, iOS and Android, and is available in two languages, Thai and English, to improve service accessibility and speed for customers. This includes After-Service, a comprehensive after-sales customer care service for reporting repairs, scheduling appointments, and checking repair statuses, among others. The Company focuses on marketing and communication approaches that encompass ethical principles, sustainability, and social responsibility, prioritizing the best interests of customers.



Customer Relationship Management.

The Company has processes for managing, analyzing, and developing relationships with both new and existing customers. The ultimate goal is to increase satisfaction, build brand loyalty, and boost long-term sales through insights. To meet customer needs, channels are provided for customers to communicate with the company, including expressing opinions, suggestions, and complaints regarding products, services, or other matters, via Supalai Contact

Center 1720 and online channels such as social media, email, and the company's website. A central unit handles repair notifications, complaints, suggestions, feedback, and provides information to customers or those interested in projects. Additionally, the company's senior executives regularly visit various projects to identify issues, which leads to prompt corrective or preventive measures. These actions by the company aim for continuous improvement in product and service quality to meet customer needs and ensure the satisfaction of customers and stakeholders.



Data security.

Protection of customer personal data. (GRI: 418-1)

The Company recognizes the importance of protecting data privacy and security, and therefore has established a "Personal Data Protection Policy" to ensure that directors, executives, and employees at all levels adhere to guidelines for proper data retention, access, and use, especially for sensitive data concerning the company or stakeholders, in accordance with the Cybersecurity Act B.E. 2019 and the Personal Data Protection Act B.E. 2019.

The Company implements appropriate personal data security measures, including administrative, technical, and physical safeguards regarding access to or control over personal data, to maintain the confidentiality, integrity, and availability of personal data. This is to prevent unauthorized or unlawful loss, access, use, alteration, correction, or disclosure of personal data, in accordance with applicable laws.

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Additionally, The company has appointed a Data Protection Officer (DPO) responsible for overseeing legal compliance and reporting directly to senior management. Additionally, cybersecurity risk assessments are conducted annually, and system tests (Vulnerability Assessment / Penetration Test) are performed to prevent data breaches.
In 2025, there were no data breach incidents requiring reporting to regulatory authorities.

Management of data breach complaints.

The Company provides channels for stakeholders to report incidents of confidential or personal data breaches and has a process for fact-finding. In cases of personal data complaints, the Data Protection Officer will consider and report to executives in sequence. Channels are provided for customers to submit complaints via Supalai Contact Center 1720, as well as a whistleblowing channel for reporting suspected misconduct or corruption via anti-corruption@supalai.com

Operational results for 2025: The company received no customer complaints regarding personal data.

Customer Complaint Management.

The Company's complaint handling mechanism is designed to align with effectiveness criteria according to. UNGP, namely transparency, accessibility, fairness, predictability, and continuous improvement.

Operational results for the year. In 2025, the company was able to resolve and close 99.17% of complaints within the SLA framework (1,314 out of 1,325 complaints).





1720

The channel through which customers most frequently submitted complaints.

In the event of customer complaints, the company closely controls and monitors operations through senior management. Follow-up on results. Resolving customer complaints and tracking ongoing complaints from the previous month to ensure that responsible parties take immediate corrective action. This also includes bringing issues related to work processes and operational-level risks to the Quality System Review and Improvement Committee meeting, where representatives from management of all departments discuss and then improve work procedures and define risk management guidelines to maximize customer satisfaction.





In cases where customers report problems or complaints via Supalai Contact Center 1720, the company has a Ticket Expire SLA (Service Level Agreement) system. Employees must close cases within 48 hours of receiving them. The service SLA consists of 4 main processes:

1. Receiving and handling complaints.
2. Coordination with responsible parties.
3. Corrective actions and complaint management.
4. Notifying progress and inquiring about satisfaction.



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)
• Communication of product and service impacts to customers/ consumers	Achieved 100% compliance with the Ticket Expire SLA (Service Level Agreement) within 48 hours of receiving a problem or complaint.	-	2025: Resolved 100% of customer issues and closed cases within SLA.
• Development of customer satisfaction and customer relationship	Customer Satisfaction Score: 9.35 / 10	-	2025: Customer Satisfaction Score 9.25/10

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

Continuously developing and improving based on customer feedback.

In 2025, the company focuses on listening to the Voice of Customer (VOC) and customer insights, exploring ways to utilize customer feedback to improve products and services as a core driver for the organization to become a Customer-Centric Organization, aiming to enhance satisfaction and create sustainable value in 6 areas, namely:

1. Communication Enhance listening channels through Supalai Contact Center 1720 and the Supalai SABAI application, as well as various online channels such as Facebook, e-mail, etc., along with developing a tracking system feature for customers to monitor work status in real-time for transparency and speed in communication.

2. Quality and Excellent Service Utilize satisfaction survey results to improve repair work standards, focusing on reducing operational time and implementing a post-completion follow-up system to prevent recurring issues.

3. Residential Design that Meets Lifestyle Needs Apply Universal Design principles to develop flexible living spaces for all customer groups, ensuring safety and practical usability for members of all ages, thereby creating long-term residential value.





4. Digital Innovation Enhance convenience with an online repair notification system and digital loan transactions to streamline processes and create a modern, seamless experience.

5. Sustainability and Social Responsibility (ESG & Sustainability) Integrate environmentally friendly concepts into project development and organize stakeholder engagement activities to create a balance between business and community impact.





6. Resident Care in Emergency and Crisis Situations Establish measures to assist residents and ensure internal communication readiness to provide support during emergencies or disasters such as earthquakes or floods, thereby ensuring the company is prepared to care for and stand by residents in all situations.





Customer management: Customer satisfaction

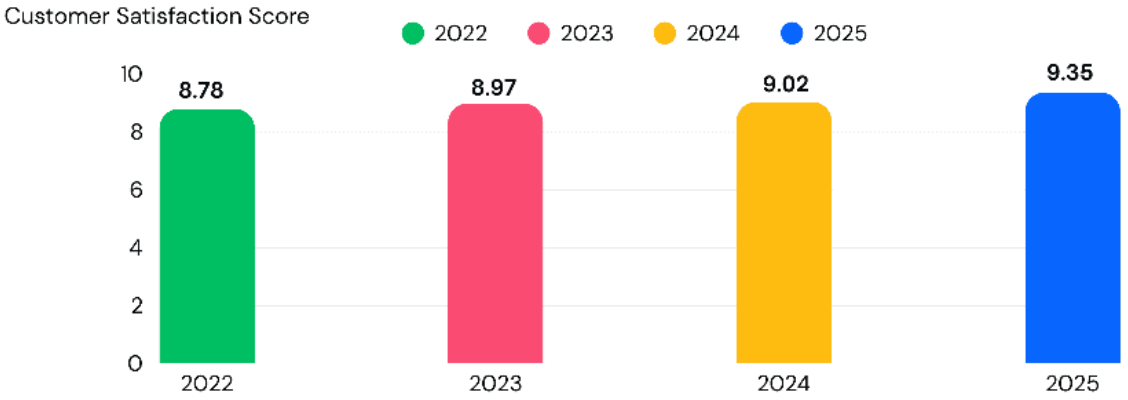
Customer Satisfaction Evaluation

The Company mandates monthly customer satisfaction evaluations through surveys to rate customer satisfaction in terms of information/communication, service, and quality. In 2025, with a perfect score of 10, the Company achieved a customer satisfaction score of 9.35, which is higher than the target score of 9.25 and represents a 3.66% increase from 2024. The Company has analyzed customer recommendations from these evaluations and held meetings with relevant departments to plan the development and improvement of products, services, and business processes to further enhance the customer experience.

The trend of customer satisfaction scores during The past three years have shown continuous improvement, reflecting the efficiency of the quality management system and responsiveness to customer feedback.

The Company utilizes these survey results as one of the strategic indicators reported to senior management and links them to the performance evaluations of relevant departments.

Customer Satisfaction Survey Results Comparison Over the Past 3 Years



Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

Information on community and society

Community and social management plan

Company's community and social management plan :	Yes
Community and social management plan implemented by : the company over the past year	Employment and professional skill development, 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

Creating Value for Communities and Society (GRI 413-1, 413-2)

Strategies and Management Approaches.

The Company has strategies and operational guidelines under "Supalai Srang Dee" focusing on enhancing the quality of life and sustainably developing the environment of surrounding communities and society. It drives projects that create positive social impact, covering infrastructure development, reducing impact to minimize environmental impact, and strengthening communities to grow robustly alongside the sustainability of the business and society as a whole.

The Company focuses on promoting local employment and procurement, prioritizing the selection of labour, contractors, and entrepreneurs in areas near developed projects to generate income and strengthen the economic resilience of communities. This operation helps reduce impacts from external labour migration, lowers transportation costs, and promotes community participation in the project development process, leading to mutual sustainable growth between the Company and local communities.

The Company recognizes its crucial role as part of the society and communities where it operates. Real estate project development is not solely aimed at meeting customers' housing needs but also at creating value in social, environmental, and community dimensions comprehensively and sustainably, amidst complex challenges such as balancing business expansion with environmental conservation, managing limited resources, and responding to higher expectations from consumers, investors, and society regarding transparency and social responsibility. To overcome these challenges, the Company has established clear management guidelines and practices for community engagement and development, as follows:

Guidelines for community engagement and development

1. Shared Value Creation with Communities

The Company prioritizes project development that not only creates business value but also generates comprehensive value for communities. It promotes environmentally friendly project design according to energy-efficient building criteria, reduction of greenhouse gas emissions, and increasing green spaces within project areas, along with local employment and procurement to support the long-term well-being of communities.

2. Supporting education and youth potential development

The Company recognizes that investment in human resources is a crucial foundation for sustainability and thus focuses on supporting educational projects. Development of vocational skills and promotion of youth potential in community areas, such as providing scholarships, organizing skill development training, and creating opportunities to access essential knowledge for career and quality living.

3. Strengthening communities and society

The Company promotes activities that enhance the quality of life and build resilience for communities, such as basic infrastructure development projects, community healthcare, support for natural resource conservation, and participation in disaster relief. All these efforts aim to create strong communities capable of effectively coping with economic, social, and environmental changes.

4. Building partnerships with networks

The Company recognizes that creating positive change for communities and society requires collaboration from various sectors, including the government, private sector, and civil society organizations. The Company therefore focuses on building strategic partnerships in community development projects to exchange knowledge, resources, and innovation, which will help make operations more efficient and sustainable.

5. Transparent communication and engagement

By using a participatory process of "Early Engagement" Prior to project approval providing opportunities for communities to participate in expressing opinions and reflecting needs, which will help the organization adjust its operational guidelines to align with the actual context and expectations of stakeholders. Community feedback is used to improve project design, traffic plans, and measures to reduce noise and dust impacts, along with the disclosure of responses to comments (Response Disclosure) to the community consistently every time operations are carried out.

With the comprehensive management guidelines and practices mentioned, the Company aims to create sustainable positive changes for communities and society, alongside stable long-term business growth, which will lead to becoming an organization truly contributing to national development. Therefore, the Company has established engagement approaches and actions to respond to the needs and expectations of communities/society, as follows:

Community/Social Engagement Approaches	Company's approaches to responding to needs and expectations to communities/society
● Public hearings in the construction area before, during, and After construction ● Interviews, providing feedback in the survey of impacts on communities around the project ● Providing advice, suggestions, and complaints through the Company's communication channels, such as Supalai Contact Center 1720, e-mail, various online media, etc.	● Human rights policies are established. ● Specify construction duration and traffic routes, and inform stakeholders of unsafe areas/zones ● Installation of signs and symbols to communicate safety in construction work ● There are various channels for receiving complaints from communities. ● Implement community development activities around projects/activities with communities and society/community development, such as infrastructure development (e.g., groundwater drilling, public street lighting, canal dredging, etc.). ● Instilling awareness among employees regarding social and environmental responsibility

Approaches to sustainable community and social development through business processes

The Company establishes guidelines for engagement to sustainably develop communities or address social issues through business processes, which enables the Company to effectively manage negative impacts and appropriately create positive value for communities, fostering sustainable relationships and stakeholder acceptance, and to define operational frameworks and approaches for sustainably addressing social issues through business processes, in alignment with the strategies and operational guidelines of "Supalai Srang Dee" focusing on enhancing the quality of life and sustainably developing the environment of surrounding communities and society. It drives projects that create positive social impact, infrastructure development, reducing impact to minimize environmental impact, and strengthening communities to grow robustly alongside the sustainability of the business and society overall, with a participatory process to develop communities and society.



1. Site survey before, during, and after construction

- Survey areas around the construction site, covering a radius of 100–1,000 meters
- Assess and prioritize communities based on area, schools, and government agencies.
- Define operational strategies

2. Impact assessment

- Collect data from surveys, interviews, or public hearings
- Analyze both positive and negative impacts, as well as the interests and expectations of communities and society in all dimensions.

3. Building relationships with communities and society

- Design projects based on impact assessment results and community needs.
- Implement various projects and activities that help reduce negative impacts and create positive impacts for communities.
- Foster engagement among employees and other stakeholders to jointly develop local communities.

4. Monitoring and evaluation

- Monitor and evaluate the impact management and success of various projects.
- Survey community satisfaction with projects and their engagement with the Company

5. Communication and transparent disclosure of information to build trust

- Various and easily accessible communication channels are available at Supalai Contact Center 1720 or by e-mail anti-corruption@supalai.com

Setting community and social management goals

Does the company set community and social management goals	: Yes

Details of setting community and social management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Employment and professional skill development	In 2025, local employment, defined as employees residing in their hometown or neighboring provinces, constituted an average of 53.21% of the total workforce in the company's operating areas.	-	2030: Mid-term goal for 2030: Average local employment from the domicile or neighboring provinces in the company's operating areas ≥50% of the total employees. Long-term goal for 2050: Average local employment from the domicile or neighboring provinces in the company's operating areas ≥75% of the total employees.

Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

Performance results for 2025

Support for Children's Rights

The Company adheres to human rights principles and conducts business with an emphasis on children's rights, covering the entire supply chain, supporting Children's rights in the Company's operations and through various projects as follows:

1. Established safe zones for children by overseeing supply chain integrity. (GRI-408-1)

- Established a human rights policy covering respect for and support of children's rights, setting zero tolerance on child labour as a key condition in the Supplier Code of Conduct, requiring 100% of new suppliers to sign Acknowledged and passed sustainable development assessments, covering no child labour and remediation in case of violations.
- Established safe zones for children, with regular monitoring and evaluation systems for suppliers to ensure that the entire supply chain operates under ethical principles and is free from illegal labour.

2. Develop infrastructure and various facilities to provide children with access to public utilities (Community & Safety).

- Designed and provided central areas for young children, including playgrounds and designated spaces. with safe and diverse play equipment such as swings, slides, and climbing structures, allowing children to develop physical skills and Society.
- Developed public spaces in communities surrounding the project by collaborating with business partners to transform an open area in the Klong Toey community into a functional activity plaza, playground, reading book, and football field.





- Promoting Development and Learning: Arranged a book corner and board games for children in the company library to enhance development and help alleviate the burden on employees in childcare after school, promoting work-life balance.





3. Right to equal access to education. All children must have access to education without discrimination (Equitable Education).

As the Company's core business involves real estate development and construction of residential projects, including low rise projects and high rise projects, it prioritizes promoting children's rights. The focus is on ensuring children have equal access to education and knowledge resources, coupled with providing safe spaces conducive to learning and age-appropriate potential development.

Additionally, the Company supports access to proper and sufficient nutrition to foster complete physical and mental health, which is a crucial foundation for learning, growth, and quality long-term development. through various activities such as:

Project "Supalai Srang Dee - Srang Fun Pua Nong"

The Company developed an educational model for the surrounding communities and society where it undertakes residential development and rehabilitation projects. It supports the development of learning spaces, teaching materials, and creates equal opportunities for children near the project areas. In 2025, the Company transformed the dilapidated multi-purpose building of Ban Mueang Ka School, Chiang Mai Province, which was unusable due to unstable structure and safety risks for students. The Company utilized its expertise in landscape architecture and construction, collaborating with business partners and employee volunteers from Regional Project 4 (Northern Zone), to develop and

renovate the building, transforming the deteriorated area into "Huan Srang Dee" to become a learning and activity center for children, providing a creative space to foster imagination and safe learning, valued at development investment totaling 370,000 Baht.



Before project



After project implementation

Additionally, the Company continuously plans to develop learning spaces, support education, and create equal opportunities for children, as well as enhance the potential of teachers, to ensure that Thai education advances equitably, comprehensively, and sustainably.





Project "Supalai Srang Dee - Srang Fun Pua Nong"	
Goal	Regional Project 4 (Northern Zone), in collaboration with business partners, supports the development and renovation of dilapidated buildings and public utilities for schools and underprivileged communities.
Performance	**2024: Ban Sri Suphan School, Lamphun Province** ● School renovation, roof repair. ● Provided educational and sports equipment, reducing school expenses by 120,000 Baht. **2025: Ban Mueang Ka School, Chiang Mai Province** ● Learning and activity center for children and staff, totaling 71 people. ● Reduced school expenses by 250,000 Baht. ● Awarded 20 scholarships for outstanding students, totaling over 40,000 Baht.
Benefits to Society and Community	● Access to children's rights regarding safety and well-being in educational institutions. ● Children in the community have educational development and equal access to learning materials. ● Improve the quality of life and opportunities for children in underprivileged areas.
Benefits to the Company	● No human rights complaints in the area. ● Establish a network of cooperation with 3 business partners.

Educational Equipment Support Project

The Company continuously implements the 'Supalai Srang Dee' project. Each year, it supports schools located in marginalized areas that face a lack of modern learning equipment and technology. This aims to enhance educational opportunities for children and youth, enabling them to access learning technology equally, reduce educational inequality, and promote appropriate potential development in the long term.





Project "Suanphak Srang Dee"

The Company implemented the "Suanphak Srang Dee" project. In 2025, it collaborated with Ban Chak Na School, Chonburi Primary Educational Service Area Office 1, Chonburi Province, to promote learning and create a sustainable food source for students, teachers, staff, and participating communities. This project aims to protect the fundamental rights to health and nutrition of youth (Children's Rights to Health and Nutrition). The Community Services Department shared knowledge and concepts of organic farming principles, including composting to reduce chemical use for

vegetables, and transformed vacant school areas into sustainable organic food sources. This directly promotes good health and hygiene through the consumption of chemical-free fruits and vegetables, helping to reduce chemical accumulation in the body and establish food security within the school for access to nutrition safe from chemicals.

In addition to health, the Company imparted practical organic farming knowledge to students and villagers in the development community life skills and further develop environmental awareness, aligning with Sustainable Development Goals (SDGs) and international standards for Improve the quality of life and enhance economic value for local communities.



Project "Suanphak Srang Dee"	
Performance	The project can reduce lunch costs, increase organic vegetable production. 180 teachers, students, and staff have access to organic vegetables. Participating communities can leverage knowledge to create supplementary occupations.
Benefits to Students/ Community	The school reduced expenses by 48,000 Baht per year for lunch ingredients. Create supplementary jobs and increase economic value for the community. more than 60 households
Benefits to the Company	Very high satisfaction level in project participation. 4.86/5 Score From 92.9% of evaluators. Building positive relationships with schools and communities around the project area.

Project "Nong Suk Dee, Phee Suk Jai , Year 3"

The Company, together with volunteer employees, delivered a "Learning Library" and provided skill-enhancing books and learning equipment sets to children in the New Klong Toey Development Community through the "Nong Suk Dee, Phee Suk Jai" activity under the "Supalai Srang Dee" project, aiming to create a learning space, promote skills, and provide equal access to knowledge for youth.



Reflects the Company's commitment to driving sustainable society, emphasizing the belief that "learning is the fundamental basis for youth development" and focusing on creating happiness for society to grow sustainably together. This is achieved by laying foundations that support social activities, encouraging participation in charity, with volunteer employees delivering a "Learning Library" along with books and learning equipment sets, and preparing food and beverages, creating smiles and warmth in the community.

Furthermore, the renovation and delivery of the learning library is a community investment that creates a learning space and an environment conducive to developing skills, creativity, and inspiration for children, grandchildren, construction worker families, and children in nearby communities, totaling 532 people. This is considered a crucial foundation for truly improving the quality of life for youth and the community.

- Health check-ups, including BMI measurement, blood pressure measurement, blood type testing, oral health examination, Hepatitis B virus screening, 4-strain influenza vaccination, and booster shots for those who have not yet received them.







- Provided skill-enhancing books and learning equipment sets.



Project "Nong Suk Dee, Phee Suk Jai	
Goal	Improve children's quality of life through health check-ups, providing educational and sports equipment to 300 children by 2025.
Performance and Total Donations	● Improve the quality of life for children and youth. 2023 = 84 people 2024 = 93 people 2025 = 355 people Total 532 people, exceeding the Company's set target. ● Provided stationery sets, totaling 55 sets Total donations helped reduce expenses by 1,000,000 Baht.
Benefits to Society	● Helped reduce healthcare and vaccination expenses. 3,836 Baht per person ● Provide educational opportunities, inspiring youth to develop life skills. ● Reduce inequality in access to healthcare services for worker families and communities around the project area. ● Promote health and immunity in children and youth through health check-ups and vaccinations.
Benefits to the Company	● Instill a volunteer spirit in employees to participate in community development. ● Build friendly and sustainable cooperation with surrounding communities.

Creating Value for Community and Society

Goal	Long-term Goal 2050	Medium-term Goal 2030	Performance results for 2025
Average local employment in employees' home provinces or nearby provinces in areas where the Company operates.	≥75%	≥50%	53.21%

Local Employment

The Company recognizes the importance of local community and economic development as one of its core missions. It manages risks to mitigate the impact of supply chain disruptions while also creating opportunities for employment and promoting economic growth in areas where it operates. In 2025, the Company expanded its projects across Bangkok, its vicinity, and 30 provinces in total, leading to the employment of 1,275 local residents in their home provinces, representing 53.21% of all employees. Additionally, the Company procures (reserve) goods from domestic stores to support local products and ensure sufficient supply for operations.

Community Employment Support Project

The Company undertook the Supalai Sense Khao Rang Phuket project, located near communities, schools, and important landmarks. A survey and assessment of communities and society potentially affected by the Company's operations were conducted, covering periods before, during, and after construction, to systematically gather feedback, concerns, and suggestions from local communities. The survey results were used to plan, improve, and define

measures to prevent and mitigate potential impacts. The surrounding communities prioritized traffic, employment, and the quality of life of nearby communities. The operations reflect the Company's commitment to responsible project development, respecting community rights, and promoting sustainable coexistence. Opinion surveys and discussion meetings were conducted as follows:

Target Group: communities around Supalai Sense Khao Rang Phuket project

1. Primary Areas
   - Household group adjacent to the project: 1 household.
   - Household group within 100 meters: 30 households.
2. Secondary Areas
   - Household group within 100-500 meters: 253 households.
   - Household group within 500-1,000 meters: 59 households.
3. Sensitive area group within 1,000 meters: 19 households.
4. Group of government agencies and state enterprises within 1,000 meters: 14 households.
5. Group of community leaders in the project area: 1 household.

From the survey, communities showed interest in managing issues directly impacting them, such as traffic, which could affect health and safety. Additionally, communities have expectations regarding the local economy, as well as the care and support for various traditional activities of the community and educational institutions. The Company has used the assessment results and community needs to implement initiatives for community care and development, including:

Key Issues	Operations	Survey Methods
Traffic Management	Systematically managed traffic before, during, and after construction by coordinating with relevant agencies, organizing project entry/exit systems, installing signs, and providing staff for convenience, while continuously communicating information with the community.	**1. Opinion Survey** ● Individual Interviews ● Opportunity to provide feedback via mail, phone or fax, or network system ● information or any other means. ● Focus Group Discussions **2. Discussion Meetings** ● Public Hearing ● Public Discussion ● Information Exchange ● Academic Conference
Community Economic Development	Local employment and procurement, prioritizing the selection of labour, contractors, and businesses in areas near the project.	

The Company supports local employment in project areas, aiming to create job opportunities, distribute income, and strengthen the local economy. It hires contractors for structural work, public utilities, painting, and local labour, which helps reduce the relocation of external workers, minimizes community impact, and promotes local participation, leading to sustainable mutual growth between the Company and surrounding communities. This has created jobs and income for 17 local contractors, with a total contract value exceeding 13 million Baht.

Communication and feedback from communities surrounding construction projects.

The Company emphasizes community engagement around its projects by meeting and communicating with nearby residents to inform them of construction schedules and to listen to feedback or concerns regarding potential environmental impacts, which are then used to improve measures and mitigate impacts to the community.



Community and Social Development Project.

The Company demonstrates its commitment to urban regeneration through a clear policy and structured process designed to revitalize urban spaces. such as the prime disclosed case study of Plian Thi Long Pen Thi Len project, Pun Aun Klai Nao (Share Warmth, Relieve Cold) project, Year 4, etc. with details as follows.

Project "Plian Thi Long Pen Thi Len" (Transforming Open Spaces into Play Areas) at Klong Toey Community.

The Company fosters community and social engagement by leveraging its expertise in real estate development, including architectural design and construction engineering, to improve the quality of life through the "Supalai Srang Dee: "Plian Thi Long Pen Thi Len" project in the New Klong Toey Development Community. This project aims to transform deteriorated areas into standardized and safe activity plazas and playgrounds.



Operations reflect that using professional design and construction teams helps ensure that area improvements meet practical needs and are highly durable, reducing accident risks through robust structural repairs and systematic area planning. Meanwhile, communities found that applying professional standards, including lighting installation and

appropriate material selection, enhances area usability both day and night, while also reducing long-term maintenance burdens by providing professional maintenance manuals.

The Company engaged employees with diverse expertise through collaboration with businesses partner and foundations. This project created shared value for over 500 households in the New Klong Toey Development Community and provided safe play and learning spaces for over 400 children and youth. It demonstrates how business knowledge can be leveraged to create benefits and grow sustainably with the community.






Project "Plian Thi Long Pen Thi Len"	
Performance	● 63 executives and employees participated. ● Children and youth have spaces for learning, playing sports, and developing life skills, including playgrounds, reading nooks, and football fields. ● Allocation of recreational spaces within the community, suitable for all ages and conducive to shared activities such as exercise, relaxation, and family activities.
Benefits to Society	Improve the quality of life for the New Klong Toey Development Community, benefiting 500 households and over 400 children in the community.
Benefits to the Company	● No human rights complaints in the area. ● Establish a network of cooperation with 50 business partners.

Project "Happy Glasses" Year 4

The Company fosters community and social engagement, supporting the quality of life for workers and neighboring communities around construction projects by providing glasses to correct vision problems affecting work and daily life throughout Over the past 3 years of this activity, satisfaction survey data from glasses recipients consistently shows improved work efficiency, reduced eye strain, and decreased risk of accidents due to blurred vision. Contractors commented that this project directly enhances worker productivity, reduces occupational accident risks, and mitigates health and safety impacts caused by poor eyesight, serving as a crucial safety measure. This initiative, conducted in

collaboration with construction workers and neighboring communities, successfully delivered glasses to the group. Target: a total of 1,448 people, exceeding the Company's set goal.



<table>
<tr><th colspan="2">Project 'Happy Glasses' Year 4</th></tr>
<tr><td>Goal</td><td>Promote better eye health for 1,000 construction workers and communities near the project by 2025.</td></tr>
<tr><td>Performance</td><td>Supported construction workers. , contractors, and nearby communities. Total 1,448 people exceeded the set goal.</td></tr>
<tr><td>Total Donations</td><td>
<table>
<tr><th rowspan="2">ปี</th><th rowspan="2">พื้นที่</th><th rowspan="2">จำนวน</th><th rowspan="2">บริษัท</th><th colspan="3">ค่าใช้จ่าย/ต่อหัว</th><th rowspan="2">ค่าใช้จ่ายรวม</th><th rowspan="2">เฉลี่ยต่อหัว</th></tr>
<tr><th>สั้น+/-600 เอียง 200</th><th>ค่าสายตาพิเศษ</th><th>แว่นสำเร็จรูป</th></tr>
<tr><td>2566</td><td>ศุภาลัย เลควิลล์ ศรีสมาน - ปทุมธานี</td><td>105</td><td>หอแว่น</td><td colspan="3">1800</td><td>189,000</td><td>1,800</td></tr>
<tr><td>2566</td><td>ศุภาลัย ปาล์ม สปริงส์ พระราม 2</td><td>114</td><td>หอแว่น</td><td colspan="3">1800</td><td>205,200</td><td>1,800</td></tr>
<tr><td>2567</td><td>มิภาค 2 นครสวรร</td><td>231</td><td>หอแว่น</td><td>990</td><td>1990</td><td>-</td><td>254,690</td><td>1,102</td></tr>
<tr><td>2567</td><td>ภูมิภาค 1 ชลบุรี</td><td>248</td><td>แว่นหิอปเจริญ</td><td>950</td><td>1590</td><td>-</td><td>200,470</td><td>808</td></tr>
<tr><td>2567</td><td>ภูมิภาค 3 ภูเก็ต</td><td>141</td><td>แว่นหิอปเจริญ</td><td>950</td><td>1590</td><td>-</td><td>135,230</td><td>959</td></tr>
<tr><td>2568</td><td>ภูมิภาค 1 อุดรธานี</td><td>296</td><td>แว่นหิอปเจริญ</td><td>950</td><td>1590</td><td>490</td><td>242,920</td><td>820</td></tr>
<tr><td>2568</td><td>อาคารสูง กทม</td><td>313</td><td>หอแว่น</td><td>-</td><td>-</td><td>450</td><td>140,850</td><td>450</td></tr>
</table>
* Expenses include after-sales service and glasses delivery.
</td></tr>
<tr><td>Benefits to Community/ Society</td><td>1. Improve the quality of life and address vision problems for construction workers and residents in communities neighboring the project.
Eye examination and glasses fitting
2023 (Pathum Thani, Rama 2) = 219 people
2024 (Nakhon Sawan, Phitsanulok, Chonburi, Phuket) = 620 people
2025 (Udon Thani, Ekkamai-Pattanakarn) = 609 people
2. Average cost savings from glasses fitting 1,106 Baht per person (based on 2023-2025 data)</td></tr>
<tr><td>Benefits to the Company</td><td>Reduce work-related accidents.</td></tr>
</table>

Donations of money and goods.

Project "Punrak" Year 2

The "Punrak" project supports and provides opportunities for employees to participate as project volunteers. Supalai residents in Chiang Mai and Chiang Rai provinces donated items in good condition, such as clothes, bedding, various daily necessities, and children's toys, to be delivered to contractors, construction workers, and over 150 families at the Supalai Grand Ville MaeKorn-Chiang Rai project's worker camp and community near the project area. It also helps reduce waste and refuse, lowers greenhouse gas emissions, promotes efficient resource utilization, maximizes reuse, and encourages participation in volunteer activities. This reflects the Company's commitment to sustainably supporting communities and the environment, and it will continue to advance social projects in various dimensions.


ปันรัก
100,000


100,000


100,000




ปันรัก
100,000

Project "Punrak" Year 2	
Goal	Collected and forwarded unused items from residents and employees to reduce waste by 50,000 kg and reduce CO_2 emissions. 100,000 kilograms of carbon dioxide equivalent.
Performance	● 2024: 9,500 kg (20,000 KgCO_2eq) ● 2025: 12,000 kg (25,000 KgCO_2 eq) Total 45,000 KgCO_2eq, representing 45% of the goal.
Benefits to Society	● Delivered essential items to over 200 construction worker families and more than 6,000 individuals nationwide in project areas. ● Helped save household expenses by 2,000 - 5,000 Baht per household, representing an investment that creates social value and tangibly enhances quality of life. ● Foster awareness of efficient resource utilization and sustainably reduce community waste.
Benefits to the Company	● Strengthen good relationships and pride among the organization, employees, and residents through volunteer activities. ● Worker and contractor well-being care helps build trust and good cooperation.

Project "Pun Aun Klai Nao" (Share Warmth, Relieve Cold), Year 4

The "Pun Aun Klai Nao" (Share Warmth, Relieve Cold) project assists vulnerable groups, mostly ethnic minorities and families lacking financial resources. who are underprivileged and affected by climate change. , discrimination, and create equal opportunities for access to clothing and educational equipment. Employees near the project area in the Northern Zone visited Radpattana School, Mae Fah Luang District, Chiang Rai Province to deliver clothes winter clothes to help students and staff stay warm during winter, prevent illness from changing weather conditions, and promote good health as a fundamental basis for learning. Also provided educational equipment such as notebooks, pens, pencils, sports equipment like footballs, volleyballs, badminton rackets, etc., and basic first-aid kits to support educational opportunities and enhance students' quality of life. Additionally, a full lunch was provided to students and school staff. Community investment can help reduce expenses for the school and families, and assistance can be extended to nearby childcare centers to improve the quality of life for young children in remote areas.


SUPALAI
Welcome to Rajpattana
โรงเรียนราษฎร์พัฒนา
ปันอุ่น
คลายหนาว


ปันอุ่น
คลายหนาว




ปันอุ่น
คลายหนาว


SUPALAI
ปันอุ่น
คลายหนาว

Project "Pun Aun Klai Nao" (Share Warmth, Relieve Cold), Year 4	
Goal	Provided consumer goods and supplies to protect students from the cold due to changing climate conditions. who are underprivileged and affected by climate change.
Performance and Total Donations	Provided winter clothes, learning equipment, medicines, and lunch. ● 2024 1. Ban Mueang Ka School, Chiang Mai Province 2. Ban Pha Sert School, Chiang Rai Province 2025 3. Radpattana School, Mae Fah Luang District, Chiang Rai Province ● Assisted students, staff, and young children in remote areas, totaling 90 people - Provided 100 sets of winter clothes. - Provided 100 sets of educational equipment. - Basic first-aid kits: 2 sets - sports equipment such as footballs, volleyballs, badminton rackets, etc., totaling 1 sets ● Total donations exceeding 75,000 Baht and helped reduce expenses by 1,000 Baht per person.
Benefits to Society	● Helped save expenses for student families and the school by 1,000 Baht per person. ● Promote well-being and learning. ● Create equality and support access to basic resources for ethnic groups and vulnerable populations in remote areas.
Benefits to the Company	● Reflects commitment to achieving community social care goals (under the ESG framework). ● Build sustainable local relationships, collaborating with educational institutions and communities to foster trust and good cooperation.

Project "Punkan, Year 7"

Conducted social activities under the "Be a Bridge of Merit" project at the Pattaya Orphanage Foundation to promote a good quality of life and hygiene for orphans and disabled youth. This serves as a bridge of merit connecting compassion from employees and residents to vulnerable groups lacking opportunities. The Regional Community Services Department and Head Office established a network of cooperation between employees and residents from 6 projects, namely:

- Supalai Ville Sriracha-Bowin
- Supalai Bliss Sriracha-Bowin
- Supalai S Avenue Bowin Commercial Buildings 1-2
- Supalai Palm Springs Rayong
- Supalai Grand Ville Rayong
- Supalai Pride Bangna-Lat Krabang

Provided essential consumer goods such as rice, dried food, learning supplies, cleaning equipment, and infant products like powdered milk and diapers, to support the foundation's long-term operations.

In addition to basic support, the Company hosted a dinner for orphans and boarding students of Sotpattana School, along with recreational activities to enhance skills and development through coloring and Lego building, fostering

positive interaction and encouragement for youth. The event concluded with educational contributions to lay a foundation for sustainable learning opportunities, reflecting the organization's commitment to building a sharing society and growing together strongly.







Project "Punkan, Year 7"	
Performance and Total Donations	● Collected over 50 items of clothing, learning supplies, and other goods, including powdered milk, for the Pattaya Orphanage Foundation. ● Hosted dinner for children. ● Contributed 5,000 Baht to education.
Benefits to Community/Society	● Increase opportunities for children to have access to essential consumer goods, similar to other children. ● Improve the quality of life for children in the foundation.
Benefits to the Company	● Strengthen relationships and build trust between the Company and residents in 6 projects through initiatives that foster shared pride.

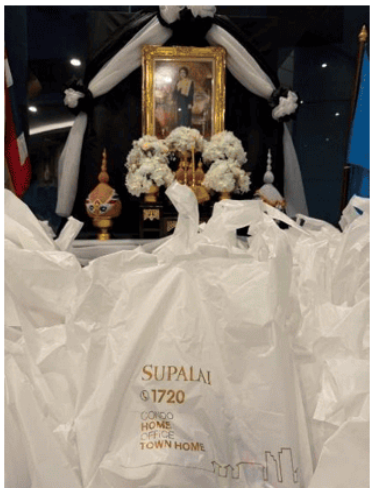
"Punrak Special" activity

Following the floods in the Southern region at the end of 2025, the Company elevated its emergency relief measures to become a "Center of Sharing," utilizing its logistics capabilities and local project networks to urgently alleviate suffering. This operation reflects a sustainable vision focused on social responsibility and effective crisis management.

The Company not only delivers relief supplies but also focuses on fostering a "volunteer culture" within the organization. This involves integrating efforts from executives and head office employees to help pack essential consumer goods, medicines, and other necessities, as well as volunteers from the Company's employees in the three main southern provinces (Surat Thani, Nakhon Si Thammarat, and Phuket) to assist residents and frontline personnel comprehensively, efficiently, and quickly. This underscores the Company's commitment as a vital mission and mechanism that stands with society in all crisis situations.








"Punrak Special" Activity	
Performance	● Prepared and distributed 2,500 relief bags. Packed essential consumer goods completely within a short period. ● Mobilized cross-regional volunteer employee teams from 3 main provinces (Surat Thani, Nakhon Si Thammarat, and Phuket) to reinforce field operations covering affected areas in 14 projects.
Benefits to Community/ Society	● Assisted over 2,500 households of residents and operational staff (security guards and housekeepers) to be able to survive during flood crises. ● Build confidence in safety and hygiene through access to essential resources in enclosed areas from timely flood response.
Benefits to the Company	● Foster organizational culture and public consciousness through volunteer activities, which enhances employee engagement. ● Build credibility in after-sales service and crisis management.

Total Amount of Corporate or Group Donations/Community (GRI-204-1)

Financial Performance [1]	2023	2024	2025
Distribution of Economic Value to Stakeholders			
● Local Procurement (%)	13	14	16
● Taxes paid to the government and local authorities. (Million Baht)	1,269	1,438	966
● Effective Tax Rate (%)	21	19	17
● Dividends to shareholders (Million Baht)	2,831	2,636	2,701
● Directors' remuneration (Baht)	21,870,000	18,970,000	15,825,000
● Donations (Baht)	1,000,000	1,000,000	2,000,000

N/A = Not Available

[1] Data from the financial statements of Supalai Public Company Limited for a 3-year period.

[2] This involves procuring goods and services. The Domestic

Information on other social management

Plans, performance, and outcomes related to other social management

Sustainable Supply Chain Management

Key Sustainability Issues	Impacts, Risks, and Opportunities
Supply Chain ● Supply Chain Risk Management ● Environmental Supply Chain Management ● Social Supply Chain Management ● Relationship and Capacity Development to Contractor and Supplier **FTSE Russell EGS Theme:** Supply Chain: Environment Supply Chain: Social **Supporting SDG Goals** 	The Company prioritizes supply chain management as a business partnership which plays a crucial role in supporting the organization's sustainable operations under policies based on transparency, fairness, and consideration of impacts on communities, society, and comprehensive environmental considerations. Therefore, the Company sets criteria for selecting potential and qualified suppliers according to its standards, emphasizing the quality and standards of goods and services, on-time delivery, compliance with labour laws and human rights, as well as relevant regulations and rules, to foster a transparent and well-governed procurement system and reduce long-term business risks. The Company integrates supply chain management under the concept of Value Chain Responsibility, covering the entire lifecycle of products and services, from raw material sourcing, construction, and delivery to usage and demolition. It assesses environmental, social, and governance (ESG) impacts, risks, and opportunities (IROs) throughout the value chain, including direct and indirect suppliers (Tier-1 and Non-Tier Suppliers), to support disclosure in accordance with IFRS Sustainability Disclosure Standards, TCFD, and TNFD. In the context of rapid changes in the global supply chain, the Company recognizes significant challenges such as volatility of raw material cost, skilled labour shortages, risks from raw material scarcity, and the continuity of key suppliers. This also includes analyzing physical risks and transition risks related to climate conditions. Simultaneously, it sees opportunities to elevate cooperation standards with suppliers through systematic selection and performance evaluation, as well as building stable long-term business relationships and adapting with suppliers towards a circular economy to reduce resource consumption and emissions greenhouse gases is an opportunity to create a competitive advantage, not just for the Company, but also for its suppliers with a commitment to growth alongside value creation for all sectors, the Company continues to develop a strong, transparent, and stable supply chain. It also promotes ethics and sustainability in all processes to meet the expectations of customers and stakeholders in the era of the circular economy and sustainable competition.

Sustainable Supply Chain Management Goals (GRI: 308-1, 414-1)

Goals	2025 Goals	Performance in 2025
Proportion of new suppliers assessed for sustainability risks	100%	100%
Proportion of ESG assessment criteria for contractors in Low Rise Projects and High Rise Projects	100%	100%

Strategies and Management Approaches

Policy and Commitment (GRI: 414)

The Company prioritizes the selection of suppliers, contractors, and materials/equipment based on ESG principles (Environmental, Social, and Governance) to promote shared responsibility throughout the supply chain, especially in social, environmental, and business ethics aspects. The Company therefore establishes systematic processes for selecting, evaluating, and registering suppliers and contractors, and discloses relevant ESG issues, including expected impacts, to reduce supply chain management risks and to ensure suppliers Contractors acknowledge by signing **"The Company's Supplier Code of Conduct"** which consists of

1. Business Ethics and Transparency
2. Quality Standards, Business Continuity
3. Respect for human rights, covering equal treatment, prevention of forced labour, prevention of child labour. Contractors and suppliers comply with laws prohibiting working hours exceeding legal limits, fair wages, equal opportunities, and supporting the right to organize and collectively bargain.
4. occupational health and safety, providing safe and hygienic work areas and environments, and preventing employees from safety risks.
5. social responsibility, social and community care, land rights, and access to natural resources.

The Company conducts Human Rights and Environmental Due Diligence (HREDD) for suppliers, in line with the United Nations Guiding Principles on Business and Human Rights (UNGP) and OECD Due Diligence Guidance which covers identifying, preventing, mitigating, and monitoring human rights, labour, environmental, and community risks, along with establishing mitigation and remediation measures for at-risk suppliers.

Additionally, the Company has established **"Terms of Reference (TOR)"**

1. to serve as a framework and guidelines for fair procurement practices with contractors and suppliers, as well as to promote value creation for local communities.
2. to serve as guidelines for conducting business with suppliers and contractors on social and environmental aspects in construction operations, by setting operational conditions for creating sustainability throughout the supply chain to reduce risks and negative impacts on the environment, society, and economy across the supply chain. It consists of 3 main parts: environmental impact management and reduction plans (e.g., dust, noise, wastewater, waste management), prevention and reduction of social impacts (e.g., traffic), and monitoring measures (e.g., pre-construction, during-construction, and post-construction checks).

The Company integrates environmental policy as part of its business operations, from sourcing environmentally friendly materials, production, product delivery, marketing and sales, and after-sales service, to supply chain management and waste disposal, considering environmental impact reduction, environmental conservation, climate management, and adaptation to climate change. This is done in alignment with the Company's greenhouse gas reduction targets, including biodiversity and ecosystem preservation through efficient resource utilization.

For more information, please visit: Policy on Environmental and Practices

The Company communicates its Supplier Code of Conduct and procurement regulations for contractors, suppliers, and employees, establishing clear operational guidelines under relevant laws and regulations. This covers business ethics, human rights, safety, and environmental aspects, aligning with the Supplier Code of Conduct that is consistent with sustainable business principles, to foster trust, confidence, and cooperation among the Company, contractors, suppliers, and relevant stakeholders.

For more information on the Code of Conduct, please visit: Supplier Code of Conduct

Governance Structure

The Company assigns a committee, comprising relevant departments such as Procurement, Creative & Product Development, Marketing & Sales, Engineering & Estimate, and Construction, to consider and select materials and equipment, and to be responsible for implementing the policy to achieve the specified goals. Manage suppliers in the supply chain in accordance with international practices and standards to reduce supplier risks and ensure that selection covers all dimensions, including product quality, price, delivery capability, and social and environmental responsibility. The corporate governance unit develops and publishes a Supplier Code of Conduct to communicate the Company's intention to conduct business ethically, transparently, and with social and environmental responsibility throughout the supply chain. Oversight is provided at the Board of Directors level through the Sustainability Committee, which is responsible for directing strategy and supply chain risk management, as well as monitoring ESG Supply Chain Performance indicators monthly.

Strategies and Management Approaches.

Establish criteria for suppliers to reduce greenhouse gas emissions from their operations.

The Company is committed to procuring environmentally friendly products, emphasizing the selection of products that has a certification label for being friendly to environment and has a policy to encourage all suppliers to develop environmentally friendly products for presentation to the Company. Including encouraging suppliers organizations to prioritize production processes, material sourcing, delivery processes, and waste disposal in the form of Recycle including inquiring about and visiting waste disposal processes that do not harm the environment. All suppliers are required to register sustainable products (ESG -Driven Product) to control and reduce supply chain risks that may arise from suppliers, such as violations of human rights or environmental impacts.

SUPALAI

แบบฟอร์มขึ้นทะเบียนผลิตภัณฑ์ยั่งยืน (ESG-Driven Product)

เลขที่เอกสาร...../.....

ข้อมูลบริษัท

ชื่อบริษัท .....

ชื่อผู้ประสานงาน .....

เบอร์โทรศัพท์/อีเมล .....

ข้อมูลสินค้า

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เครื่องหมายรับรองผลิตภัณฑ์ที่เป็นมิตรต่อสิ่งแวดล้อม

ระบุ ✓ ในช่องว่าง (พร้อมแนบเอกสาร)

☐ ☐ ☐ ☐ ☐

Other.....(ระบุ)

☐

หมายเหตุ:

**กรณียังไม่มีขึ้นทะเบียน ทางบริษัทฯ มีนโยบายในการไปขอขึ้นทะเบียน CFP ภายใน.....เดือน/ปี

Supply Chain Management

The Company follows operational processes to develop a sustainable supply chain as follows: 1) Selection and registration of new suppliers 2) Supplier classification 3) Supplier risk assessment 4) Supplier audit, and 5) Building relationships and joint development with suppliers, with procurement practices to control and reduce supply chain risks that may arise from suppliers, such as human rights violations, unfair practices, or environmental impacts, and conduct comprehensive investigations (Due diligence) to prevent and mitigate social and environmental impacts in the value chain, and to disclose sustainability reports according to international standards such as GRI Standard GRI 204: Procurement Practices, Supply Chain Environmental GRI Standard GRI 308: Supplier Environmental Assessment, and Supply Chain Social GRI 414: Supplier Social Assessment, as well as complying with laws and regulations, in accordance with SEC requirements that mandate listed companies to disclose ESG information via Form 56-1 e-One Report.

Operational Processes for Sustainable Supply Chain Development



Grievance and Remediation Mechanism in the Supply Chain

The Company provides a Supply Chain Grievance Mechanism for workers, suppliers, communities, and stakeholders in the supply chain, enabling them to safely, confidentially, and without retaliation report human rights violations, unfair labour practices, or environmental impacts. The Company establishes appropriate investigation, corrective, and remediation processes (Non-Retaliation), and continuously monitors results through quality control procedures according to ISO 9001:2015 via Supalai contact center 1720.

Performance results for 2025

The Company has developed a Supplier Code of Conduct whose content and scope align with the Company's Business Code of Conduct, as well as international principles and best practices. Training and communication are provided to all suppliers to raise awareness of the importance of conducting business responsibly towards the environment and society, and with good corporate governance, as well as to serve as guidelines for suppliers to operate in accordance with the Company's guidelines. All direct suppliers (Tier-1 suppliers) and new suppliers are required to sign an acknowledgment from the start of the supplier registration process. There is a process to monitor supplier operations and evaluate their performance to ensure compliance with the Supplier Code of Conduct. Suppliers must be able to demonstrate compliance with the Code of Conduct whenever requested. The Company will use various methods determined by the level criteria supplier risks, such as requiring suppliers to self-certify compliance with the Code of Conduct, conducting on-site supplier audits, or using questionnaires.

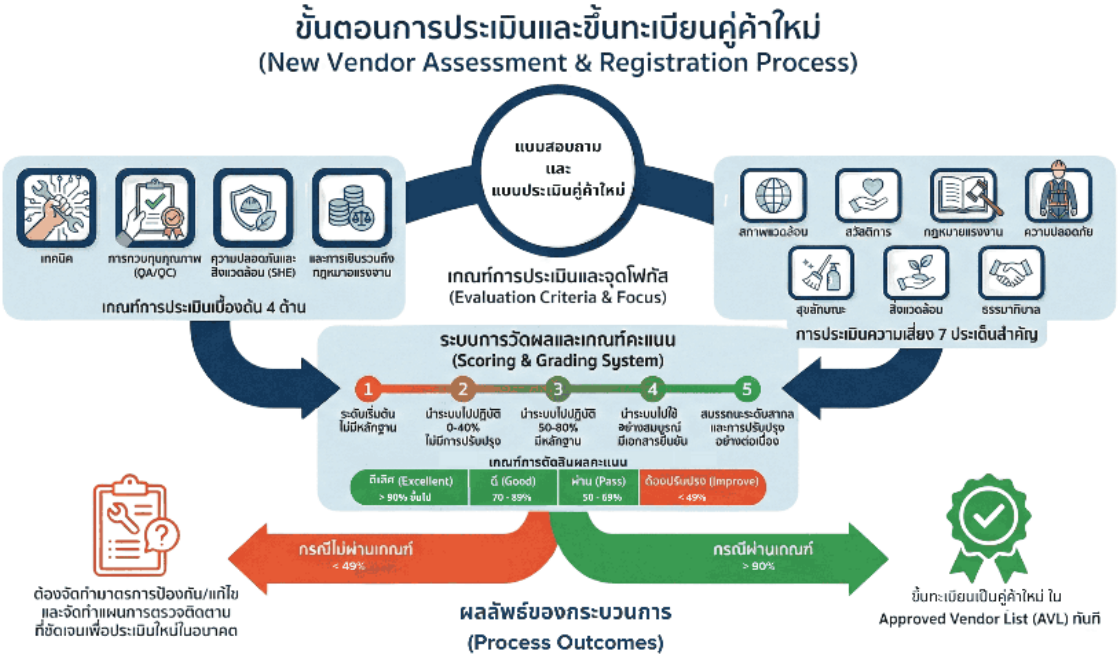
In 2025, the Company communicated and had suppliers sign an acknowledgment of the Supplier Code of Conduct as follows: (GRI: 308-1, 414-1)

Supplier Code of Conduct	2025
Direct Suppliers (Tier-1 Suppliers)	
● communicated	100%
● Acknowledged by signing	100%
New Suppliers	
● communicated	100%
● Acknowledged by signing	100%

Supplier and Contractor Management

1. Selection and Registration of New Suppliers

The Company establishes guidelines for considering the selection and registration of new suppliers by checking the initial qualifications of suppliers and contractors before procurement, using a questionnaire with 4 basic qualification assessment criteria and checking relevant quality standard certification documents. Additionally, the Company requires all new suppliers to undergo risk assessment, sustainability, covering environmental, social, community rights, safety and hygiene, and governance aspects, using a supplier self-assessment form before proceeding with new supplier registration.



When new suppliers whose scores meet the criteria and have no economic, social, environmental, or governance risks sign an acknowledgment of the Supplier Code of Conduct, the Company will proceed with new supplier registration. However, if the scores do not meet the assessment criteria or there are risks, the supplier must implement corrective actions or preventive measures and have a clear monitoring plan to achieve an acceptable score before being registered as a new supplier with the Company.

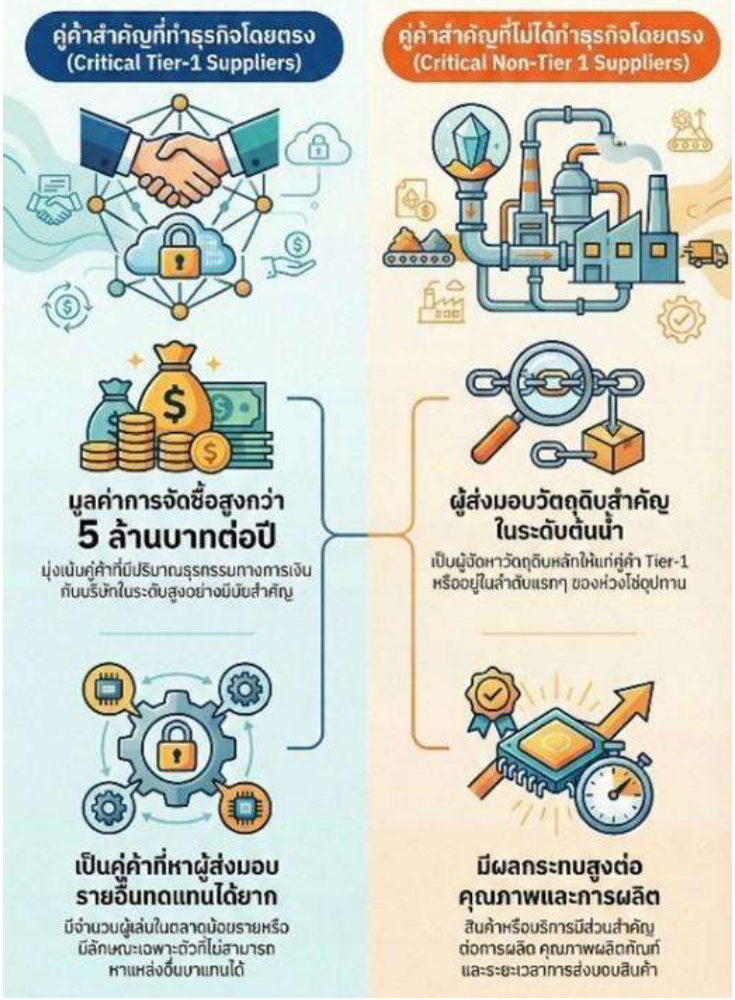
In 2025, the Company registered 97 new suppliers who passed the selection process, representing 99% of all new suppliers.

2. Supplier Classification

Identification of Critical Suppliers

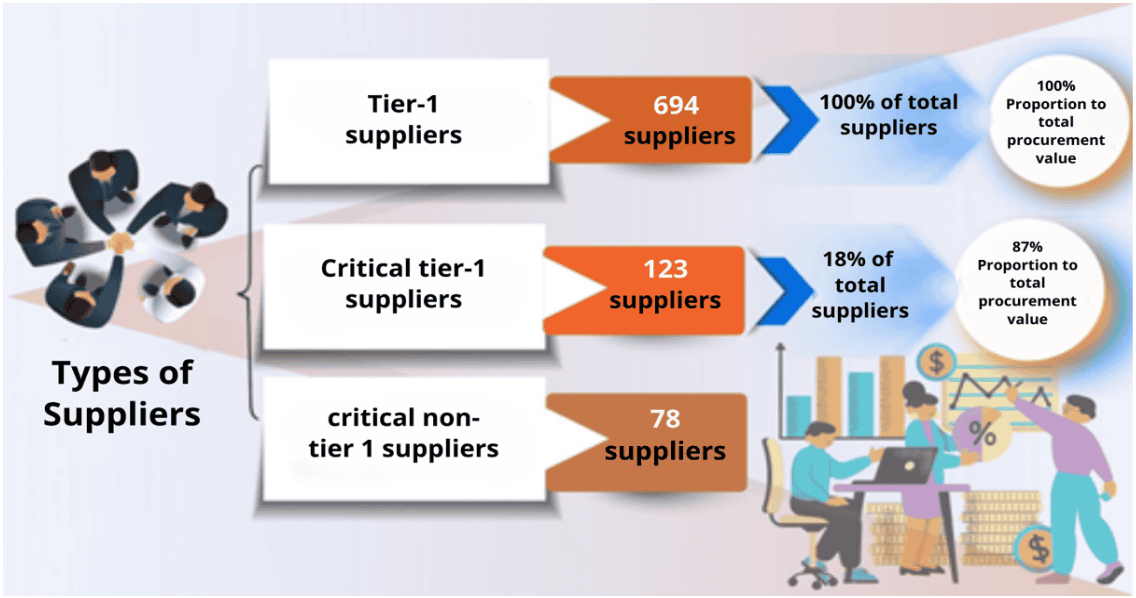
In 2025, the Company had a total of 123 direct suppliers and contractors in its supply chain (Tier-1 suppliers). Of these, 98 were construction material suppliers, accounting for 80% of all suppliers.

The Company analyzed and identified critical suppliers from those providing goods and services in the entire supply chain, using criteria to identify critical suppliers based on with annual procurement values exceeding 5 million THB, being a supplier of essential business components, and being a niche supplier in the market or one for whom no alternative products can be found. The criteria for identifying suppliers are as follows:



From the analysis, it was found that the Company has 123 critical tier-1 suppliers, accounting for 18% of all suppliers, with a procurement value representing 87% of the total procurement value. Of these, 98 are construction material suppliers, accounting for 80% of all critical tier-1 suppliers.

As for critical non-tier 1 suppliers, there are 78 entities.



3. Supply Chain Risk Assessment

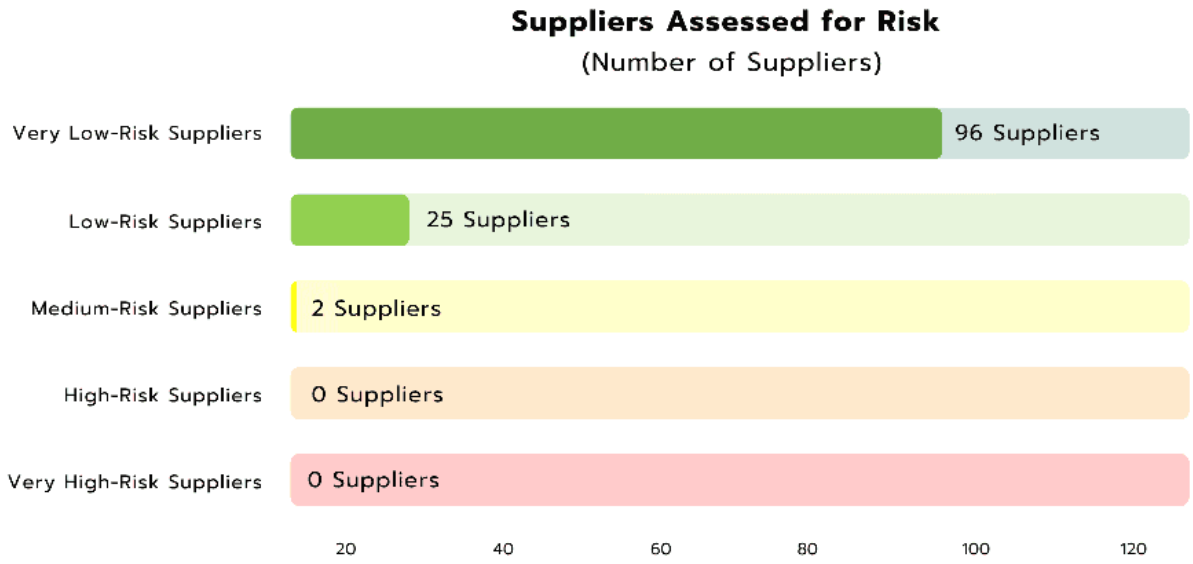
The Company assesses supplier risks that may impact its business operations, society, and the environment at least annually once, using supplier assessment forms, interviews, and reference document verification. This covers economic risks such as quality, delivery time and consistency, and origin; Environmental risks such as compliance with environmental laws, management, and prevention of impacts on environment and natural resources; Social aspects

such as labour practices, respect for community rights, and safety; and Corporate governance aspects such as fair competition and prevention of corruption. The Company determines risk levels based on assessment scores and sets additional operational guidelines for suppliers with various risk levels as follows:

The assessment is linked to Enterprise Risk Management and climate-related risks, climate, including Nature-related Risks, to support the management of Scope 3 Greenhouse Gas Emissions and the long-term business continuity of the supply chain.

Risk Level	Operational guidelines for controlling and monitoring risks
Very low	● Annual Supplier Self-Assessment every year. ● providing management advice, training, or improvement measures, along with continuously monitoring and evaluating supplier performance.
Low	● Annual Supplier Self-Assessment every year. ● Planning meeting for collaborative development ● providing management advice, training, or improvement measures, along with continuously monitoring and evaluating supplier performance.
Medium	● Document-based supplier assessment and on-site audit every 2 years. ● In cases where a supplier has ESG risks, a corrective action plan must be developed within a specified timeframe specified. ● providing management advice, training, or improvement measures, along with continuously monitoring and evaluating supplier performance.
High	● Document-based supplier assessment and on-site audit within the year assessed. ● establish additional operational conditions related to high-risk issues, such as specifying them in contracts or Terms of Reference (TOR) for orders, and imposing penalties for non-compliance. It also specifies the right to terminate contracts if very high risks are found in subsequent assessments and implements contingency plans in case suppliers fail to deliver goods/services. ● providing management advice, training, or improvement measures, along with continuously monitoring and evaluating supplier performance.
Very high	● A written notification for improvement was issued once, and a timeframe for risk management was set. ● If, upon expiration of the agreed period, the problem or risk issue cannot be resolved, procurement from that supplier shall be terminated.

In 2025, the Company assessed the risks of its direct suppliers with procurement values exceeding 5 million Baht. and above, totaling 123 entities, representing 18% of all suppliers. "No suppliers were found to have very high risk." All suppliers met the Company's specified standards.



4. Supplier Audit

The Company conducts on-site supplier audits covering economic, environmental, social, and governance (On-site ESG Audit), with criteria and frequency of assessment based on the supplier's risk level, conducted by the Procurement Department and the requested party. The Company will prepare a supplier audit plan for each supplier type and send a letter of intent to audit, specifying the visit date, time, and relevant audit criteria documents in advance. In 2025, the Company had no suppliers that met the criteria for an on-site audit.

However, the Company conducted site visits to 7 critical tier-1 suppliers to build trust, strengthen business relationships, and verify that production or service standards comply with agreements. This helps reduce operational risks, facilitates knowledge exchange for developing new innovations, and expands long-term sustainable business opportunities together.





5. Relationships and Development of Supplier & Contractor Potential

Developing a sustainable supply chain with operations that comply with international standards or various regulations requires knowledge. Supplier understanding and engagement are very important, especially for material suppliers, equipment that supplies key raw materials in the construction process. Therefore, the Company focuses on raising supplier awareness for responsible business operations, providing knowledge on quality development, as well as practices consistent with human rights principles and new regulatory changes, both domestic and international, affecting the real estate development business.

The Company has a process of selecting key issues that suppliers and contractors are interested in and that impact them in terms of economy, health and safety, and the environment. These issues are then used to organize training sessions for suppliers and contractors.

Supply Chain: Environment

Project to develop new standard Green Products for sustainable quality of life and environment

The construction industry is another factor contributing to climate change. Therefore, the Company collaborates with leading business partners to initiate innovations in residential project development, focusing on mutual knowledge and experience exchange for studying and presenting new, high-quality, environmentally friendly products that can be further developed in the construction industry. This involves joint development with CPAC in the cement business, Siam Cement Group (SCG), to develop Green Products such as CPAC High Strength Concrete for 18 high rise projects, aiming to comprehensively meet the needs of environmentally conscious customers and promote Green Construction with the goal of elevating national construction standards to be environmentally friendly throughout all construction processes across the supply chain for sustainable growth.



Supply Chain Social & Environment: Collaboration with Contractors

The Company has established operational guidelines for controlling and monitoring risks. In 2025, contractor audits were conducted operating in 60 projects, divided into 57 Low Rise projects and a number of High Rise Projects 3 projects. The Company continuously monitoring of social and environmental supply chain management in new and ongoing construction projects. This is linked to and sets indicators for ESG issues. The Company uses the audit results to jointly develop employees, contractors, and suppliers, and requires all contractors to pass the assessment criteria set by the Company.

In cases where a contractor does not meet the criteria, the Company requires immediate corrective actions on relevant issues, providing management advice, training, or improvement measures, along with continuously monitoring and evaluating supplier performance.
continuously.

ESG-linked audit guidelines consists of 3 main parts:

1) Environmental impact management and reduction plans, such as for dust, noise, wastewater, and waste management.

2) Prevention and reduction of social impacts, such as traffic.

3) Monitoring measures, such as pre-construction, during-construction, and post-construction checks.

- **Contractor Scoring:** The audit results will be used as criteria for evaluating contractors to encourage them to collaborate and operate according to the Company's standards.

Score Level	Assessment Scoring Criteria
≥ 90% or more = Excellent	Met criteria, 90% or more
81 - 89% = Very Good	Met criteria, found only minor non-compliance issues.
70 - 89% = Good	Met criteria, found moderate deficiencies.
50 - 69% = Fair	Met criteria, found deficiencies that require collaboration with contractors to improve and develop issues that have not yet met the criteria.
≤ 49% = Needs Improvement	Did not meet criteria ● A written notification for improvement was issued once, and a timeframe for risk management was set. ● If, upon expiration of the agreed period, the problem or risk issue cannot be resolved, that contractor shall be removed from the contractor register and further engagement shall cease.

- **Continuous Improvement:** Develop a Corrective Action Plan for identified deficiencies, set a timeframe for implementation, and support additional training on high-risk ESG issues such as occupational safety and health. If safety equipment is not available, immediately suspend work on the project, including human rights issues.

ESG Assessment	Number of projects assessed.	Contractors who passed the ESG assessment	
		Number (of entities)	Proportion (%)
High Rise Projects	3	2	100
Low Rise Projects	57	140	100

Construction knowledge training

The Company promotes the development of skilled labour in construction projects by collaborating with manufacturers or suppliers to organize training on the installation of various materials and systems to meet the Company's standards. This aims to enhance construction quality and reduce risks from construction errors, including occupational safety and health. The training covers both theoretical and practical sessions, developing knowledge, skills, and abilities, which enables workers to further apply their knowledge and skills in future projects.

- **High Rise Project**



Bricklaying training




Painting training

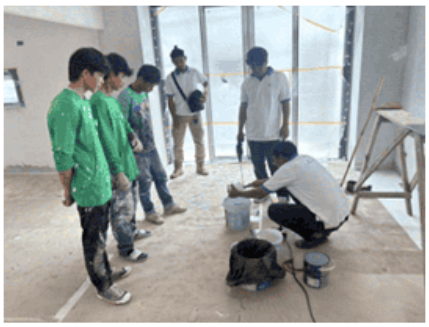



Floor leveling training



PPR pipe welding training

- **Low Rise Projects**

Ceiling installation standard training




Training on exterior base painting for houses

Hosted a Focus Group for feedback in 2025

The Company organized a feedback forum ESG Focus Group with suppliers and business partners annually for the 7th consecutive year, by In 2025, the Company invited experts to participate in discussed social and environmental supply chain management to create sustainable value with key business partners, such as SCG Ceramics Public Company Limited., Westcon Co., Ltd., Deco Enterprises Co., Ltd., Starmark Manufacturing Co., Ltd., Sahamosaic Industry Public Company Limited (Durafloor) and SECCO Co., Ltd. to exchange views on important issues. Additionally, there was an exchange of views various issues are:

- Product and Service Image (Quality of Products and Services)
- Fairness to Suppliers (Fair Business)
- Human Rights
- Environmentally Friendly Procurement Guidelines (Green Procurement)
- Impacts and Responses to Climate Change

The Company has incorporated the voices of its partners, which are a crucial force in driving the organization towards ESG goals and sustainable growth, and is committed to developing comprehensive organization for the benefit of stakeholders, society, and the environment, while creating Eco-system a business ecosystem with quality and shared value for long-term mutual benefit.





Training for suppliers and contractors on social and environmental issues.

The Company involvement in initiatives on social and environmental impacts in supply chain as following: :

1. Training for Suppliers and Contractors on Human Rights in the Real Estate Business.

The Company supports suppliers and contractors by sharing best practices to demonstrate its commitment to human rights within and outside the organization, such as fair treatment, non-discrimination, and workplace safety. This training focuses on developing skills in social supply chain management and risk management, social aspects (Social Risk Management). It supports suppliers and contractors in applying knowledge to ethically manage labour according to international standards, reducing supply chain risks, and helping to screen and prevent human rights violations for business continuity. A total of 117 suppliers and contractors participated in both online and onsite training, with an overall satisfaction level of 84%.





2. Supplier Training on Anti-Corruption

The Company invites suppliers SMEs to participated in lectures to raise awareness of corruption issues, including approaches to elevate transparent operational standards, and to expand the transparent business network to suppliers. by Support suppliers The Company's SMEs signed a declaration of intent with the CAC project to elevate SME suppliers in establishing a foundation for good corporate governance in Thailand and to enhance supplier potential and capabilities. This aims to collaboratively build a supply chain that aligns with the organization's sustainable development goals, while also considering responsibility towards all stakeholders.



3. Supplier Development and Training in Greenhouse gas emission reduction

The Company has joined the Thailand Carbon Neutral Network (TCNN) under the operation of the Thailand Greenhouse Gas Management Organization (Public Organization) – TGO, a pioneering organization in greenhouse gas management, to demonstrate its intention and commitment to managing and reducing greenhouse gas emissions. The Company has a plan to manage Impacts environmental aspects in the supply chain, aiming to reduce other indirect greenhouse gas emissions (Scope 3), where most emissions come from transportation by construction material manufacturers. This also includes establishing recruitment criteria and Select suppliers with adaptive and flexible approaches to climate change and have approaches to reduce greenhouse gas emissions.

The Company recognizes the issue of climate change response and management, which suppliers still have limited understanding of. Therefore, the Company supports and develops training on "The CFO & CFP Advantage: Leveraging Carbon Footprint for Competitive Edge and Sustainable Growth" and "Unlocking the advantage of business as well CFO & CFP: Enhancing Competitiveness and Sustainable Growth" by inviting suppliers to attend lectures to build knowledge on carbon footprint assessment CFO & CFP for management environment throughout the supply chain.

Additionally, the Company has supported suppliers in registering CFO & CFP, which will lead to the establishment of effective management guidelines for reducing greenhouse gas emissions at factory, industry, and global levels. It also promotes supplier potential and capabilities to collaboratively build an Environmental Supply Chain that aligns with the organization's sustainable development goals, while also considering social and environmental responsibility, with participants. Number of suppliers: 105 suppliers









Benefits for Suppliers	Benefits for the Company	Benefits for Environmental
● increase knowledge and understanding of carbon footprint assessment according to international standards. ● Green Innovation Development increased data exchange and green procurement.	● reduce supply chain risks arising from policy and legal changes, such as carbon taxes or the enforcement of green building standards. ● increase sales opportunities and build trust among conscious consumers environmental aspects.	● helps reduce environmental impact from organizational carbon emissions.

Procurement of environmentally friendly materials (Green Procurement) (GRI 204-1)

The Company believes that sustainable success must be based on systematic social and environmental responsibility in all business processes of the Company and its suppliers. Therefore, it has established a responsible sourcing policy to ensure that the Company's procurement or sourcing processes help reduce negative impacts on the environment, society, and economy throughout the supply chain, while creating value and sustainability for all stakeholders, and operating transparently and respecting human rights as a priority.

In 2025, the Company focuses on promoting supplier operations and supporting green procurement and the selection of construction materials with environmental standards. This is for procurement that considers environmental, social, and governance (ESG) principles, which not only helps reduce negative impacts but also promotes the responsible growth of suppliers and enhances the Company's long-term competitiveness.

The Company promotes supply chain traceability for key construction materials to prevent risks related to human rights violations, ecosystem destruction, and unsustainable resource use.

	2023	2024	2025
Proportion of spending on local suppliers (Thailand)	13%	14%	16%
Proportion of environmentally friendly construction material purchases out of total orders	N/A	54%	51%*

*In 2025, the proportion of procurement significantly decreased due to a reduction in construction projects.

Fair and Transparent Procurement

The Company is committed to conducting procurement with honesty and fairness, operating with transparency and good governance. It elevates transparency standards in procurement processes, reduces corruption risks, and promotes ethical business operations by establishing verifiable procurement principles, measures, and guidelines, and valuing all suppliers without discrimination. The Company has processes for price comparison and competitive bidding before procurement, with the construction project committee jointly considering procurement for transparency and fairness.

Promoting good liquidity for suppliers

The Company prioritizes fair business practices with its suppliers to promote cash flow liquidity and capital management for both suppliers and the Company. Therefore, it has established policies and guidelines for paying for goods and services to suppliers, fairly, accurately, transparently, and promptly, by making payments according to installments or credit terms specified in the contract conditions, and has communicated the policy mentioned above for mutual acknowledgment from the time suppliers are registered. The Company's average annual payment period to suppliers is as follows:

Details	according to the policy	2023	2024	2025
Average supplier payment period	30 business days	30 days	30 days	30 days

However, payment periods may not always align with the policy due to business-specific limitations and various additional factors that need consideration, such as the type of goods and services business, contract duration with suppliers, etc.

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

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

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

4.1 Operation, financial condition and material changes

Operational overview

Supalai Public Company Limited maintains its status as one of Thailand's leading real estate developers with a strong business structure. It diversifies risks through a variety of products, covering both horizontal projects (single-detached houses, semi-detached houses, townhomes) and high-rise projects (condominiums), as well as expanding its revenue base into commercial real estate businesses, including office buildings for rent and hotels. A key highlight of the Group is its strategy of diversifying investments into major provincial cities with high potential, where the Company was one of the first pioneers in the provincial market. As of December 31, 2025, the Group has projects operating in 29 provinces nationwide. This geographical diversification is a key mechanism for increasing market opportunities and reducing risks from over-reliance on any single market. During the period of 2023 - 2025, the overall real estate industry faced several challenging factors, such as economic volatility, stringent credit control measures, earthquake events, persistently high household debt, and sluggish purchasing power. This resulted in a decline in the Group's presales, in line with market conditions. However, in 2025, the Company began to see signs of sales stabilization, with a decrease of only 2 percent compared to the previous year, reflecting its ability to adjust sales strategies effectively to meet the demands of potential markets.

	Year 2023		Year 2024		Year 2025	
	Million Baht	Increase/ (Decrease) Percentage	Million Baht	Increase/ (Decrease) Percentage	Million Baht	Increase/ (Decrease) Percentage
Presales	28,864	(11)	26,743	(7)	26,249	(2)

Analysis on the operation and financial condition

Operating results and profitability

Operating Results

1) Revenue from sales of real estate

	Year 2023		Year 2024		Year 2025	
	Million Baht	Percentage	Million Baht	Percentage	Million Baht	Percentage
Revenue from sales of low-rise projects	20,239	66	20,610	67	18,650	79
Revenue from sales of condominium projects	10,597	34	10,207	33	5,064	21
Total revenue from sales of real estate	**30,836**	**100**	**30,817**	**100**	**23,714**	**100**

Revenue from sales of real estate in 2024 was very similar to the previous year, despite it being a challenging year for the real estate market in Thailand. In 2024, the Company had a total of 5 condominium projects completed and due for transfer. Two condominium projects began gradual transfers from the first quarter and continued through the forth quarter, while the other three projects began transfers from the second quarter and also continued through the forth quarter. Nevertheless, revenue from transfers of low-rise projects still showed an increase of approximately 2 percent.

For revenue from sales of real estate in 2025, there was a 23 percent decrease from 2024. The main reason for this decline was a reduction in revenue from condominium project transfers, as the Company had only one condominium project completed and due for transfer this year, with transfers commencing gradually from late the second quarter and continuing through the forth quarter. In contrast, in 2024, the Company had a total of 5 condominium projects completed and due for transfer. For low-rise projects in 2025, revenue decreased by 10 percent, which aligns with the real estate market conditions affected by negative economic factors and purchasing power. Consequently, the majority of this year's primary revenue came from low-rise projects, accounting for 79 percent of total real estate sales revenue.

2) Revenue from rental and services

	Year 2023		Year 2024		Year 2025	
	Million Baht	Percentage	Million Baht	Percentage	Million Baht	Percentage
Revenue from rental real estate	253	74	265	70	289	70
Revenue from hotel business	87	26	113	30	122	30
Total revenue from rental and services	**340**	**100**	**378**	**100**	**411**	**100**

Revenue from rental real estate: The Group's revenue from rental real estate has grown continuously, with Baht 289 million in revenue in 2025. The primary source of revenue is office building rental fees from the Supalai Grand Tower project, which consistently maintains a high average occupancy rate of approximately 90 percent. Furthermore, the increased revenue is supported by the expansion of investments in the Supalai Icon Service Residence Sathorn project, as well as retail rental spaces in the Supalai Icon Sathorn project, which were completed and began recognizing revenue from mid-2024 onwards.

Revenue from hotel business: The hotel businesses managed by the Group, namely 1. Supalai Pasak Resort & Spa, Saraburi Province, and 2. Supalai Scenic Bay Resort & Spa, Phuket Province, showed clearly improved operating results in line with the recovery of the tourism industry. In 2024, revenue expanded by 30 percent compared to 2023, and in 2025, it continued to grow by another 8 percent. The main factors were higher occupancy rates and an increase in the average room rate compared to the previous year.

3) Gross Profit Margin of Real Estate Business

The Group's gross profit margin from its real estate business for 2023 – 2025 was 36 percent, 38 percent, and 34 percent, respectively, consistently maintaining a level higher than the industry average. This reflects efficient cost management and quality construction control. The Company focuses on the following key strategies:

- **Construction material cost management** Develop cooperation with business partners to enhance material quality and manage costs with maximum efficiency.
- **Construction process development** Work closely with contractors to increase efficiency and speed in construction, resulting in timely project delivery and related cost savings.

However, in 2025, the gross profit margin decreased to 34 percent. The main factor was a change in the product mix for transfers, with a significant increase in the proportion of low-rise project transfers to 79 percent, compared to 67 percent in the previous year. This is due to only one new condominium project with a higher gross profit margin being delivered this year. Another factor is increased price competition. Nevertheless, the Company remains committed to maintaining operational standards to ensure the long-term sustainability of profit margins.

4) Selling and Administrative Expenses

	Year 2023		Year 2024		Year 2025	
	Million Baht	Percentage of total revenue	Million Baht	Percentage of total revenue	Million Baht	Percentage of total revenue
Selling expenses	1,963	6.2	1,994	6.2	1,700	6.9
Administrative expenses	1,894	5.9	2,308	7.2	2,104	8.5
Total selling and administrative expenses	**3,857**	**12.1**	**4,302**	**13.4**	**3,804**	**15.4**

Selling expenses: In 2025, the Group's selling expenses amounted to Baht 1,700 million, a decrease of 15 percent compared to 2024, which is consistent with the decline in revenue from real estate transfers. However, when considering the proportion to total revenue, it slightly increased to 6.9 percent (from 6.2 percent in 2024). The main reason for this is the decrease in the total revenue base this year, in line with the revenue recognition cycle from condominium projects. The Group continues to prioritize managing marketing and sales promotion budgets for maximum efficiency amidst challenging market conditions.

Administrative expenses: The Group's administrative expenses in 2025 amounted to Baht 2,104 million, a decrease of 9 percent from the previous year. The proportion to total revenue was 8.5 percent, showing a continuous increase from 5.9 percent in 2023 and 7.2 percent in 2024. This increase in proportion reflects the expansion of operations, as the Group continuously launched new projects to drive future growth, leading to increased project management-related expenses corresponding to the number of projects spread across the country and internationally.

5) Share of profit from investments in joint ventures and associates

The Group's performance from its share of profit from investments in joint ventures and associates has shown remarkable and continuous growth over the past three years. The value increased from Baht 247 million in 2023 to Baht 394 million in 2024, and significantly grew to Baht 730 million in 2025, representing an increase of Baht 336 million or 85.5 percent growth compared to the previous year.

The primary driver of growth in 2025 stemmed from the outstanding performance of joint ventures and associates in Australia, which saw a significant increase in property transfers and revenue recognition from new projects in which the Group made additional investments during 2024. As a result, there are currently a total of 24 projects that have begun gradual transfers and recognized profits returning to the Group. This strategic expansion of the investment portfolio not only helps generate stable profits but also serves as a crucial mechanism for geographical risk diversification and effectively mitigating the impact of a slowdown in the domestic real estate market.

6) Financial Cost

The Group's financial cost for 2023 – 2025 were Baht 467 million, Baht 709 million, and Baht 725 million, respectively. In 2025, financial costs increased by only Baht 16 million from the previous year, or an increase of merely 2.3 percent. The primary reason for the upward trend in financial costs during 2024 – 2025 is the Group's continuous expansion of investments and development of real estate projects, which necessitates securing funding through loans and bond issuance to support growth.

Regarding interest rate management, although the Group was affected by policy interest rate hikes and increased borrowing in 2024, in 2025, the Group was able to stabilize its interest costs. This aligns with the downward trend in policy interest rates and the strategy of securing low-cost funding through appropriate bond issuance. As a result, the Company's average financial cost rate as of December 31, 2025, remained at a low level of only 2.17 percent per annum, which clearly reflects the Group's strong financial position and credibility in the capital market.

7) Income Tax Expense

The Group's income tax expenses for 2023 – 2025 were Baht 1,586 million, Baht 1,665 million, and Baht 1,057 million, respectively. This translates to an effective tax rate, when compared to profit before income tax expense, of 20.7 percent, 21.0 percent, and 20.6 percent, respectively, which is consistent with the corporate income tax rates in Thailand and the countries where the Group has invested.

The components of the Group's income tax expenses are classified into two main parts as follows:

- **Current income tax** The Group records this based on the amount expected to be paid to government tax authorities, calculated from taxable profit according to the criteria specified in the tax laws of each country.
- **Deferred income tax** This involves recording temporary differences between the carrying amounts of assets and liabilities and their related tax bases. The Group recognizes deferred income tax assets when it is probable that future taxable profits will be available to utilize those differences. The Group reviews the carrying amount at the end of each reporting period to reflect the value expected to be actually realized.

Regarding Pillar Two income taxes, the Group falls within the scope of the Pillar Two model rules published by the Organisation for Economic Co-operation and Development (OECD). Therefore, the Group applies the exemption from recognizing and disclosing information regarding deferred income tax assets and liabilities related to these tax rules, even though the Group operates in countries where such laws have been effective since January 1, 2024 (e.g., Australia). However, during 2025, the Group has not recognized any current income tax expenses related to Pillar Two income tax, as it has benefited from the Transitional Safe Harbour measures as prescribed by law.

8) Profit for the year

The Group's profit for the year attributable to equity holders of the Company over the past three years reflects market conditions and the timing of real estate project transfers. In 2023, the Group's profit for the year was Baht 5,989 million, increasing to Baht 6,190 million in 2024, representing a growth of approximately Baht 200 million (a 3 percent increase). This was a result of improved gross profit margins and increased recognition of share of profit from joint ventures. However, for 2025, the Group's profit for the year attributable to equity holders of the Company amounted to Baht 4,015 million, a decrease of Baht 2,175 million or 35 percent compared to the previous year. The main reasons for this were a decrease in revenue from real estate transfers due to fewer new condominium projects being completed and delivered compared to 2024, coupled with a decline in gross profit margin as the proportion of low-rise project transfers increased this year.

Although the operating results in 2025 were affected by a decrease in the number of newly completed condominium projects compared to the previous year, the Group has maintained a strong future revenue base.

As of December 31, 2025, based on the data of contracts awaiting transfer, the Group has total expected future revenue from contracts amounting to Baht 14,817 million, an increase from Baht 12,304 million in the previous year. This data indicates that the Group has a relatively certain pipeline of recognized revenue and a positive growth trend compared to the previous year, which will be a crucial factor in driving profits and building confidence in operations for 2026 and subsequent years.

9) Net Profit Margin

The Group has consistently maintained a net profit margin at an outstanding level, higher than the industry average. During 2023 – 2025, the Group's net profit margins were 19 percent, 19 percent, and 16 percent, respectively. The decrease in net profit margin in 2025 was primarily due to a reduction in revenue from condominium project transfers in line with the delivery cycle, leading to a decrease in gross profit margin as the proportion of low-rise project transfers increased. Additionally, the proportion of administrative expenses relative to total revenue increased due to continuous expansion of investments in new projects.

For dividend payments The Company remains committed to consistently generating good returns for shareholders, with a dividend payout policy of no less than 35 percent of net profit. Based on the operating results for 2023 – 2025, the Company declared dividends per share of Baht 1.45, Baht 1.45, and Baht 1.25, respectively. This reflects the Group's strong cash flow position and confidence in its long-term growth potential, even amidst challenging economic conditions.

Asset management capability

Assets

As of the end of 2023 – 2025, the Group's total assets amounted to Baht 86,126 million, Baht 96,231 million, and Baht 99,285 million, respectively. The asset growth in 2024 – 2025 was primarily driven by continuous investment in expanding property development projects, including property development costs to support future deliveries, the expansion of investment portfolios in joint ventures and associates abroad, and the management of investment properties. Key asset items are detailed as follows:

1) Property development costs

As of the end of 2023 – 2025, the values were Baht 71,125 million, Baht 74,641 million, and Baht 77,448 million, respectively. This asset item shows a continuous upward trend in line with the Group's business expansion strategy, representing the cost of work-in-progress for low-rise development projects and condominium projects currently for sale and under development. These will be gradually recognized as revenue from transfers of ownership in line with project delivery schedules from 2026 onwards.

2) Long-term loans to related parties and accrued interest

As of the end of 2023 – 2025, the values were Baht 1,220 million, Baht 3,546 million, and Baht 5,053 million, respectively. The significant increase in 2024 and 2025 resulted from expanding the investment base in property development projects in Australia, particularly by increasing the investment proportion through the SSRCP Holdco Pty Ltd joint venture to establish a sustainable long-term profit base.

3) Other financial assets

Other current financial assets: As of the end of 2023 – 2025, the values were Baht 427 million, Baht 230 million, and Baht 214 million, respectively. The majority of these are investments in equity instruments of listed companies.

Other non-current financial assets: As of the end of 2023 – 2025, the values were Baht 4,127 million, Baht 3,295 million, and Baht 1,853 million, respectively. The decrease in value in 2025 was due to the disposal of some equity investments to optimize portfolio management and liquidity.

4) Investments in joint ventures and associates

Joint Ventures: experienced significant growth, especially in 2024, due to additional investment in the SSRCP Holdco Pty Ltd project in Australia. The joint venture, jointly controlled by the Group and other companies, has the following details:

(Unit: Thousand Baht)

Joint ventures	Consolidated financial statements			
	Shareholding percentage		Carrying amounts based on equity method	
	2025	2024	2025	2024
	(%)	(%)		
The Satterley Officer Joint Venture	25	25	9,875	41,520
The Satterley Greenvale Joint Venture	25	25	183,533	187,740
Fyansford Development Pty Ltd	50	50	348,014	355,776
Ballarat Street Development Pty Ltd	50	50	93,966	114,365
SSRCP Holdco Pty Ltd	50	50	5,075,253	2,090,642
Total			5,710,641	2,790,043

Associates: Investment in associates, which are investments in entities engaged in property development and established in Australia, are detailed as follows:

(Unit: Thousand Baht)

Company's name	Consolidated financial statements				Separate financial statement	
	Shareholding percentage		Carrying amounts based on equity method		Carrying amount based on cost method	
	2025	2024	2025	2024	2025	2024
	(%)	(%)				
Peet No. 1895 Pty Ltd	50	50	352,731	402,366	-	-
Satterley Narangba Pty Ltd	17	17	51,083	52,018	-	-
Peet 2018 No. 1 Pty Ltd	19	19	34,926	19,630	-	-
Satterley Madora Bay Pty Ltd	11	11	46,529	56,186	-	-
Satterley Dingley Village Pty Ltd	19	19	12,798	18,649	-	-
SEA Estate Co., Ltd	41	-	170,709	-	172,200	-
Total			668,776	548,849	172,200	-

In addition to overseas investments, in 2025, the Company diversified its risks by investing in SEA Estate Co., Ltd. (SEA) with a 41 percent stake to jointly develop buildings and factories for rent in Thailand. The Company has already paid Baht 172 million for its share of the initial capital call.

5) Investment properties

As of the end of 2023 – 2025, the values were Baht 1,072 million, Baht 3,825 million, and Baht 2,624 million, respectively. The majority of these assets comprise office buildings for rent (Supalai Grand Tower), hotel businesses, and retail spaces for rent in the Supalai Icon Sathorn project, as well as a hotel building of a subsidiary that commenced operations in 2007. Additionally, in 2015, Hatyai Nakarin Co., Ltd. opened the ASEAN PLAZA department store in Songkhla province. In 2025, the value of investment properties decreased due to the Group's policy of selling certain office spaces previously held for rent, aiming to rotate assets and recognize operating profits.

6) Asset Management Efficiency Ratios

In 2025, despite challenges in the real estate industry due to slowing purchasing power, the Group maintained efficient asset management standards to ensure an appropriate cash cycle, with details as follows:

Return on Assets: For the return on assets during 2023 – 2025, it was 6.95 percent, 6.43 percent, and 4.04 percent, respectively. The decrease in 2025 reflects the asset accumulation phase to support future growth (Investment Phase), as evidenced by the increase in total assets to Baht 99,285 million, primarily comprising investments in property development costs of Baht 77,448 million and an increase in overseas joint venture investments to Baht 5,711 million. These quality assets will gradually be recognized as revenue and profit from 2026 onwards, based on the backlog of transfers amounting to Baht 14,817 million, which has a high certainty of revenue recognition.

Asset Turnover Ratio: The Group's asset turnover ratio for 2023 – 2025 was 0.38 times, 0.35 times, and 0.25 times, respectively, decreasing in line with the decline in total revenue in 2025 and the expansion of land investments for new project development. Nevertheless, good asset quality management remains a crucial foundation for maintaining the strength of the financial structure and preparing for significant revenue generation from transfers of ownership in the next fiscal year.

Liquidity and capital adequacy

Liabilities

The Group effectively manages its debt structure in line with its business expansion plans. Total liabilities at the end of 2023 were Baht 34,661 million, increasing to Baht 42,011 million in 2024, and reaching Baht 44,499 million in 2025. Key liability items with significant changes are detailed as follows:

1) Bills of exchange payables

The Group secures low-cost short-term working capital through bills of exchange, with their value at period-end increasing from Baht 4,968 million in 2023 to Baht 4,961 million in 2024, and expanding to Baht 6,163 million in 2025, to accommodate the rising demand for working capital.

2) Long-term loans from banks

The outstanding balance at the end of 2023 was Baht 8,523 million, significantly increasing to Baht 11,914 million in 2024 due to expanded investments in new projects both in Thailand and Australia, and then decreasing to Baht 9,961 million in 2025 from loan repayments according to contractual terms. This demonstrates the ability to manage cash flow and reduce interest-bearing debt.

3) Debentures

The Company has continuously increased its proportion of capital raising through the capital market, with debenture values at period-end rising from Baht 13,673 million in 2023 to Baht 17,312 million in 2024, and reaching Baht 21,864 million in 2025. The issuance of debentures for investment expansion allows the Group to manage its average financial costs at a low and stable level for a longer period. In 2024, the Company repaid matured debentures totaling Bah 7,220 million and issued new debentures amounting to approximately Baht 11,000 million. During 2025, the Company repaid matured debentures totaling Baht 9,800 million and issued new debentures amounting to approximately Baht 14,500 million.

Shareholders' equity

The Group's capital base is stable and continuously growing. Total shareholders' equity at the end of 2023 was Baht 51,465 million, increasing to Baht 54,220 million in 2024, and reaching Baht 54,786 million in 2025. This growth reflects the increasing net profit from operations each year, despite dividend payments to shareholders and the implementation of a share repurchase program worth Baht 958 million in 2025 to optimally manage excess liquidity. Details of the Company's share repurchase program for financial management are as follows:

In 2025, the Board of Directors approved a share repurchase program for financial management, totaling 120 million shares (par value of Baht 1 per share), representing 6.14 percent of all issued shares, with a maximum budget not exceeding Baht 2,000 million. The Company will repurchase shares on the Stock Exchange of Thailand from May 19, 2025, to November 18, 2025, and the repurchased shares are scheduled to be resold after 3 months from the completion of the repurchase, but not exceeding 3 years.

Reconciliation of treasury stocks

	Number of shares	Average price per share	Repurchase amount
	(Shares)	(Baht)	(Thousand Baht)
Treasury stocks			
Repurchase during the year	66,599,900	14.38	957,816
Treasury stocks as at December 31, 2025	**66,599,900**	**14.38**	**957,816**

Liquidity and Cash Flow

Liquidity and Cash Flow: The Group prioritizes managing liquidity and cash flow at appropriate levels sufficient for business operations. The analysis details are as follows:

			(Unit: Million Baht)
	Year 2023	Year 2024	Year 2025
Net cash flows from (used in) operating activities	(180)	(687)	853
Net cash flows from (used in) investing activities	3,980	(2,151)	(1,737)
Net cash flows from (used in) financing activities	(407)	3,973	(437)
Translation adjustments	3	(723)	(14)
Net increase (decrease) in cash and cash equivalents	**3,396**	**412**	**(1,335)**

Net cash flows from (used in) operating activities: The trend of cash flow from operations demonstrates success in revenue recognition from property transfers. From a net cash outflow of Baht 180 million in 2023 and Baht 687 million in 2024 (due to significant expansion of investments in projects and land), it has remarkably turned into a net cash inflow of Baht 853 million in 2025. This net cash is derived from core operations through efficient property transfers and project cost management.

Net cash flows from (used in) investing activities: The Group continues to expand its investments to generate future returns. In 2023, there was a net cash inflow from investing activities of Baht 3,980 million due to the disposal of financial assets. In contrast, 2024 and 2025 saw net cash outflows of Baht 2,151 million and Baht 1,737 million, respectively. The main factor was additional investment in property development projects in Australia to diversify risks and establish new revenue streams abroad.

Net cash flows from (used in) financing activities: The Group maintains a flexible capital structure. In 2023, there was a net cash outflow of Baht 407 million from debt repayment and debenture redemption. Subsequently, in 2024, there was a net cash inflow of Baht 3,973 million from capital raising through debentures and bank loans for investment expansion. In 2025, there was a net cash outflow of Baht 437 million, used for long-term loan repayments and dividend payments to shareholders, despite the issuance of new debentures worth Baht 14,500 million to enhance liquidity. Overall, in 2025, the Group had sufficient cash flow to repay debts and provide returns to shareholders exceeding the amount of additional borrowings, reflecting a stable and reliable financial position.

Liquidity Analysis

The Group consistently maintains a safe level of liquidity, as evidenced by:

Liquidity Ratios at the end of 2023 was 2.86 times, adjusted to 2.44 times in 2024, and 2.66 times in 2025.

Quick ratio at the end of 2023 – 2025 were 0.18 times, 0.17 times, and 0.14 times, respectively. Although the quick ratio is low, which is typical for real estate development businesses where most assets are property development costs, the consistently high current ratio of over 2 times reflects strong short-term debt repayment capability.

Capital Adequacy

The Group strictly maintains its financial position in accordance with covenant requirements. The debt-to-equity ratio at the end of 2023 was 0.67 times, adjusted to 0.77 times in 2024, and 0.81 times in 2025, which remains significantly below the control threshold of 2.00 times. Meanwhile, the net gearing ratio was 44 percent in 2023, 54 percent in 2024, and 62 percent in 2025. This increase aligns with the plan to expand investments to generate sustainable revenue and profit growth in the future, and is still considered low compared to companies in the same industry.

Debt obligations and management of off-balance sheet

The Group has a cautious policy for managing commitments and contingent liabilities to maintain financial stability and ensure sufficient liquidity to support future obligations. Key points are summarized as follows:

1) Capital commitments The Group has outstanding contractual commitments to support continuous growth and project development, as follows:

Project construction contracts: As of December 31, 2025, the Group had contractual construction commitments totaling Baht 6,101 million, an increase from Baht 5,809 million in 2024, which is consistent with the current expansion plans and increased project development.

Land purchase contracts: The outstanding commitment amounted to Baht 2,262 million in 2025, a slight decrease from Baht 2,475 million in 2024, reflecting the gradual transfer of land for development according to the plan.

Investments in joint ventures and associates: The Group has commitments for uncalled share capital for operations in Australia amounting to AUD 86 million in 2025, a decrease from AUD 158 million in 2024, due to gradual payments according to investment cycles.

2) Guarantee The Group utilizes financial instruments to support the normal operations of its real estate business.

Guarantee utility usage: As of the end of 2025, the amount was Baht 4,724 million, an increase from Baht 4,573 million in 2024. The majority of this obligation is collateral for the provision of public utilities under land allocation laws.

Guarantee trade creditors: Remained stable at Baht 21 million in both 2024 and 2025.

3) Litigation As of December 31, 2025, the Group was sued in various cases related to breach of contract and claims for damages, with a total capital value of approximately Baht 127 million (an increase from Baht 60 million in 2024). Although the cases are still under consideration by the Court of Appeal and the Supreme Court, based on the assessment of the legal and management departments, the Group is confident that it will not suffer significant damages. Therefore, no provision for liabilities has been made for these items in the financial statements.

From the above, it can be seen that the Group systematically manages off-balance sheet commitments. The majority of these commitments are normal items arising from business operations, such as construction and public utility guarantees. The Group has sufficient cash flow and credit lines from financial institutions to support these obligations. Regarding lawsuits, although the capital value of the claims has increased, when compared to the total asset size, which is almost Baht 100,000 million, these obligations are considered low-risk and do not significantly impact the Group's financial stability.

Analysis of key financial ratios compared to industry averages

Analysis of Key Financial Ratios Compared to Industry Average as of December 31, 2025

From the comparative analysis of the Group's financial performance indicators against the average of leading companies in the real estate industry, it is found that the Group possesses competitive capabilities and a financial status that significantly surpasses the industry average in all dimensions, as detailed in the table below.

Item	Industry Average (Percentage)	Supalai Public Company Limited and its subsidiaries (Percentage)
1. Gross Profit Margin from Real Estate Sales Revenue	29	34
2. Selling and Administrative Expenses / Total Revenue	21	15
3. Net Profit Margin	9	16
4. Net Gearing Ratio	99	62
5. Return on Assets	2	4
6. Return on Equity	5	7

Note: The industry average is calculated from the financial data of 12 leading listed companies in the real estate development sector, including the Company, namely: 1. AP (Thailand) Public Company Limited 2. Land and Houses Public Company Limited 3. L.P.N. Development Public Company Limited 4. Pruksa Real Estate Public Company Limited

5. Quality Houses Public Company Limited 6. SC Asset Corporation Public Company Limited 7. Sansiri Public Company Limited 8. Ananda Development Public Company Limited 9. Origin Property Public Company Limited 10. AssetWise Public Company Limited 11. Sena Development Public Company Limited and 12. Supalai Public Company Limited.

The data from the financial ratio comparison above reflects that the Group continues to maintain operational standards efficiently, surpassing the industry average in all aspects. Key points can be summarized as follows:

Profitability Performance: The Group's gross profit margin is 34 percent and net profit margin is 16 percent, both significantly higher than the industry average. This demonstrates expertise in managing material costs and effectively controlling construction quality.

Cost Control Capability : The ratio of selling and administrative expenses to total revenue is 15 percent, which is lower than the industry average of 21 percent. This reflects agile and highly effective management of marketing budgets and internal operations.

Strong Financial Structure: The interest-bearing debt to equity ratio stands at 62 percent, significantly lower than the industry average of 99 percent. This confirms stringent financial discipline and a low level of financial risk, even with continuous investment expansion.

Return Generation: The Return on Assets (ROA) at 4 percent and Return on Equity (ROE) at 7 percent remain above the industry average, indicating excellent management capability in utilizing assets and equity to generate returns for shareholders.

In summary The results of this comparison confirm the success of a balanced management strategy in terms of growth, profitability, and risk management, which are key factors in building long-term confidence.

Issuance of debt securities with an obligation to maintain financial ratios

Is there an issuance of debt securities with an obligation to maintain financial ratios? : Yes

Can the Company maintain the financial ratios as reported? : Yes

Capital Management

The primary objective of the Group's capital management is to maintain an optimal capital structure to support the Group's business operations and enhance shareholder value, as well as to comply with financial covenants stipulated in loan agreements. The Group has complied with these financial covenants throughout the reporting period.

As of December 31, 2025 and 2024, the Group's debt-to-equity ratio is summarized as follows:

	Consolidated Financial Statements		Separate Financial Statements	
	2025	2024	2025	2024
Debt-to-Equity Ratio	0.81:1	0.77:1	0.86:1	0.81:1

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

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

The outlook for the real estate sector in 2026 remains a period of strategic navigation amidst ongoing challenges and adaptation. Although certain pressures from 2025 have begun to ease, the Company continues to closely monitor key factors that may influence our performance, as follows:

1. Household Debt and Mortgage Loan: While household debt levels have stabilized, financial institutions maintain a stringent and cautious approach to mortgage approvals, particularly in the lower-price segments. To mitigate this, the Company has developed the "Digital Easy Application Loan" (D.E.A.L.), a comprehensive digital lending platform designed to streamline and enhance the efficiency of the credit approval process for our customers.

2. Interest Rate Trends and Financing Costs: Following the policy interest rate reductions from late 2024 through 2025, the shift toward a more balanced interest rate environment has positively influenced consumer purchasing decisions and lowered the Company’s cost of funds for new developments. Nevertheless, we maintain a prudent debt management strategy to safeguard against global financial market volatility and economic shifts.

3. Domestic and Global Economic Volatility: Our international expansion into Australia has become a cornerstone of our Risk Diversification Strategy. In 2025, our Australian portfolio achieved significant growth through new joint venture projects, providing a crucial revenue balance amidst the gradual recovery of the domestic economy.

The Group remains confident that our robust financial position, characterized by a Low Net Gearing Ratio, a diverse product portfolio covering 29 provinces across Thailand, and our steady expansion in Australia, serves as a formidable shield against economic fluctuations. Moreover, our transformation into a Smart Organizationdriven by Data Analytics and Artificial Intelligence (AI) to optimize product design and servicescoupled with our commitment to ESG principles, will be instrumental in driving continuous growth, enhancing adaptability, and delivering sustainable value to our shareholders, even in a challenging business environment.

4.3 Information from financial statements and significant financial ratios

Information from financial statements

Financial Highlights and Key Financial Ratios for the past 5 years of the Company and its subsidiaries

Key Financial Summary

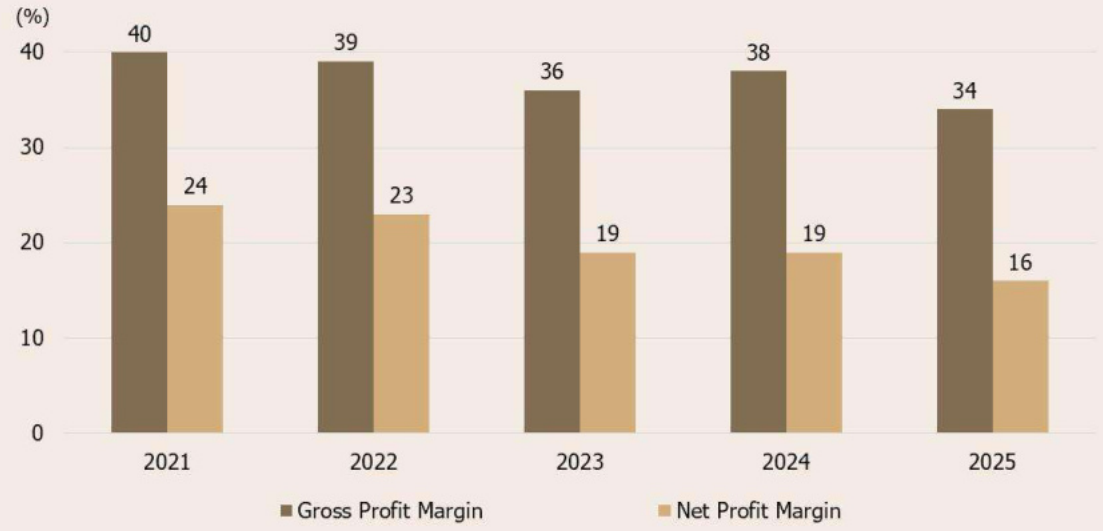
(Unit : Million Baht)

	2021	2022	2023	2024	2025
Presales	24,069	32,433	28,864	26,743	26,249
Revenues from sales of real estate	28,938	34,222	30,836	30,817	23,714
Total revenues	29,647	35,501	31,818	31,985	24,772
Profit before income tax expenses	9,083	10,515	7,670	7,937	5,121
Profit for the year	7,070	8,173	5,989	6,190	4,015
Total assets	71,432	79,924	86,126	96,231	99,285
Total liabilities	28,506	32,461	34,661	42,011	44,499
Total shareholders' equity	42,926	47,463	51,465	54,220	54,786
Issued and paid-up shares (Million Shares)	2,143	1,953	1,953	1,953	1,953
Basic earnings per share (Baht)	3.63	4.19	3.07	3.17	2.09
Par value (Baht)	1.00	1.00	1.00	1.00	1.00
Book value per share (Baht)	20.03	24.30	26.35	27.76	28.05
Dividend per share (Baht)	1.25	1.45	1.45	1.45	1.25

Financial Ratios

	2021	2022	2023	2024	2025
Gross profit margin from sales of real estate (%)	40	39	36	38	34
Net profit margin (%)	24	23	19	19	16
Return on equity (%)	16	17	12	11	7
Return on total assets (%)	10	10	7	6	4
Net gearing (Times)	0.43	0.49	0.44	0.54	0.62

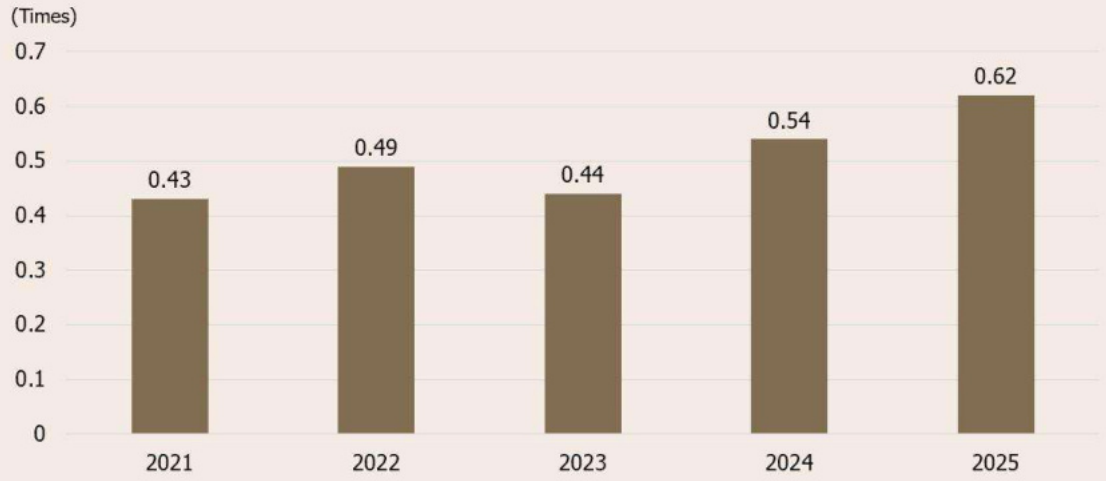
GROSS PROFIT MARGIN FROM SALES OF REAL ESTATE AND NET PROFIT MARGIN



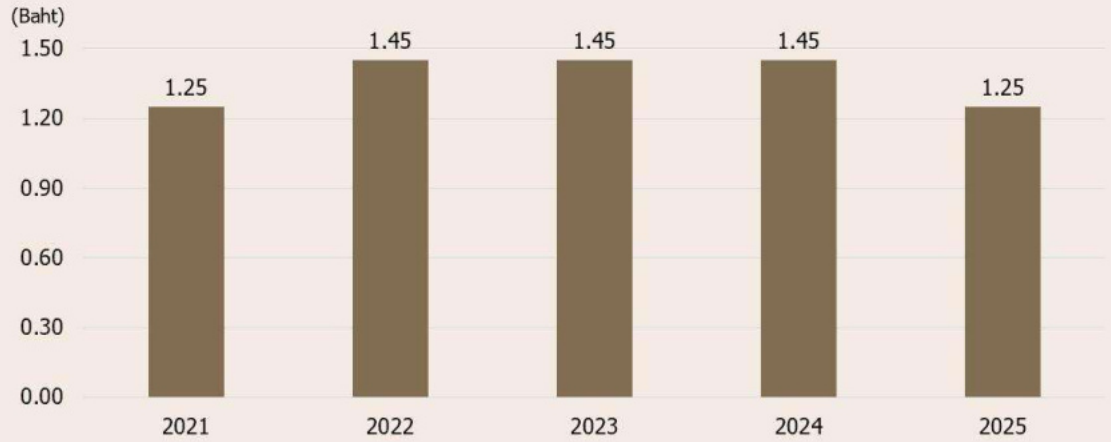
RETURN ON EQUITY AND RETURN ON ASSETS



NET GEARING



DIVIDEND PER SHARE



Summary of financial position statements

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Assets			
Cash And Cash Equivalents (MillionTHB)	4,710.92	5,123.15	3,788.20
Short-Term Investments - Net (MillionTHB)	427.18	229.78	213.50
Trade And Other Receivables - Current - Net (MillionTHB)	60.43	110.70	47.82
Inventories - Net (MillionTHB)	71,125.30	74,641.34	77,447.60
Real Estate Development Costs (MillionTHB)	71,125.30	74,641.34	77,447.60
Other Current Assets (MillionTHB)	711.62	1,146.61	872.79
Advance Payment For Purchases Of Assets (MillionTHB)	112.56	584.86	278.24
Other Current Assets - Others (MillionTHB)	599.06	561.74	594.55
Total Current Assets (MillionTHB)	77,734.28	81,251.57	82,369.92

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Long-Term Investments - Net (MillionTHB)	4,126.79	3,295.17	1,852.61
Investment In Subsidiaries, Associates And Joint Ventures Using The Equity Method - Net (MillionTHB)	1,255.51	3,338.89	6,379.42
Investment In Associates (MillionTHB)	564.20	548.85	668.78
Investment In Joint Ventures (MillionTHB)	691.31	2,790.04	5,710.64
Non-Current Portion Of Long-Term Loan Receivables (MillionTHB)	1,219.91	3,546.01	5,053.49
Related Parties (MillionTHB)	1,219.91	3,546.01	5,053.49
Investment Properties - Net (MillionTHB)	1,071.73	3,824.75	2,624.46
Property, Plant And Equipment - Net (MillionTHB)	387.62	526.75	510.86
Intangible Assets - Net (MillionTHB)	77.28	81.30	108.90
Software Licences (MillionTHB)	-	81.30	108.90

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Goodwill - Net (MillionTHB)	88.12	38.17	36.21
Deferred Tax Assets (MillionTHB)	130.23	288.87	305.78
Other Non-Current Assets (MillionTHB)	34.25	39.59	43.24
Other Non-Current Assets - Others (MillionTHB)	34.25	39.59	43.24
Total Non-Current Assets (MillionTHB)	8,391.44	14,979.50	16,914.96
Total Assets (MillionTHB)	86,125.72	96,231.06	99,284.88
Liabilities			
Bank Overdrafts And Short-Term Borrowings From Financial Institutions (MillionTHB)	4,968.49	4,960.76	6,163.03
Trade And Other Payables - Current (MillionTHB)	3,191.51	3,693.18	3,075.14
Current Portion Of Long-Term Debts (MillionTHB)	15,511.46	21,295.08	19,082.88
Financial Institutions (MillionTHB)	8,522.98	11,878.10	9,960.96

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Bonds (MillionTHB)	6,988.48	9,416.98	9,121.93
Other Current Financial Liabilities (MillionTHB)	852.56	930.74	892.39
Retentions (MillionTHB)	852.56	930.74	892.39
Contract Liabilities And Unearned Rental Income - Current (MillionTHB)	1,446.03	930.32	884.60
Deferred Revenue - Others (MillionTHB)	1,446.03	930.32	884.60
Income Tax Payable (MillionTHB)	721.22	1,147.11	526.92
Other Current Liabilities (MillionTHB)	466.21	410.46	381.87
Total Current Liabilities (MillionTHB)	27,157.47	33,367.65	31,006.83
Non-Current Portion Of Long-Term Debts (MillionTHB)	6,684.31	7,930.85	12,742.01
Bonds (MillionTHB)	6,684.31	7,894.55	12,742.01

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Provisions For Employee Benefit Obligations - Non-Current (MillionTHB)	249.63	273.71	272.13
Deferred Tax Liabilities (MillionTHB)	343.53	186.54	220.00
Other Non-Current Liabilities (MillionTHB)	226.07	251.97	258.14
Total Non-Current Liabilities (MillionTHB)	7,503.55	8,643.07	13,492.29
Total Liabilities (MillionTHB)	34,661.02	42,010.72	44,499.12
Shareholders' equity			
Authorised Share Capital (MillionTHB)	1,955.67	1,955.67	1,955.67
Authorised Ordinary Shares (MillionTHB)	1,955.67	1,955.67	1,955.67
Issued And Paid-Up Share Capital (MillionTHB)	1,953.05	1,953.05	1,953.05
Paid-Up Ordinary Shares (MillionTHB)	1,953.05	1,953.05	1,953.05
Premium (Discount) On Share Capital (MillionTHB)	1,499.00	1,499.00	1,499.00

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Premium (Discount) On Ordinary Shares (MillionTHB)	1,499.00	1,499.00	1,499.00
Retained Earnings (Deficits) (MillionTHB)	47,614.78	52,206.67	53,736.91
Retained Earnings - Appropriated (MillionTHB)	214.57	214.57	1,172.39
Legal And Statutory Reserves (MillionTHB)	214.57	214.57	214.57
Reserve For Treasury Shares (MillionTHB)	-	-	957.82
Retained Earnings (Deficits) - Unappropriated (MillionTHB)	47,400.22	51,992.10	52,564.53
Treasury Shares (MillionTHB)	-	-	957.82
Other Components Of Equity (MillionTHB)	(591.71)	(2,483.07)	(2,502.89)
Surplus (Deficits) (MillionTHB)	90.17	91.09	91.09
Surplus (Deficits) From Treasury Shares (MillionTHB)	61.47	61.47	61.47

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Surplus (Deficits) From Changes In Interest In Subsidiaries (MillionTHB)	28.70	29.62	29.62
Other Components Of Equity - Others (MillionTHB)	(681.88)	(2,574.16)	(2,593.98)
Equity Attributable To Owners Of The Parent (MillionTHB)	50,475.13	53,175.65	53,728.25
Non-Controlling Interests (MillionTHB)	989.58	1,044.70	1,057.50
Total Equity (MillionTHB)	51,464.71	54,220.34	54,785.75
Total Liabilities And Equity (MillionTHB)	86,125.72	96,231.06	99,284.88

Summary of income statement

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Statement of Comprehensive Income			
Revenue From Operations (MillionTHB)	31,176.60	31,194.42	24,124.32

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Revenue From Sales (MillionTHB)	30,836.44	30,816.65	23,713.62
Revenue From Leases (MillionTHB)	340.16	377.78	410.70
Lease Income (MillionTHB)	340.16	377.78	410.70
Other Income (MillionTHB)	641.47	790.28	647.83
Total Revenue (MillionTHB)	31,818.08	31,984.70	24,772.16
Costs (MillionTHB)	20,070.70	19,431.26	15,853.24
Cost Of Sales (MillionTHB)	19,866.12	19,184.06	15,566.76
Cost Of Leases (MillionTHB)	204.57	247.21	286.48
Selling And Administrative Expenses (MillionTHB)	3,857.09	4,301.65	3,804.04
Selling Expenses (MillionTHB)	1,963.04	1,993.61	1,700.18
Administrative Expenses (MillionTHB)	1,894.05	2,308.04	2,103.86
Total Cost And Expenses (MillionTHB)	23,927.78	23,732.91	19,657.28

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Share Of Profit (Loss) From Investments Accounted For Using The Equity Method (MillionTHB)	246.87	393.72	730.40
Profit (Loss) Before Finance Costs And Income Tax Expense (MillionTHB)	8,137.17	8,645.51	5,845.28
Finance Costs (MillionTHB)	467.39	708.50	724.55
Income Tax Expense (MillionTHB)	1,586.38	1,665.35	1,057.30
Profit (Loss) For The Period From Continuing Operations (MillionTHB)	6,083.40	6,271.65	4,063.43
Net Profit (Loss) For The Period (MillionTHB)	6,083.40	6,271.65	4,063.43
Net Profit (Loss) For The Period / Profit (Loss) For The Period From Continuing Operations (MillionTHB)	6,083.40	6,271.65	4,063.43
Currency Translation Adjustments (MillionTHB)	66.82	(1,509.23)	(101.01)

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Gains (Losses) On Remeasuring Investment In Equity Instruments Measured At Fair Value Through Other Comprehensive Income (MillionTHB)	701.22	650.41	272.71
Remeasurement Of Employee Benefit Obligations (MillionTHB)	25.24	-	17.69
Other Comprehensive Income (Expense) - Net Of Tax (MillionTHB)	793.28	(858.82)	189.38
Total Comprehensive Income (Expense) For The Period (MillionTHB)	6,876.68	5,412.83	4,252.82
Net Profit (Loss) Attributable To : Owners Of The Parent (MillionTHB)	5,989.43	6,189.54	4,015.03
Net Profit (Loss) Attributable To : Non-Controlling Interests (MillionTHB)	93.97	82.11	48.40
Total Comprehensive Income (Expense) Attributable To : Owners Of The Parent (MillionTHB)	6,790.91	5,335.52	4,210.98

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Total Comprehensive Income (Expense) Attributable To : Non-Controlling Interests (MillionTHB)	85.77	77.31	41.84
Basic Earnings (Loss) Per Share (Baht/Share) (MillionTHB)	3.06670	3.16916	2.09298
EBITDA (MillionTHB)	8,274.84	8,848.61	6,058.57
Operating Profit (MillionTHB)	7,248.82	7,461.51	4,467.05
Normalize Profit (MillionTHB)	6,083.40	6,271.65	4,063.43

Summary of cash flow statement

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Cash flow statement			
Profit (Loss) Before Finance Costs And/Or Income Tax Expense (MillionTHB)	7,669.77	7,937.01	5,120.73

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Depreciation And Amortisation (MillionTHB)	137.67	203.10	213.29
(Reversal Of) Loss From Diminution In Value Of Inventories (MillionTHB)	-	-	(0.99)
Share Of (Profit) Loss From Investments Accounted For Using The Equity Method (MillionTHB)	(246.87)	(393.72)	(730.40)
(Gains) Losses On Foreign Currency Exchange (MillionTHB)	(2.53)	1.20	12.58
(Gains) Losses On Disposal And Write-Off Of Fixed Assets (MillionTHB)	(1.11)	(47.10)	(0.54)
(Gains) Losses On Disposal Of Fixed Assets (MillionTHB)	(1.11)	(47.10)	(0.54)
(Reversal Of) Impairment Loss Of Other Assets (MillionTHB)	-	-	18.05
Dividend And Interest Income (MillionTHB)	(367.72)	(499.98)	(497.35)
Dividend Income (MillionTHB)	(214.96)	(130.38)	(44.07)

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Interest Income (MillionTHB)	(152.76)	(369.59)	(453.28)
Finance Costs (MillionTHB)	467.39	708.50	724.55
Employee Benefit Expenses (MillionTHB)	27.94	26.84	28.50
(Reversal Of) Provisions (MillionTHB)	44.88	28.34	7.64
Other Reconciliation Items (MillionTHB)	19,928.64	19,357.95	15,681.99
Cash Flows From (Used In) Operations Before Changes In Operating Assets And Liabilities (MillionTHB)	27,656.77	27,322.14	20,578.06
(Increase) Decrease In Trade And Other Receivables (MillionTHB)	(6.15)	(11.45)	3.27
(Increase) Decrease In Inventories (MillionTHB)	(24,752.85)	(24,725.05)	(16,897.60)
(Increase) Decrease In Other Operating Assets (MillionTHB)	(246.97)	(161.11)	68.60
Increase (Decrease) In Trade And Other Payables (MillionTHB)	20.89	(276.35)	(579.64)

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Increase (Decrease) In Provisions For Employee Benefit Obligations (MillionTHB)	(10.13)	(2.76)	(8.48)
Increase (Decrease) In Other Operating Liabilities (MillionTHB)	(368.26)	(547.77)	(114.16)
Cash Generated From (Used In) Operations (MillionTHB)	2,293.29	1,597.64	3,050.05
Interest Paid (MillionTHB)	(495.50)	(594.08)	(457.48)
Income Tax (Paid) Received (MillionTHB)	(1,977.31)	(1,690.74)	(1,739.51)
Net Cash From (Used In) Operating Activities (MillionTHB)	(179.52)	(687.17)	853.06
Proceeds From Investment (MillionTHB)	3,803.59	8,020.21	4,322.45
Purchase Of Investments (MillionTHB)	(373.40)	(6,191.81)	(2,539.21)
Payment For Purchase Of Investment In Subsidiaries, Associates And Joint Ventures (MillionTHB)	-	(2,048.82)	(2,671.64)

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Loan Receivables Made (MillionTHB)	-	(2,529.80)	(2,992.79)
Long-Term Loan Receivables Made (MillionTHB)	-	(2,529.80)	(2,992.79)
Long-Term Loan Receivables Made - Related Parties (MillionTHB)	-	(2,529.80)	(2,992.79)
Loan Receivables Repayment Received (MillionTHB)	128.04	196.30	1,823.46
Long-Term Loan Receivables Repayment Received (MillionTHB)	128.04	196.30	1,823.46
Long-Term Loan Receivables Repayment Received - Related Parties (MillionTHB)	128.04	196.30	1,823.46
Proceeds From Disposal Of Fixed Assets (MillionTHB)	3.02	52.22	0.70
Property, Plant And Equipment (MillionTHB)	3.02	11.16	0.70

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Payment For Purchase Of Fixed Assets (MillionTHB)	(79.23)	(242.98)	(141.41)
Property, Plant And Equipment (MillionTHB)	(60.79)	(109.10)	(63.34)
Intangible Assets (MillionTHB)	(12.68)	(20.12)	(43.73)
Investment Properties (MillionTHB)	(5.76)	(113.75)	(34.34)
Dividend Received (MillionTHB)	462.87	344.67	406.43
Interest Received (MillionTHB)	46.68	249.18	55.31
Net Cash From (Used In) Investing Activities (MillionTHB)	3,979.84	(2,150.82)	(1,736.70)
Proceeds From Borrowings (MillionTHB)	75,360.44	52,034.32	74,744.89
Proceeds From Long-Term Borrowings (MillionTHB)	65,860.44	52,034.32	74,744.89
Proceeds From Long-Term Borrowings - Financial Institutions (MillionTHB)	65,860.44	52,034.32	74,744.89

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Repayments On Borrowings (MillionTHB)	(74,033.66)	(48,642.89)	(76,698.29)
Repayments On Long-Term Borrowings (MillionTHB)	(65,533.66)	(48,642.89)	(76,698.29)
Repayments On Long-Term Borrowings - Financial Institutions (MillionTHB)	(65,533.66)	(48,642.89)	(76,698.29)
Proceeds From Issuance Of Debt Instruments (MillionTHB)	9,740.77	21,304.11	24,528.99
Repayments On Debt Instruments (MillionTHB)	(8,600.00)	(18,065.00)	(19,325.00)
Payment For Purchase Of Treasury Shares (MillionTHB)	-	-	(957.82)
Dividend Paid (MillionTHB)	(2,871.71)	(2,652.35)	(2,729.69)
Net Cash From (Used In) Financing Activities (MillionTHB)	(407.16)	3,973.37	(436.91)
Net Increase (Decrease) In Cash And Cash Equivalent (MillionTHB)	3,393.17	1,135.38	(1,320.55)

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Differences Of Foreign Currency Exchange On Financial Statements Translation (MillionTHB)	2.91	(723.15)	(14.39)
Cash And Cash Equivalents, Beginning Balance (MillionTHB)	1,314.84	4,710.92	5,123.15
Cash And Cash Equivalents, Ending Balance (MillionTHB)	4,710.92	5,123.15	3,788.20

Key financial ratios

	2023	2024	2025
Liquidity ratio			
Current ratio (times)	2.86	2.44	2.66
Quick ratio (times)	0.24	0.20	0.16
Cash flow liquidity ratio (times)	-0.01	-0.02	0.03
Average account recievable turnover (times)	630.80	364.57	304.38
Average collection period (days)	0.58	1.00	1.20
Average finish goods turnover (times)	1.90	1.82	1.39

	2023	2024	2025
Average finish goods turnover period (days)	191.61	200.64	262.18
Average inventory turnover (times)	0.29	0.27	0.21
Average inventory turnover period (days)	1,243.91	1,369.05	1,750.82
Average account payable turnover (times)	6.55	5.64	4.68
Average payment period (days)	55.75	64.66	77.92
Average cash cycle (days)	1,188.74	1,305.39	1,674.11
Profitability ratio			
Gross profit margin (%)	35.58	37.75	34.36
Operating margin (%)	25.31	26.45	21.20
Other income to total income (%)	2.02	2.47	2.62
Cash from operation to operating profit (%)	-2.28	-8.33	16.68
Net profit margin (%)	18.82	19.35	16.21
Return on equity (ROE) (%)	11.64	11.42	7.33
Financial policy ratio			
Total debts to total equity (times)	0.67	0.77	0.81
Interest coverage ratio (times)	17.70	12.49	8.36

	2023	2024	2025
Interest bearing debt to EBITDA ratio (times)	3.28	3.86	6.27
Debt service coverage ratio (times)	0.40	0.34	0.24
Dividend payout ratio (%)	53.31	50.78	66.76
Efficiency ratio			
Return on asset (ROA) (%)	6.95	6.43	4.04
Return On Fixed Assets (%)	390.05	214.18	110.16
Asset turnover (times)	0.38	0.35	0.25

5. General information and other material facts

5.1 General information

General information

Securities registrar

Name of securities registrar :	Thailand Securities Depository Co., Ltd.
Address/location :	93 Ratchadaphisek Road
Subdistrict :	Din Daeng
District :	Din Daeng
Province :	Bangkok
Postcode :	10400
Telephone :	02-009-9000
Facsimile number :	02-009-9991

Bond registrar

Name of bond registrar :	CIMB THAI BANK PUBLIC COMPANY LIMITED
Address/location :	44 Langsuan Road
Subdistrict :	Lumphini
District :	Pathum Wan
Province :	Bangkok
Postcode :	10330
Telephone :	0-2638-8000,0-2626-7000
Facsimile number :	0-2657-3333

Name of bond registrar :	BANK OF AYUDHYA PUBLIC COMPANY LIMITED
Address/location :	1222 Rama III Road
Subdistrict :	Bang Phongphang
District :	Yan Nawa
Province :	Bangkok
Postcode :	10120
Telephone :	1572

Auditing firm

Name of auditing firm* :	EY OFFICE LIMITED
Address/location :	NO. 1875 ONE BANGKOK TOWER 3, LEVEL 34 - 37, RAMA 4 ROAD,
Subdistrict :	LUMPHINI
District :	PATHUM WAN
Province :	Bangkok
Postcode :	10330
Telephone :	+66 2264 9090
Facsimile number :	+66 2264 0789-90
List of auditors :	Miss KRONGKAEW LIMKITTIKUL
License number :	5874

Legal advisor or manager under management agreement

Name of legal advisor / manager under management agreement No. 1

Postcode :	-
Telephone :	-
Facsimile number :	-

5.2 Other material facts

5.2.1 Other information that may significantly influence investors' decision making

Other information that may influence investors' decision making : No

5.2.2 Restrictions of foreign shareholders

Are there restrictions on foreign shareholders? : No

5.3 Legal disputes

Currently the Company and its subsidiaries have no legal disputes possibly causing damages to the Company, which are higher than 5% of the shareholders' equity as of December 31, 2025. In addition, there is no legal dispute that may cause a significant negative impact on the Company's business operations and its subsidiaries, where the impact cannot be assessed in figures.

Legal disputes

Is there any legal dispute? : No

5.4 Secondary market

Secondary market

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

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

Financial institution with regular contact

Are there any debt securities offered? : Yes

Financial institution 1

Financial institution with regular contact : BANK OF AYUDHYA PUBLIC COMPANY LIMITED

Information on the financial institution with regular contact : 1222 Rama III Road, Bang Phongphang, Yan Nawa, Bangkok 10120
Telephone : 1572

Financial institution 2

Financial institution with regular contact : KIATNAKIN PHATRA SECURITIES PUBLIC COMPANY LIMITED

Information on the financial institution with regular contact : 209 KKP Tower, Sukhumvit 21 (Asoke), Khlong Toei Nuea, Watthana, Bangkok 10110
Telephone : 0-2305-9000

Financial institution 3

Financial institution with regular contact : UNITED OVERSEAS BANK (THAI) PUBLIC COMPANY LIMITED

Information on the financial institution with regular contact : 191 South Sathorn Road, Yan Nawa, Sathon, Bangkok 10120
Telephone : 0-2343-3000

Financial institution 4

Financial institution with regular contact : TMBTHANACHART BANK PUBLIC COMPANY LIMITED

Information on the financial institution with regular contact : 3000 Phahon Yothin Road, Chom Phon, Chatuchak, Bangkok 10900
Telephone : 0-2299-1111

Part 2 Corporate Governance

6. Corporate governance policy

6.1 Overview of the policy and guidelines

Overview of the policy and guidelines

Corporate governance policy and guidelines : Yes

The Company maintains a steadfast belief that Good Corporate Governance is a management system that fosters fairness, builds investor confidence, and creates long-term shareholder value. Such principles instill trust among all stakeholders while promoting a streamlined, efficient, and effective management framework. This enhances the organization's competitive advantage and ensures sustainable growth. The Board of Directors oversees sustainability and ESG (Environmental, Social, and Governance) operations through the Corporate Governance and Sustainable Development Committee to ensure that business practices align with Good Corporate Governance principles, international standards, and stakeholder expectations. Furthermore, the Company has established a Compliance Unit to supervise and monitor the Company, directors, executives, and employees to ensure adherence to external regulatory requirements. The Company adopts the Three Lines Model Governance Framework by the Institute of Internal Auditors (IIA), which comprises:

1. First Line: Management
2. Second Line: Risk Management and Compliance Functions
3. Third Line: Internal Audit Function

Reference link for the full version of corporate governance policy and guidelines : https://sustainability.supalai.com/en/document/viewer/26/

Page number of the reference link : 1-75

6.1.1 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, Other guidelines related to the board of directors

Nomination of directors

The Board of Directors prioritizes transparency and independence within the nomination process. Consequently, the Nomination and Compensation Committee has been established, comprising three members, two-thirds of whom are Independent Directors. This structure ensures that the selection of directorial candidates is conducted with impartiality, remains free from conflicts of interest, and allows for independent judgment to serve the best interests of the Company and its shareholders.

The Company promotes board diversity in terms of skills, experience, age, gender, and expertise to ensure effective corporate governance. The director recruitment strategy focuses on fostering Board Diversity, utilizing a Board

Skill Matrix as a primary tool to identify qualified individuals whose knowledge, expertise, and experience align with the corporate business strategy. The Board has set an overall target expertise level for its composition at no less than 80%, utilizing broad and diverse recruitment channels as follows:

- Shareholder Proposals: Providing opportunities for minority shareholders to nominate qualified candidates in advance.
- Internal Nominations: Considering existing directors who possess the required qualifications.
- Director Pool: Searching for candidates from the Professional Director Pool of the Thai Institute of Directors Association (IOD).
- External Consultants: Engaging external recruitment firms as deemed appropriate.

Furthermore, the Company has established a policy limiting the number of directorships held by each director in listed companies to no more than five positions, without exception. This policy aims to maintain operational efficiency and ensure the consistent quality of strategic advice provided to the Company. Further details are disclosed in Section 2: Corporate Governance, Item 8: "Report on key operating results on corporate governance", under the sub-heading: "Meeting attendance and remuneration payment to each board member"

Furthermore, the Company encourages directors to participate in training programs organized by the Thai Institute of Directors (IOD), such as the Director Accreditation Program (DAP) and the Director Certification Program (DCP).

Director Orientation

The Company recognizes the vital importance of preparing new directors to discharge their duties effectively. Consequently, the Company has established guidelines for director onboarding to ensure that newly appointed directors understand the expectations regarding their roles, duties, and responsibilities. These guidelines also cover company policies, business operations, and corporate governance practices, while fostering a comprehensive understanding of the Company's business units through site visits. This preparation enables directors to commence their duties immediately, as summarized below:

1. Coordination and Information Provision The Company coordinates the provision of legal and other relevant corporate information to the Board of Directors.
2. The Company delivers a "Director's Manual" to new directors. This document contains essential corporate data and significant legal regulations beneficial to their tenure. The Company Secretary is responsible for coordinating the delivery of this manual, which includes:

- Articles of Association and Company Objectives
- Company Certificate
- Public Limited Companies Act and Securities and Exchange Act
- Listed Company Director's Handbook
- Charters of the Board of Directors and Sub-committees
- Code of Conduct for the Board of Directors
- Corporate Governance Policy Manual and other corporate policies

3. The Company arranges meetings with the Chairman of the Board, Board members, Sub-committees, and Executives. These sessions provide new directors with foundational business information, featuring presentations on the following:

- Vision, Mission, Corporate History, Strategy, and Goals
- Management Structure
- Operational data and corporate activities
- Roles, authorities, and responsibilities of directors
- Corporate Governance Policy
- Brief biographies of existing directors and executives
- Director qualifications and remuneration

The Board of Directors has assigned the Company Secretary to deliver the "Director's Manual" to newly appointed directors and advisors, along with organizing orientation sessions on relevant topics. To ensure efficiency, the manual is delivered via a dedicated QR Code system. Furthermore, directors provide consent for the Company to collect, use, process, and disclose their personal data, as well as data pertaining to related persons or close relatives.

In 2025, there were no newly appointed directors.

Reference link for the nomination of directors policy and guidelines : https://sustainability.supalai.com/en/document/viewer/26/

Page number of the reference link : 51-52

Determination of director remuneration

The Board of Directors is committed to operating under the principles of transparency and independence. To ensure this, the Board has mandated the Nomination and Compensation Committee, comprising at least three members with a majority of independent directors, to oversee these processes. This structure ensures that the remuneration framework and criteria are equitable, free from conflicts of interest, and aligned with the best interests of shareholders. The key considerations for determining remuneration are as follows:

- Competitive and Appropriate Compensation: Remuneration is set at levels that are both appropriate and competitive to attract and retain highly qualified directors. This is determined by benchmarking against industry peers and companies of similar business scale.
- Alignment with Strategic Goals and ESG: The compensation structure is designed to reflect duties, responsibilities, and the organization's short-term and long-term strategic objectives. It encompasses performance across economic, social, environmental, and governance (ESG) dimensions to create sustainable value for shareholders.
- Rigorous Approval Process: Director remuneration undergoes a thorough review by the Nomination and Compensation Committee before being proposed to the Board of Directors for final approval at the Annual General Meeting (AGM). Approval requires a vote of no less than two-thirds (2/3) of the total votes of the shareholders present.

Full details of the compensation are disclosed in Section 2: Corporate Governance, Item 8: Board of Director Performance Summary, under the sub-heading: the Remuneration of the Board of Directors.

Reference link for determination of the director remuneration policy and guidelines : https://sustainability.supalai.com/en/document/viewer/26/

Page number of the reference link : 56-57

Independence of the board of directors from the management

Supalai Public Company Limited adheres to the principles of good corporate governance, focusing on the establishment of effective oversight mechanisms and a system of checks and balances between the Board of Directors and the Management. This ensures the protection of the best interests of shareholders and all stakeholders with full transparency.

The Company has established independent director qualifications that are more stringent than the minimum requirements of the Securities and Exchange Commission (SEC). Specifically, shareholding is restricted to no more than 0.5% of the total voting shares, and directors must have no conflicts of interest or relationships that could impair their independent judgment. Furthermore, although the Chairman of the Board and the Chairman of the Executive Committee are the same individual to enhance operational agility, the Company has implemented a governance structure with sufficient checks and balances. This includes a formal separation of roles and responsibilities between the Chairman of the Board (governance oversight) and the Chairman of the Executive Committee (executive management). Additionally, power is balanced by maintaining a proportion of independent directors of no less than

one-third of the total board members and appointing a "Lead Independent Director" to co-determine board meeting agendas and act as a clear channel for reflecting independent opinions.

Moreover, independent directors play a vital role in providing recommendations on strategy and sustainability. The Company arranges meetings among non-executive directors at least once a year to discuss key issues without the presence of management. It also requires an annual review and certification of independence to ensure that the board functions effectively and in alignment with international standards.

Reference link for the policy and guidelines related to independence of the board of directors from the management :	https://sustainability.supalai.com/en/document/viewer/26/
Page number of the reference link :	40-45

Director development

The Company places the highest priority on enhancing the potential of the Board of Directors and senior executives, recognizing them as pivotal mechanisms in driving the organization toward sustainability. The Board has established a policy to encourage continuous knowledge and skill development to remain abreast of evolving economic conditions, regulations, and modern technologies. This ensures that their duties in strategic direction-setting and corporate oversight are performed with maximum efficiency, in alignment with the Principles of Good Corporate Governance.

Promotion of Knowledge Development:

The Board of Directors encourages and supports directors, senior executives, and the Company Secretary in attending training courses, seminars, and knowledge-sharing activities organized by leading institutions, such as the Thai Institute of Directors Association (IOD), the Stock Exchange of Thailand (SET), the Securities and Exchange Commission (SEC), and other relevant professional bodies. The key content areas include:

- Legal roles, duties, and responsibilities of directors under corporate governance principles.
- Modern business management practices and enterprise risk management.
- Specialized courses relevant to the industry and the Company's business operations.
- Promotion of Environmental, Social, and Governance (ESG) knowledge and adaptation to the digital economy.

The Company has consistently implemented knowledge development programs and supported training throughout the year, with a focus on applying acquired knowledge and experience to organizational development and creating long-term sustainable value for shareholders. Details of the 2025 training courses are provided in Section 2: Corporate Governance, Item 8: Report on Key Performance Results in Corporate Governance, under the sub-heading: Information on Director Development.

Reference link for the director development policy and guidelines :	https://sustainability.supalai.com/en/document/viewer/26/
Page number of the reference link :	57

Board performance evaluation

The Board of Directors conducts an annual performance evaluation. These assessments are aligned with Corporate Governance principles and the Board's scope of duties and responsibilities. The results are utilized to review performance and enhance operational effectiveness. Furthermore, these evaluations serve as a reference for CG Ratings

and comply with international sustainability benchmarks, such as the FTSE4Good Index, which prioritizes board structure and efficiency.

The Company facilitates evaluations for the Board of Directors and its four sub-committees: the Audit Committee, the Nomination and Remuneration Committee, the Corporate Governance and Sustainability Committee, and the Risk Management Committee. The evaluation process consists of two main formats:

1. Board as a Whole Evaluation
2. Individual Self-Assessment

Additionally, the Nomination and Remuneration Committee compiles meeting attendance data for reporting to the Board. Key performance summaries are as follows:

- **Monitoring Process:** The Secretary of the Nomination and Remuneration Committee is responsible for distributing evaluation forms and aggregating performance results, including attendance statistics, for the annual Board report.
- **Meeting Criteria:** Individual assessments include critical criteria such as regular attendance, pre-meeting document review, and providing constructive contributions during deliberations.
- **Transparency:** To ensure operational transparency, directors with potential conflicts of interest are required to recuse themselves from the meeting and abstain from voting on such agendas.

The overall performance evaluation scores for 2025 are disclosed in Section 2: Corporate Governance, under Item 8: Key Performance Report on Corporate Governance, sub-heading: Board of Directors Performance Evaluation.

Chief Executive Officer (CEO) Performance Evaluation

The Company maintains a remuneration policy for the CEO that is linked to the effectiveness of strategic implementation in both the short and long term. This is measured through a system of Key Performance Indicators (KPIs) approved by the Board of Directors. Emphasis is placed on management aligned with ESG (Environmental, Social, and Governance) integration, reflecting the commitment to driving the organization toward sustainability across all dimensions.

The overall evaluation results for 2025 are disclosed in Section 2: Corporate Governance, under Item 8: Key Performance Report on Corporate Governance, sub-heading: Chief Executive Officer Performance Evaluation

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Reference link for the board performance evaluation : https://sustainability.supalai.com/en/document/ policy and guidelines viewer/26/

Page number of the reference link : 56

Corporate governance of subsidiaries and associated companies

Corporate Compliance:

The Company places significant emphasis on compliance, viewing it as a vital mechanism that ensures all work processes and procedures are accurate and prudent. It further empowers the Company to execute strategic plans, achieve objectives, and maintain operations in accordance with regulations, Articles of Association, and requirements of relevant authorities. This ensures that directors, executives, and employees strictly adhere to legal principles and various notifications, both internal and external, in the performance of their duties.

Furthermore, the Company monitors the enactment of new legislation impacting business operations, including various draft bills. This preparation allows for the identification and clarification of potential obstacles, ensuring that business operations remain compliant with future laws. The following units have been assigned specific responsibilities:

- **Company Secretary:** Responsible for overseeing and monitoring compliance with regulations governing listed companies and the Articles of Association. Acts as a central hub for gathering information, communicating, and providing knowledge and advice regarding relevant external regulations.
- **Legal Department:** Responsible for supervising legal matters related to business undertakings and providing counsel to internal units to ensure business operations comply with external legal requirements.
- **Internal Audit Department:** Responsible for assessing the efficiency and adequacy of internal control systems. Monitors and audits compliance with internal regulations while developing personnel and integrating technology into the audit process.
- **Quality System Department:** Establishes Work Instructions (WI) and related documentation to serve as standard manuals. Implements problem-analysis processes to drive system improvements, ensuring that planning, design, construction, sales, and community services meet legal requirements, professional standards, and ISO 9001:2015 international standards.

Governance of Subsidiaries

The Company has established a governance policy for its subsidiaries by selecting qualified and experienced representatives to serve as directors in proportion to its shareholding, subject to Board approval. Significant transactions, such as capital increases or decreases and the dissolution of subsidiaries or associates, must receive prior approval from the Board of Directors. The scope of governance is as follows:

1. Financial Reporting: Ensures transparency by requiring subsidiaries to use the same auditing firm as the Company to facilitate thorough examination and obtain appropriate evidence for the preparation of consolidated financial statements.

2. Resources: Allocates resources efficiently, including the use of the SAP Enterprise Resource Planning (ERP) system and the 1720 complaint hotline, to enhance operational speed and efficiency.

3. Legal Compliance: Maintains oversight units to ensure subsidiary operations strictly follow regulations and bylaws to protect shareholder interests and create sustainable corporate value.

4. Internal Control System: Oversees the implementation of appropriate internal control systems. The Audit Committee approves internal audit plans to review these systems, with findings reported directly to the Audit Committee and the Board of Directors, respectively.

5. Adherence to the Code of Conduct: Ensures that directors, executives, and employees of subsidiaries consistently comply with the Code of Conduct and Good Corporate Governance policies.

Reference link for the corporate governance of subsidiaries :	https://sustainability.supalai.com/en/document/
and associated companies policy and guidelines	viewer/26/
Page number of the reference link :	1-65

Other guidelines related to the board of directors

Disclosure and Transparency

In 2025, at the Board of Directors Meeting No. 12/2025 held on December 9, 2025, the Board conducted a formal review of the Company's vision and mission to ensure continued alignment with business goals and strategies. Furthermore, the Board monitored the implementation of these strategic elements and oversaw management's performance to ensure that operations adhered to established policies and plans with maximum efficiency and effectiveness.

Shareholding Structure:

The Company maintains clear and up-to-date disclosure of its shareholding structure, providing stakeholders with transparent information regarding the Company's ultimate beneficial owners. This disclosure includes detailed

information on major shareholders and the proportion of minority shareholdings. Additionally, the Company does not have a policy permitting reciprocal shareholding between two or more companies for the purpose of business grouping or creating complex corporate structures, such as cross-holding or pyramid holding structures.

The direct and indirect securities holdings of directors and executives as of December 31, 2025, are reported as follows:

Name	Amount of Ordinary Shares (shares)			
	As of 31 December 2024	Acquired	Disposed / Transferred	As of 31 December 2025
1. Dr. Prateep Tangmatitham	632,009,755	42,350,100	-	674,359,855
Spouse and/or Underage Children	122,933,850	-	-	122,933,850
2. Mrs. Ajchara Tangmatitham	122,933,850	-	-	122,933,850
Spouse and/or Underage Children	632,009,755	42,350,100	-	-
3. Mr. Tritecha Tangmatitham	2,189,100	360,000	-	2,549,100
Spouse and/or Underage Children	-	-	-	-
4. Mr. Anant Gatepithaya	-	-	-	-
Spouse and/or Underage Children	-	-	-	-
5. Assoc. Prof. Dr. Virach Aphimeteetamrong	2,791,632	-	-	2,791,632
Spouse and/or Underage Children	-	-	-	-
6. Assoc. Prof. Dr. Somjai Phagaphasvivat	2,300	-	-	2,300
Spouse and/or Underage Children	-	-	-	-
7. Assist. Prof. Aswin Bijayayodhin	-	-	-	-
Spouse and/or Underage Children	-	-	-	-
8. Mr. Atip Bijanonda	7,696,175	-	-	7,696,175
Spouse and/or Underage Children	-	-	-	-
9. Mr. Prasas Tangmatitam	-	-	-	-
Spouse and/or Underage Children	-	-	-	-
10. Mr. Krid Chancharoensuk	9,600	-	-	9,600
Spouse and/or Underage Children	-	-	-	-
11. Mrs. Varunee Lapitananuvat	18,300	-	-	18,300
Spouse and/or Underage Children	-	-	-	-
12. Mr. Kittipong Sirilaktrakun	-	-	-	-
Spouse and/or Underage Children	646,716	-	-	646,716
13. Mr. Boonchai Chaiananbovorn	18,300		-	18,300
Spouse and/or Underage Children	-	-	-	-
14. Mrs. Siriporn Wangsapar	10,900	-	-	10,900
Spouse and/or Underage Children	-	-	-	-

Note: Securities holding information is disclosed in accordance with Section 59 and Section 89/12 of the Securities and Exchange Act B.E. 2535 (1992).

Reporting of Directors' Interests:

The Company has established a policy requiring directors and executives to submit reports on their own interests and those of their related persons. This measure is designed to prevent potential Conflicts of Interest and ensure that the Company's operations are transparent and accountable, in strict compliance with Section 89/12 of the Securities and Exchange Act B.E. 2535 (1992) (as amended) and relevant notifications of the Capital Market Supervisory Board.

Guidelines and Timelines:

1. Reporting Parties: Directors and executives must submit their interest reports to the Company according to the following schedule:
   - **Initial Report:** Within 7 business days from the date of appointment as a director or executive.
   - **Reporting of Changes:** Within 3 business days from the date of any change in the interest information.
2. Role of the Company Secretary:
   - Distribute copies of the interest reports to the Chairman of the Board and the Chairman of the Audit Committee within 7 business days from the date the Company receives such reports.
3. Maintain and compile the interest report data to serve as a database for monitoring and overseeing Related Party Transactions (RPT), ensuring strict adherence to regulatory requirements.

In 2025, there were no reported instances of directors, executives, or related persons having interests or entering into transactions that could lead to a conflict of interest with the Company.

Limit on the Number of External Directorships for the Executive Chairman and Managing Director:

Supalai Public Company Limited (the "Company") is committed to adhering to the Corporate Governance Code for Listed Companies 2017 of the Office of the Securities and Exchange Commission (SEC), as well as the OECD Principles of Corporate Governance. With a particular focus on the dedication of time by directors, and to ensure that governance oversight is performed with maximum efficiency while safeguarding the sustainable interests of shareholders, the Company has established a clear policy limiting the number of directorships held in other listed companies. This policy aligns with international standards and the guidelines of the Stock Exchange of Thailand, as detailed below:

1. Directorship Limits: Directors must recognize the importance of allocating sufficient time to perform their duties to the best of their abilities. Each director is permitted to hold directorships in a total of no more than five (5) listed companies (both in Thailand and abroad), including their position at the Company. This ensures that directors can dedicate quality time to scrutinizing work and driving the Company's strategy.

2. Scope of Application: This guideline applies strictly to all Company directors, including Independent Directors, Non-Executive Directors, and Executive Directors, demonstrating transparency, accountability, and equality according to international governance principles.

3. Reporting and Disclosure: For the benefit of disclosure to shareholders and the public, directors must immediately notify the Company Secretary of any changes in their directorship positions in other listed companies to ensure that information in the Form 56-1 One Report remains accurate, complete, and up-to-date.

4. Pre-appointment Assessment: Before accepting a new directorship in another listed company, directors should review their current obligations to ensure that the additional role will not exceed the specified limit or adversely affect their performance and attendance at the Company's meetings.

Throughout 2025, the Executive Chairman and the Managing Director strictly complied with the policy regarding the limit on external directorships.

Reference link for the other policy and guidelines :	https://sustainability.supalai.com/en/document/viewer/26/
Page number of the reference link :	42-57

6.1.2 Policy and guidelines related to shareholders and stakeholders

Are there policy and guidelines and measures related to shareholders and stakeholders :	Yes
Guidelines and measures related to shareholders and stakeholders :	Shareholders, Employee, Customer, Business competitors, Suppliers, Creditors, Government agencies, Community and society, Other guidelines and measures related to shareholders and stakeholders

Shareholders

The Company recognizes and prioritizes shareholder rights, refraining from any actions that violate or infringe upon such rights while focusing on the provision of fundamental rights on an equitable basis. These include the right to demonstrate ownership of held shares, trade or transfer shares, receive dividends and profit sharing, consider all forms of remuneration, and access sufficient and timely corporate information. Furthermore, shareholders are entitled to participate in shareholder meetings or appoint proxies to attend on their behalf to exercise voting rights for the appointment or removal of directors, the appointment of auditors, and the consideration of significant matters impacting the Company.

The Company has no policy to establish anti-takeover mechanisms that could enable management or controlling parties to operate with a lack of transparency. The Company's shareholding structure is free from cross-shareholding or pyramid schemes within the corporate group. Additionally, the Company maintains a minority shareholding proportion (Free Float) of more than 40% of the total issued and paid-up shares.

Moreover, the Board of Directors has established an Equitable Treatment policy to safeguard fundamental rights and encourage all shareholder groups including major shareholders, retail shareholders, institutional investors, and foreign investor to fully exercise their legal rights. The Company is committed to conducting business with integrity, transparency, and accountability, implementing measures to protect assets from impairment or unjustifiable loss, and preventing the pursuit of personal interest or benefits for related parties. To instill investment confidence, the Company ensures equal information disclosure regardless of gender, age, race, religion, social status, or disability. Should shareholders be unable to attend meetings in person, they reserve the right to appoint a proxy or an independent director to attend on their behalf. The Company also maintains a policy to facilitate and encourage institutional investors to attend meetings, ensuring that shareholder meetings comply with the law and the Best Practices of the Stock Exchange of Thailand.

In 2025, the Company strictly adhered to the Code of Business Conduct for directors, executives, and employees. This covers the management of conflicts of interest, the protection of confidential information, and responsibility toward all stakeholders to create maximum long-term value for shareholders. A summary of the rights and shareholder treatments implemented over the past year is as follows:

1. Right to Receive Share Certificates and the Right to Buy, Sell, or Transfer Shares

The Company has appointed Thailand Securities Depository Co., Ltd. to perform the duty as its securities registrar to provide convenience to shareholders regarding securities registration matters of the Company.

2. Rights to Receive Equitable Treatment for Repurchase of Shares by the Company

The Articles of Association of the Company prohibits the Company to own or pledge its own shares, except in the following cases:

1. For maintaining shareholders' rights:The Company may repurchase shares from shareholders who vote in disagreement with the resolutions of the shareholders' meeting which approved amendments to the Articles of Association regarding voting rights and rights to receive dividends where shareholders deem unfair.
2. For financial management purposes: The Company may repurchase shares in the event that the Company has accumulated profit and excess liquidity, and such repurchase of shares does not cause the Company to experience financial difficulties.

Shares held by the Company from the repurchase are not counted as a quorum at the shareholders' meeting, nor are they entitled to vote and receive dividends. The Company is required to dispose of the repurchased shares within the specified period in the share repurchase program specified by the Company. In the case that the Company cannot dispose of the repurchased shares within such specified period, the Company will decrease the paid-up capital by cutting off the unsold portion of the registered shares.

3. Right to Propose Meeting Agenda Items, Nominate Candidates for Directorship, and Submit Inquiries Regarding the Company

Recognizing the importance of equitable treatment of shareholders, the Company has established criteria allowing minority shareholders to propose agenda items for the Annual General Meeting (AGM), nominate individuals for directorship, and submit advance questions concerning the Company. This initiative aims to promote engagement in corporate governance and ensure the selection of qualified personnel to perform duties effectively for the maximum benefit of shareholders and all stakeholders.

For the 2025 Annual General Meeting, the Company published the criteria, procedures, and supporting information in both Thai and English on the Company's website and notified shareholders via the Stock Exchange of Thailand's information disclosure system at least three months prior to the end of the fiscal year. Shareholders were given the opportunity to propose agenda items and nominate director candidates from September 10, 2024, to November 10, 2024. Upon the conclusion of said period, no shareholders proposed any agenda items or nominated any individuals for directorship in advance.

4. Right to Attend Shareholder Meetings

- **Scheduling of Shareholder Meetings**

The Company maintains a policy to convene the Annual General Meeting of Shareholders once a year, within four months from the end of the fiscal year. The Company discloses the schedule, date, time, and venue of the meeting with sufficient notice to facilitate shareholders in allocating time to attend the meeting appropriately.

In 2025, the Company held the Annual General Meeting on April 22, 2025, at the Convention Room, 33rd Floor, Supalai Grand Tower, No. 1011 Rama III Road, Chong Nonsi Subdistrict, Yan Nawa District, Bangkok. On the meeting date, the Board of Directors, Board Advisors, senior executives in charge of finance and accounting, and the authorized auditors were present in their entirety to provide clarifications and respond to shareholder inquiries on various matters with transparency.

- **Meeting Invitation**

Thailand Securities Depository Company Limited, the Company's share registrar, is responsible for forwarding an invitation to attend the meeting along with supporting documents for various agendas with adequate details for decision making as well as proxy forms as prescribed by the Ministry of Commerce and Annual Registration Statement/ Annual Report (Form 56-1 One Report) in the format of (QR Code) to the shareholders not less than 21 days before the date of the meeting. This is to give its shareholders and institutional investors time to study details of each agenda and to make preparation for proxy where it is not convenient to attend the meeting on one's own. In addition, the

stamp duties for affixing on the proxy forms are also provided free of charge to lessen the burden of shareholders as well as for their convenience.

Furthermore, the letter of invitation to attend the 2025 Annual General Meeting of Shareholders, along with supporting documents and proxy forms in both Thai and English, will be posted on the Company's website (www.supalai.com) more than 28 days before the meeting. This will serve as an additional channel of information for shareholders, providing the same details forwarded by the Company to is shareholders in documented form. In 2025, the meeting notification would also be advertised on the Company's website for a period of 3 consecutive days, starting 14 days before the meeting, in accordance with the Notification of the Department of Business Development B.E. 2565 (2022) regarding Electronic Media Advertising.

The Company always informs its shareholders in the letter of invitation to attend the meeting of their legal voting right, principle and procedure. There would not be any other agenda added without prior notice except in case of urgency arisen after forwarding the invitation letter, or upon any urgency relating to or affecting the shareholders' interest and it is necessary to propose that as a special agenda. In such case, the Company would urgently call an Extraordinary General Meeting of Shareholders which the Company Secretary will take the minutes of the meeting properly and completely of every agenda to be further examined by its shareholders.

The shareholders who wish to propose the agenda must possess the following qualifications:

1. Being the shareholder(s) of the Company which can be either one shareholder or combined shareholders.
2. Holding not less than 5 percent of the total voting rights of the Company as at the date of nomination of candidate.
3. Must hold those shares as stipulated in 2 on the date on which the Candidate is being proposed.
4. Must hold those shares as stipulated in 2 on the record date in order to determine the right of the shareholders to attend the Annual General Meeting of that year.

Please note that if, after the Company has checked the name of the shareholder(s) on the record date (as stipulated in 4) and it appears that such shareholder(s) in 1 does not hold the shares as stipulated in 2., the Company reserves the right not to nominate the candidate for consideration at the Annual General Meeting, even though the candidate has been included in the notice of the meeting.

- **Invitation Letter to Attend the Meetings**

The Company delivers a complete edition of invitation letter to a meeting of shareholders with required documents both in Thai and English to the shareholders to study in advance at least 21 days before the meeting date, both in Thai and English. The shareholders will then be well-prepared for the subjects to be considered at the meeting and also for their consideration whether to attend or not. The documents will include objectives and rationales along with opinions of the Sub-Committees and the Board of Directors to support the consideration of each agenda clearly.

The Company clearly defines the agenda items to be proposed to the Annual General Meeting of Shareholders and each matter shall be approved separately. The Company will avoid adding any agenda that had not been identified in advance as it will not be fair to the shareholders who are unable to attend the meeting.

Regarding the appointment of directors, the Company will provide the names and brief bio-data of each director to be appointed to the shareholders. Similarly, as for the appointment of the auditor, the Company will clearly identify the name of the auditor, his/her affiliated company, experience, skills, independence and the length of duration that the proposed auditor had been the auditor at the Company including his/her audit fees. Also, the Company will propose at the meeting to pay the dividend (if any). The Company's dividend policy will be announced with the dividend rates being proposed to the shareholders along with reasons and background information. Regarding the shareholders' meeting, in the invitation letter, the Company will present the list of 3 independent directors in order for the shareholders unable to attend the meeting in person from the meeting to choose whether to appoint independent directors or other shareholders as their proxies at his/her own discretion. With respect to the voting of each agenda, the shareholders can vote as pre-specified in proxy forms or their proxies can vote for all agendas at the meeting.

For institutional investors or foreign investors appointing a custodian in Thailand as a depositor and supervising shares, the Company has coordinated in the matter of documents and evidence that must be presented in advance before attending the meeting to ensure the easier and faster registration process on the meeting day.

- **Voting Rights**

The Company gives its shareholders equal voting right, one share one vote for ordinary share, which is the only type of share issued by the Company to its shareholders. One share shall be counted as one vote, and the majority of votes shall be deemed as the resolution of the shareholders' meeting.

- **Proxy Appointment**

The Company informed its shareholders in the event that they were unable to attend the meeting in person. These shareholders could appoint a proxy or an independent director nominated by the Company, who would be given rights and treated as a shareholder. The Company provided these shareholders with convenience by delivering to them a proxy form as set out by the Department of Business Development, Ministry of Commerce along with an invitation letter to the meeting in both English and Thai. This proxy form described thorough and clear details of the proxy and was delivered to the shareholders not less than 21 days prior to the meeting date. To ensure clarity and avoid inconvenience in attending the meeting of the proxies, details about the meeting, i.e., meeting schedule, agendas, including information on the procedures, documents and testimonials required for the proxy are also provided in the invitation letter. Such information was also posted on the Company's website (www.supalai.com) in the Section "Investor Relations" under the heading "Shareholder's Meeting" at least 28 days prior to the meeting. In this regard, the shareholders can request further information via phone, e-mail to the Investment Relations Section (For details, please see the Section "Investor Relations").

- **Facilitation for Shareholders at the Meeting**

To facilitate the shareholders who are foreigners, the Company has prepared all relevant documents in two languages, i.e. English and Thai for Thai and foreign shareholders such as in Thailand and overseas, such as the notice of the meeting, proxy instrument, minutes of the meeting, Annual Registration Statement Annual Registration Statemen Annual Report etc., and developed the Company's website (www.supalai.com) in two languages.

The Company will send the notice of the meeting and relevant supportive documents of various agendas to the shareholders not less than 21 days prior to the meeting date and will publicize details about the meeting, the meeting schedule and the meeting agenda on the website of the Company (www.supalai.com) 28 days prior to the meeting date.

The Company did not impose any conditions or rules that needed to be certified by government offices or other regulations that caused difficulties for shareholders to appoint a proxy. To lessen the shareholders' burden of acquiring stamp duties and photocopying, the Company provided stamp duties for affixing in the proxy form at the meeting to reduce the burden of providing stamp duty. Officers were assigned to provide free photo copy services for attached documents in the registration area and check the validation of the documents. Registration is available at least 2 hours before the meeting. In addition, such officers were ready to provide advice and respond to any inquiries. Technology had been applied to shareholders' meetings by using the barcode system for rapid vote casting.

- **Shareholders' Meeting Procedures**

On the day of the Annual General Meeting of Shareholders, the Company assigned officers for implementing registration, providing advice, responding to inquiries for the convenience of shareholders and proxies attending the meeting in advance before the meeting and continuously until the meeting is completed, to ensure that the meeting is transparent and in line with the best practice of listed companies. In addition, electronic technology and barcodes are applied to AGM, E-Registration, and E-Voting program, which start from the process of preparing attendee information, meeting attendance registration, ballot printing, voting processing by agenda item, and meeting reporting to facilitate the meeting of shareholders.

The Company encourages shareholders to use voting ballots for all agenda items by preparing separate ballots for each agenda item so that shareholders can vote as they deem fit. Such ballots will be collected from the meeting.

Before the meeting begins, the Chairman will assign the Company Secretary to inform the meeting clearly of submission of inquiry and comments, as well as the voting and vote-counting procedures for each agenda item under the articles of association. The use of voting ballots for all agenda items is required to allow shareholders to vote as they deem fit and to clearly exercise their right to vote on each agenda item.

Explanation on submission of inquiry, comments, voting procedures and vote-counting are as follows:

- The Company used barcode system to facilitate the vote-counting process.
- The Company has established the procedure for counting votes by separating the vote counting methods for those attending the meeting and the proxy as follows:

1. Shareholders and the proxy had the right to vote according to the number of shares held, wherein one share was equal to one vote.
2. For each agenda item, each shareholder was eligible to cast his/her votes, to either approval, disapproval or abstention from voting. Vote splitting was disallowed.
3. In case the proxy was presented at the meeting, in which the shareholder had pre-casted the vote and the vote was counted, the proxy did not get to vote. On the other hand, if the shareholder's voting decision was unspecified or unclear, then the proxy was granted the right to make an appropriate voting decision. Regarding any disapproval or abstention to any agenda, the voter was asked to raise his/her hand. The officer would pick up the ballot from the proxy, same policy applied if the shareholder attended the session in person.
4. In order for the ballots to be counted as qualified votes, the ballot should be completely marked and signed. In the case that voters wanted to make changes to the vote, it was required to cross out the original mark and signed at all time. Voting that did not comply with the mentioned criteria would be considered as void and would not be counted as part of the votes for the agenda.
5. For vote-counting, the meeting would count votes of shareholders present at the meeting and cast the votes, as well as of those appointed proxy as recorded by the Company at the time of registration of the Meeting. There shall be 3 types of vote-counting as follows:
   - For the agenda to be approved by the meeting of shareholders by the majority votes of the shareholders attending and casting their votes at the meeting, the Company officer shall count only the votes of the shareholders with voting right, who voted for approval and disapproval. In the event of voting tie, the Chairman of the meeting must exercise a tie-breaking vote.
   - For the agenda to be approved, by the vote of not less than two-thirds of the total votes of the shareholders present at the meeting, the Company shall count the votes of approval, disapproval, abstention and voided ballot.
   - For the agenda to be approved by the vote of not less than three-fourths of the total votes of shareholders attending the meeting and having the right to vote at the meeting, the Company shall count the votes of approval, disapproval and abstention.
   - In case the meeting is closed for each agenda, shareholders cannot vote in the past agendas.
6. Shareholders would be requested to mark and sign in the voting cards indicating approval, disapproval, or abstention. The Company staff shall collect only voting cards with disapproval and abstention, in correspondence with each agenda. If the voting for each agenda has been closed, shareholders would not be able to cast vote for the previous agenda. The voting cards with approval shall be collected all together after the meeting.
7. In the vote counting process, the Company would deduct votes of the disapproval and abstention out of the total number of votes casted by the shareholders present at the meeting. The rest shall be deemed as affirmative votes in favor of such agenda. The votes shall also be considered based on the intent stated in the letter of proxy by shareholders.
8. As the counting of votes for each agenda shall be counted from the vote of shareholders attended the meeting and with the right to vote, the numbers of shareholders and votes might not be equal, depending on the presence of shareholders at the time of cast of each agenda item.

9. In case of any questions or comments, shareholders could raise their hands before the voting at the end of each agenda.
10. The Company will announce the voting results of each agenda item after completing the final agenda item.

For the selection of directors, the vote would be cast individually to enable shareholders to elect the preferred directors, whereby the Company would nominate names to be voted one by one. For transparency of this agenda, every shareholder who either votes for, approve, disapprove or abstain, vote on the ballot, and the staff will collect the ballot when all directors were completely voted. Each director who is elected must receive more than half of the entire votes cast by shareholders who attend the meeting and have the right to vote.

The shareholders who attend the meeting after the beginning time are entitled to exercise their voting rights or to cast their votes for the agenda during consideration and not yet voted, and the Company attendees would also be given an opportunity to raise questions or to give opinions with reasonable time for discussion. To allow all shareholders to be adequately informed of information and details of such matters, the issues of the questions and answers would be recorded in the minutes of the meeting in order to inform the shareholders who had not attended the meeting, and the Chairman would conduct the meeting according to the agendas. In addition, other agenda items that are not determined in advance must not be included in the shareholders' meeting without providing a prior notice to the shareholders.

In 2025, the Company organized the Annual General Meeting of Shareholders of April 22, 2025 at the Convention Room, 33 Floor at Supalai Grand Tower, 1011 Rama III Road, Chong Nonsi Subdistrict, Yannawa District, Bangkok. On the meeting date, the Chairman presided over the meeting to meet and answer questions posed by shareholders regarding the management of the Company. The Chairman of every Sub-Committee, Board of Directors, Advisory of the Board, Chief Accounting-Financial Officer and Company Secretary, totaling 13 persons, had attended the meeting by the concerted as follows:

1.	Dr. Prateep	Tangmatitham	Chairman of the Board and Chief Executive Officer
2.	Mrs. Ajchara	Tangmatitham	Director and Executive Vice President
3.	Mr. Tritecha	Tangmatitham	Director and Managing Director
4.	Assoc. Prof. Dr. Virach	Aphimeteetamrong	Independent Director, Chairman of the Nomination and Compensation Committee, and Chairman of the Audit Committee
5.	Assoc. Prof. Dr. Somjai	Phagaphasvivat	Independent Director and Chairman of the Corporate Governance and Sustainability Development Committee
6.	Mr. Atip	Bijanonda	Director and Chairman of the Risk Management Committee
7.	Mr. Anant	Gatepithaya	Independent Director
8.	Assist. Prof. Aswin	Bijayayodhin	Independent Director
9.	Mr. Prasas	Tangmatitam	Director
10.	Mr. Krid	Chancharoensuk	Director
11.	Prof. Emeritus Dr. Sahas	Bunditkul	Advisory of the Board of Director
12.	Mrs. Siriporn	Wangsapar	Assistant Managing Director and Chief Financial Officer
13.	Mrs. Varunee	Lapitananuvat	Company Secretary

Furthermore, the Company had invited 2 auditors from EY Office Limited, namely Ms. Krongkaew Limkittikul and Ms. Salitta Piyanonthaya, to attend the meeting since its starting to listen to opinions and answer questions raised by shareholders.

At the meeting, the Chairman of the meeting assigned the Company Secretary to clarify the Meeting about voting procedures, vote counting, and announcement of voting results. The Company will announce the voting results after the end of agenda items. The Company also offers opportunities to shareholders who have inquiries or would like to express opinions on the agenda can raise their hands to ask questions before voting at the end of each agenda. Regarding any matter other than the agenda, shareholders can raise questions at the end of the period, which they have equal rights and sufficient time.

- **Shareholders' Meeting**

The meeting of shareholders will be facilitated by the Company, ensuring that it does not contain any complicated procedure or limit the opportunity of those who wish to study the information of the Company. In addition, the Company shall not perform in any way that creates barriers to or hinders effective communication among shareholders. The Company shall take into account the convenience of the participants by not organizing the meeting on traditional holidays or holidays of commercial banks. Also, it shall conduct the meeting during appropriate period, that is, during 8.30 - 17.00 hours, and convenience is provided such as having the staff to provide sufficient convenience, to check documents, answer inquiries and provide duty stamps for affixing the power of attorney, while convenience is provided for the elderly and the disabled as well as security system and emergency plan for the participants.

In 2025, the Company organized the Annual General Meeting Shareholders on April 22, 2025, of which 10 directors representing 100%. Presently, the Company has its registered capital in the amount of 1,955,666,261 Baht and its paid-up capital in the amount of 1,953,054,030 Baht with the par value of 1.00 Baht per share. Today, there were 670 shareholders attending the meeting in person, holding altogether 1,292,961,552 shares or equivalent to 66.2020% of all outstanding shares categorized as follows:

- Present in person totaling 87 persons, holding altogether 788,923,086 shares or equivalentto 40.3943 % fall outstanding shares.
- Proxy totaling 583 persons, holding altogether 504,038,466 shares or equivalent to 25.8077 % fall outstanding shares.

Therefore, the quorum was duly constituted according to the Company's Articles of Association and under the Public Limited Companies Act B.E. 2535 (1992), which requires not less than 25 shareholders presented in person or represented by proxy at the meeting, with shareholding altogether of not less than one-third of issued shares. To conduct the meeting transparently and in accordance with the best practices for e-Shareholder Meeting of listed companies, the Company assigned 1 volunteer, Ms. Waraporn Angsirikulchot, to participate in the vote counting at the shareholders' meeting in the vote counting area and collect the ballots signed by the above vote counting witnesses for later verification. In each agenda item of the meeting, the Company arranges vote casting and clearly records the resolutions of the meeting as to how many votes are approval, disapproval or abstention.

- **Disclosure of Results of the Meeting**

The Company had disclosed the resolutions of the Annual General Meeting with result of the vote in a letter to the Director and Manager of the Stock Exchange of Thailand and on the Company's website (www.supalai.com) within 1 day after completion of the meeting, which was on April 22, 2025 as well as the minute of the meeting with the votes for each agenda and important questions or suggestions fully recorded. The minutes of the meeting had been forwarded to the Stock Exchange of Thailand (SET), the SET's Board of Governors and relevant agencies within 14 days from the date of the meeting, that is on May 6, 2025 for the Annual General Meeting of Shareholders. The information on the meetings is available on the Company's website, and the Company had publicized VDO live of the sessions on the Company's website. (www.supalai.com) to serve interested shareholders.

- **Report on the Shareholders' Meeting**

In order for the shareholders to review meeting details within a reasonable time and to ensure equality for both Thai and foreign shareholders concerning access to the information, the Company has implemented a policy on distributing minutes of the shareholders' meeting accurately and in a comprehensive manner. Each agenda contains

important information, comprising explanation of the voting procedures, the essence of agendas, resolutions and voting results (either votes for, against, or abstained), as well as questions, clarifications, and comments during the meeting in both Thai and English, including the list of directors, with names and positions provided, attending the meeting, of which in 2025, all of them had attended. Such information will be displayed on the Company's website within 14 days from the meeting date for shareholders to ensure the accuracy of the minutes' data which will be later forwarded to the Ministry of Commerce within the time prescribed by laws. In 2025, the Company publicized the minutes of the Annual General Meeting of Shareholders on May 6, 2025.

5. Rights to Receive Dividends and Share of Profits

The Company allocates profits to its shareholders in the form of dividends. The Company's dividend payment policy, the proposed interim dividend rate with reasons and information supporting consideration shall be informed to the shareholders. The 2025 Annual General Meeting of Shareholders passed the resolution to approve the 2024 net profit allocation for dividend payment totaling 1.45 Baht per share.

6. The Right to Consider Remuneration for Directors

As regards remuneration for directors, the Company has complied with the policy on the criteria for considering and proposing the directors' remuneration to shareholders. Accordingly, the Nomination and Compensation Committee was appointed to consider the form and criteria for the payment of remuneration to each position of the directors. Such remuneration has been considered by taking into account the business size, business environment and economic condition in whole, overall performance that reflects and connects with the results of operations, as well as comparing with remuneration of those in the same industry at competitive and reasonable level. The Company has also proposed all forms of remuneration, i.e., monthly allowance, gratuity and meeting allowance, which will be proposed to the shareholders for approval at every Annual General Meeting of Shareholder. Neither cash nor other assets will be offered to the directors unless it is the remuneration as per the rights and entitlements on a normal basis for the position as directors of the Company (For details, see "Meeting Attendance and Remuneration Payment for Individual Directors"). The remuneration payment shall be in accordance with the Public Limited Companies Act, Section 90, which stipulates that the remuneration payment to directors must be in accordance with the resolutions of the general meeting of shareholders that consists of not less than two-third of the total votes of the shareholders present at the meeting.

7. The Right to Receive Adequate Business Information in a Timely Manner

The Company has disclosed business-related information on the news system of the Stock Exchange of Thailand while also posting important information and current updates on its website (www.supalai.com). Such an effort is considered the protection of shareholders' rights beyond their legal rights.

8. The Right to Approve the Appointment of Auditors and Determination of Audit fees

The Company has set out agendas for the appointment of auditors and determination of audit fees for shareholders to approve at the general meeting of shareholders on an annual basis. Details on the names of auditors proposed, the companies to which they belong, experience and capabilities, independence issue, and audit fees will be provided sufficiently to shareholders for consideration.

9. Right to Approve Special Transactions

Shareholders of the Company are entitled to approve connected transactions or the acquisition or disposition of assets with transaction sizes as specified in relevant laws and regulations or consider and approve any other matter that has a significant impact on the Company. If the shareholders will enter into a Shareholder Agreement, the Company shall make all efforts to ensure that such Shareholder Agreement does not cause a significant impact on the Company or other shareholders.

In 2025, the Company did not violate the compliance with the regulatory authorities' guidelines regarding the prohibition of shareholders from communicating with each other or the non-disclosure of shareholder agreements that have a significant impact on the Company or other shareholders.

10. Related Party Transaction

The Company has complied with the policies on related party transaction by requiring that directors, executive management and all employees as well as employees in the subsidiaries and associated companies strictly comply with the regulations of the Stock Exchange of Thailand in every respect. When a transaction is not in accordance with normal trading conditions, an approval must be obtained from the Audit Committee and then presented to the Board of Directors for approval of the transaction. The implementing steps regarding interrelated transactions or related party transaction are as follows:

1. To consider doing related party transaction, the Company shall use the same criteria as that used with general customers and in accordance with the Company's normal lending procedures to support the company operation which must be fair and reasonable with maximum benefits to the Company. For example, if the group requests for a loan, an interest rate charged must be the same rate applied to the third parties.
2. The evaluation of the transactions of assets or services according to the total value of consideration paid or received or book value or the market value of such assets or services, depending on whichever is higher.
3. If there are transactions between each other of the Company or the subsidiaries incurred to the person who may have a conflict of interest or stake or may have a conflict of interest in the future, the Company will require the Audit Committee's comments about the need and appropriateness of such transactions. If the Audit Committee has no expertise regarding such transactions, the Company shall arrange for an independent expert or internal auditor of the Company to provide their comment in order to support the decision making of the Board of Directors or shareholders, as the case may be.
4. If the Company has a transaction between each other or other related party transaction which are applicable to requirements of the Stock Exchange of Thailand, the Company must strictly comply with such requirements.
5. The Company is required to disclose transactions with potential conflicts of interest or related party transaction or transactions between the Company and subsidiaries according to the regulations issued by the Securities and Exchange Commission Thailand Re: Disclosure of Information and Other Acts of Listed Companies concerning the Connected Transactions B.E. 2546 (2003), which disclosed in its Annual Registration Statement/Annual Reports (Form 56-1 One Report) or any other reports, as the case may be. There shall also be disclosure of related party transaction to the Stock Exchange of Thailand in accordance with the rules of the Stock Exchange of Thailand as well as items related to the Company in accordance with accounting standards which must be disclosed in the notes to the financial statements being audited by the auditor of the Company.

The directors, executive management and all employees must avoid any personal interest that will have a negative effect on the performance of work for the benefit of the Company or making it difficult to perform the task correctly and efficiently. A conflict of interest may arise in many situations. However, in performing duties, the Company’s benefit under legitimate law and ethics must be observed. The Company had completely disclosed related party transaction in its Annual Registration Statemen Annual Report (Form 56-1 One Report). Furthermore, the Company forbids its executives and employees from undertaking or participating in any business that is in competition with the Company’s business, regardless of whether such directors, executives and employees will receive either direct or indirect interests. It is clearly indicated in the Company’s Code of Conduct. However, to conduct related party transaction or transactions with conflict of interest, the Board of Directors has laid as a policy that they must be considered and approved by the Board before proceeding. In addition, the information on names, relationship of connected persons, transaction value, reasons and the need must be disclosed in the Annual Registration Statement and Annual Report as per the rules of the Stock Exchange of Thailand and the Office of the Securities and Exchange Commission, Thailand. The meeting must also be attended by the Audit Committee to ensure that the related party transaction are conducted fairly, reasonably, and with proper pricing policy, taking into consideration the maximum benefit of the Company, the Company has publicized guidelines on the website of the Company (www.supalai.com) to inform the shareholders and the general public.

In 2025, there was not connected transactions, which has violated and/or has not complied with the rules and regulation of the Stock Exchange of Thailand and the Office of the Securities and Exchange Commission, Thailand. In

addition, the Company had no agenda for connected transactions and reporting required to be approved by the Annual General Meeting and the Company has no business group structure that has connected transactions in the form that might have conflict of interest.

11. Enhancing Shareholder Rights through Collaboration with the Thai Investors Association (TIA)

The Company recognizes the significance of establishing a balance of power within the capital market. Consequently, it supports the mission of the Thai Investors Association (TIA) in acquiring shares and exercising rights at shareholder meetings of listed companies nationwide. This enables the TIA to legally participate in meetings and drive mechanisms for minority shareholder protection, thereby establishing corporate governance benchmarks for the overall economy and strengthening the Thai capital market. The Company provides support in the following areas:

- **Supporting Access to Ownership Rights:** The Company encourages the Association to effectively fulfill its duty as a shareholder representative, asserting co-ownership in various companies listed on the Stock Exchange of Thailand.
- **Establishing Legitimate Oversight Mechanisms:** The Company supports the Association's legal status as a shareholder to exercise rights in attending Annual General Meetings (AGMs). This includes playing an active role in inquiries, monitoring operations, and providing recommendations to Boards of Directors for the ultimate benefit of the broader investor community.
- **Elevating Macro-level Transparency:** Supporting the Association's mission aims to drive shareholder rights across all listed companies, ensuring the Thai capital market possesses a balanced, transparent check-and-balance system that meets international standards.
- **Acting as a Voice for Minority Shareholders:** The Company empowers the Association to act as an intermediary, reflecting the opinions and concerns of retail investors through legal channels. This ensures that fundamental shareholder rights are protected equitably and fairly.

Reference link for the policy, guidelines and measures related to shareholders : https://sustainability.supalai.com/en/document/viewer/220

Page number of the reference link : 1-2

Employee

The Company consistently recognizes that employees at all levels are its most valuable assets. Consequently, it strictly adheres to its Employee Treatment Policy, Compensation and Benefits Policy, and Employee Development Policy. The Company ensures fair and non-discriminatory treatment, enhances employees' quality of life, and provides support for their families during emergencies. This includes equitable practices regarding employment, termination, and compensationbenchmarked against industry peers and aligned with Company performance (with short-term incentives tied to annual profitability). Furthermore, the Company manages appointments, transfers, training, new employee orientation, professional development, and welfare benefits. It actively solicits employee feedback and focuses on fostering a safe and conducive working environment that empowers employees to realize their full potential, thereby contributing to the organization's sustainable growth.

Moreover, the Company has fully and punctually contributed to the Fund for Encouragement and Development of the Quality of Life of Disabled Persons, in strict compliance with the Empowerment of Persons with Disabilities Act, B.E. 2550 (2007). To ensure long-term financial security and provide tax benefits, a voluntary Provident Fund has been established. This is complemented by role-specific online training curricula (Supalai Beyond Training).

The Company disseminates these policies to all employees via its corporate website and the Corporate Governance and Quality System Intranet. Detailed information is available in Section 2: Corporate Governance, Item 8: Key Operating Results on Corporate Governance, under the "Employee Information" sub-section.

Reference link for the policy, guidelines and measures related to employee : https://sustainability.supalai.com/en/document/viewer/43

Page number of the reference link : 1

Customer

The Company has strictly adhered to its Customer Treatment Policy, which is binding upon all directors, executives, and employees, including those within its subsidiaries and associates. This commitment aims to foster customer satisfaction and confidence, anchored in the principles of fairness, integrity, and ethical conduct. The Company treats all customers equitably, ensuring that engagement is based on mutual fairness and the delivery of high-quality products at reasonable prices. Furthermore, the Company is dedicated to the procurement, development, and production of quality goods and services to meet customer needs. This includes regular evaluation and mitigation of any potential product impacts. To ensure transparency, concrete channels for feedback and complaints have been established to facilitate continuous operational improvement. The Company also maintains rigorous quality control to ensure compliance with standards, regulations, consumer protection laws, and other relevant legal requirements, providing efficient service to all clients. Monitoring customer satisfaction via the Customer Satisfaction Score (CSAT) system to measure, evaluate, and enhance processes as follows:

- **Establish** criteria and survey parameters for customer satisfaction, encompassing Sales, Construction, and After-Sales Service, to ensure operations strictly align with the Company's designated standards.
- **Define** Key Performance Indicators (KPIs) for customer satisfaction scores, and consistently prepare summary evaluation reports for presentation to functional executives and senior management.
- **In instances where** evaluation results fall below the established benchmarks, the Company will analyze the identified deficiencies and customer feedback to determine root causes. This facilitates the development of corrective measures and tangibly improves the efficiency of operational processes.

Further details are disclosed in Section 1: Business Operations and Performance, under "Driving Business for Sustainability," specifically within the "Customer Information" subsection.

Reference link for the policy, guidelines and measures related to customer : www.supalai.com

Page number of the reference link : 1

Business competitors

The Company strictly adheres to its Competitor Treatment Policy, which is binding upon all directors, executives, and employees, including those within its subsidiaries and associates. Our primary focus is to promote free and fair competition, protect our reputation and that of others, and safeguard consumer interests. We strictly refrain from acquiring competitors' trade secrets through dishonest or improper means and avoid any actions that lead to market price distortion, which could adversely affect consumers. The key principles are as follows:

- **Fair Competition:** The Company treats the competitions according to the rules of decorum and fair competition Promote free competition and refrain from any actions that distort market prices, which could adversely affect consumers.
- **Confidentiality and Integrity:** The Company shall not seek confidential information of trading competitors by fraudulent, dishonest, inappropriate, immoral, or illegal acts.
- **Reputation Management:** The Company shall not intentionally do any act to discredit trading competitors by any allegations, defamation, causing disgrace or using any tactics against the trading competitor without grounds.
- **Intellectual Property Rights:** The Company shall not do any act in violation of intellectual property rights and copyrighted works of others or trading competitors.

- **Anti-Monopoly Practices:** The Company shall not treat competitors by means of monopoly by requiring trading partners to trade with the Company only.

In 2025, the Company faced no litigation or legal proceedings regarding anti-competitive behavior. Further details are disclosed in Section 1: Business Operations and Performance, under "Driving Business for Sustainability," specifically within the "Social Policies and Guidelines - Partner Rights" subsection.

Reference link for the policy, guidelines and measures related to business competitors : https://sustainability.supalai.com/en/document/viewer/183

Page number of the reference link : 1

Suppliers

The Company adheres to a policy of fair and equitable treatment for all business partners, including contractors, vendors, and financial institutions. This policy is strictly observed by all directors, executives, and employees, including those within subsidiaries and associates. Our operations are conducted with the Company's best interests in mind and are based on the principle of mutual benefit. We actively avoid situations involving conflicts of interest, honor all contractual commitments, and provide factual information and accurate reporting. Negotiations and dispute resolutions are grounded in maintaining long-term business relationships. Furthermore, we provide continuous support to residential construction contractors to encourage the sustained delivery of high-quality craftsmanship.

- The Company treats its trading partners equally and fairly on the basis of fair returns to both parties.
- The Company shall not demand, receive, and pay any benefits that are dishonest in trading with business partners. If any dishonest demand, receipt, or payment of benefits is found, the details must be disclosed to business partners and the problems must be jointly resolved fairly and quickly.
- The Company establishes the transparent, fair, and non-discriminatory criteria for the selection of business partners. Such criteria are periodically reviewed. There is the evaluation for business partners and the preparation of contracts in accordance with agreements.
- The Company supports the selection of trading partners throughout the supply chain who demonstrate a commitment to and take concrete actions on environmental issues (Green Procurement), This includes, for example, the use of construction materials certified with eco-labels, conducting business with social responsibility, and adhering to principles of good governance.
- The Company establishes the management and monitoring system to ensure the strict compliance with the terms of the contract and the prevention of corruption at all stages. If the Company fails to comply with any terms, business partners must be informed promptly in advance in order to jointly consider and find solutions based on the principle of reasonableness.
- The Company has measures for examination and screening of trading partners, such as contractors and subcontractors while providing support to trading partners who conduct fair business with no violations of human rights and recognize social responsibility.
- The Company establishes a policy of timely payment to trading partners without delay once the delivery of goods and services meets the agreed-upon conditions. Payment terms are aligned with the Credit Term Policy, and the consideration of credit terms for each trading partners is based on various factors, including the duration of business relations, product and service quality standards, past performance evaluations, and adherence to principles of fairness.
- The Company does not cooperate with or support any person or business partner who operates an illegal business or poses a threat to society and national security.
- The Company is committed to maintaining sustainable relationships with business partners and trusting each other.

- The Company promotes the competency and capability of business partners by providing cooperation in the development of products, services, or innovations that are beneficial to business operations in accordance with the principles of sustainable development with social and environmental responsibility.

Detailed information is provided in Section 1: Business Operations and Performance, under the heading "Driving Business for Sustainability," within the sub-heading "Social Policies and PracticesPartner Rights."

Reference link for the policy, guidelines and measures related to suppliers : https://sustainability.supalai.com/en/document/viewer/182/

Page number of the reference link : 1

Creditors

The Company adheres to a policy regarding the treatment of creditors, which is strictly observed by all directors, executives, and employees, including those in subsidiaries and associates. We are committed to conducting business with fairness and accountability to build and maintain creditor trust. In the event that any terms or conditions cannot be met, the Company shall promptly notify the creditors to collaboratively seek reasonable solutions. We strictly prohibit any fraudulent practices in our dealings with creditors. To ensure transparency and integrity, the Company has established the following guidelines for creditor relations:

- The Company shall strictly comply with the Agreements and agreed conditions. In the case of non-compliance with any of the conditions, it shall inform the creditors promptly in order to jointly solve the problems by applying reasonable principles.
- The Company shall not do any dishonest act against the creditors.
- The Company is committed to strict compliance with the conditions of the creditors regardless of whether it is the objective in spending the money, debt repayment, maintaining the quality of collaterals, guarantee conditions, capital management, and default prevention measures, or any other agreement made with the creditors to achieve mutual benefits.
- The Company shall not provide cooperation or support to persons or organizations that conduct illegal business or business that poses a threat to the society and national security.
- The Company is committed to maintain a sustainable relationship and mutual trust with the creditors.

Detailed information is provided in Section 1: Business Operations and Performance, under the heading "Driving Business for Sustainability," within the subheading "Social Policies and Practices Partner Rights."

Reference link for the policy, guidelines and measures related to creditors : https://sustainability.supalai.com/en/document/viewer/184

Page number of the reference link : 1

Government agencies

The Company has complied with the laws while operating according to international standards and strictly reported on such compliance, be it the tax payment and other expenses according to the regulations and rules prescribed by the state sector, and provided cooperation and support in implementing the state policies for the benefits of the country. It is also committed to carry out projects beneficial to the public, either being assigned by the state sector or initiated by the Company itself.

The Company has established channels of communication for stakeholders to communicate and provide suggestions and information beneficial to the Company’s business operation or to directly submit complaints to the Audit Committee in case of malpractices. Such information or complaints shall be kept confidential in order to protect informants or whistleblowers and maintain confidentiality of the complainants, as the access to this kind of information

would be restricted to only responsible persons to examine the complaint issues, and only independent directors shall consider, give instructions, and report to the Board of Directors via the channel 1720.

Reference link for the policy, guidelines and measures : https://sustainability.supalai.com/en/document/
related to government agencies viewer/61

Page number of the reference link : 1

Community and society

The Company has strictly adhered to its social policies and guidelines concerning community engagement. These practices are consistently observed by all directors, executives, and employees, including those within its subsidiaries and associates. The Company is committed to conducting its business with accountability toward the community, society, and the environment to foster sustainable development across economic, social, and environmental dimensions. By considering the interests of all relevant stakeholdersboth within project areas and society at large the Company aims to deliver long-term benefits and ensure enduring sustainability for the community and the environment.

Further details are provided in Section 1: Business Operations and Performance, under the 'Driving Business for Sustainability' chapter, specifically within the 'Community and Social Information' subchapter.

Reference link for the policy, guidelines and measures : https://sustainability.supalai.com/en/document/
related to community and society viewer/186/

Page number of the reference link : 1-3

Other guidelines and measures related to shareholders and stakeholders

Responsible to Stakeholders

Analysis of Stakeholder and Development of Operation Strategies

The Company attaches importance to the attention to and care for all groups of stakeholders both inside and outside the Company including the responsibility to the society and the environment. Accordingly, the stakeholders have been divided into 11 groups, namely, employees, customers, shareholders/investors, communities including the responsibilities towards the society and the environment, trading partners/suppliers, government agencies, SET, banks and competitors. whereby the criteria on connection has been taken into consideration.

Criteria for Stakeholder Identification

The Company has categorized its stakeholders into 2 major groups as follows:

- Primary Stakeholders are those who are directly involved with the business, receiving direct interest or effect from the business operations, i.e. employees, customers, vendors and suppliers, shareholders, communities and society, environment, contractors, banks and government agencies.
- Secondary Stakeholders are those who are indirectly involved with the business, receiving indirect interest or effect from the business operations, i.e., the Stock Exchange of Thailand and competitors.

Due to a wide variety of stakeholders, the Company has arranged various tools and channels to look for the needs and expectations of each group of stakeholders, as well as to exchange opinions for further development by the Company.

- **Stakeholder Feedback Forum**

The Risk Management Committee organized a stakeholder and external expert engagement forum for the year 2025 in collaboration with key executives from construction material suppliers and contractors involved in high-rise projects. Participating companies included SCG Ceramics Public Company Limited, Westcon Company Limited, Deco Enterprises Company Limited, Starmark Manufacturing Company Limited, Duraflor Corporation Limited, and SECCO Engineering & Construction Company Limited. The forum served as a platform for exchanging views on a range of key

issues, including product and service image, fairness toward business partners, responsible business operations with due consideration for social, environmental, and governance (ESG) aspects, human rights issues, green procurement, and the impacts of climate change. Discussions also covered corporate image development and risk assessment, with the objective of fostering continuous innovation and improvement while prioritizing the interests of stakeholders, society, the environment, and customers.









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Reference link for the other policy and guidelines : https://sustainability.supalai.com/en/document/viewer/54

Page number of the reference link : 1-69

6.2 Business code of conduct

Code of Conduct จรรยาบรรณธุรกิจ



คำขวัญการกำกับดูแลกิจการที่ดี

G : Good

- การคิดดี พูดดี ทำดี เป็นพื้นฐานการคิดบวกสามารถนำมาปรับใช้ในการปฏิบัติงาน การแก้ไขปัญหาในงานได้ ช่วยลดความขัดแย้งทำให้การติดต่อสื่อสารระหว่างกันเป็นไปอย่างราบรื่น และประสบผลสำเร็จ

R : Responsibility

- การมีจิตสำนึกต่อการกระทำ
- มุ่งมั่นและทุ่มเทในการดำเนินธุรกิจอย่างเต็มความสามารถ
- เรียนรู้เพิ่มขีดความสามารถอยู่เสมอ

E : Equitable Treatment & Ethics

- การปฏิบัติต่อผู้เกี่ยวข้องทุกฝ่ายอย่างเท่าเทียมกัน
- ยึดมั่นในคุณธรรม และดำเนินธุรกิจด้วยความเป็นธรรม
- คำนึงถึงผู้มีส่วนได้เสียทุกฝ่ายครอบคลุมชุมชน สังคม และสิ่งแวดล้อม
- ปฏิบัติต่อผู้มีส่วนได้เสียอย่างเท่าเทียมกัน และเคารพสิทธิมนุษยชน

A : Accountability

- ความรับผิดชอบต่อหน้าที่ด้วยการเอาใจใส่
- สำนึก ระลึก และปฏิบัติงานด้วยความรอบคอบ รัดกุม
- พร้อมยอมรับผลจากการกระทำต่าง ๆ อย่างกล้าหาญ
- ยึดถือปฏิบัติตามกฎหมาย กฎเกณฑ์ ข้อบังคับ และกฎระเบียบที่เกี่ยวข้อง

T : Transparency

- โปร่งใส เปิดเผยข้อมูลและตรวจสอบได้
- มุ่งมั่นดำเนินธุรกิจและขับเคลื่อนการดำเนินงานด้านความยั่งยืน
- หลักฐานการอ้างอิง และสามารถตรวจสอบชี้แจงได้

The Board of Directors of Supalai Public Company Limited recognizes the importance of good corporate governance and social responsibility, as it believes that good corporate governance is a crucial factor in the company's business success and in building confidence in having an efficient, transparent, and auditable management system. This helps build confidence among shareholders, investors, stakeholders, and all relevant parties, leading to quality and sustainable growth and creating added value for the company. The Board of Directors understands its roles, duties, and responsibilities towards shareholders and various stakeholders and is committed to conducting business under the principles of good corporate governance, in accordance with best practices or regulations of the Stock Exchange of Thailand and the Securities and Exchange Commission, as well as other related regulations.

The code of conduct for directors, executives, and employees is considered a discipline that all employees must uphold and strictly adhere to. Employees who violate or fail to comply will be subject to disciplinary action.

All directors, executives, and employees, including employees of subsidiaries, have a duty to comply with and promote compliance with the code of conduct among others.

The following actions constitute a violation of the code of conduct:

1. Non-compliance with the code of conduct.
2. Advising, promoting, or supporting others not to comply with the code of conduct.
3. Neglecting or ignoring violations or non-compliance with the code of conduct when one knows or should know, as it relates to work under one's responsibility.
4. Failing to cooperate or obstructing investigations to ascertain facts regarding alleged violations or non-compliance with the code of conduct.
5. Unfair actions towards others due to failure to report non-compliance with the code of conduct.

Any actions constituting a violation of the aforementioned code of conduct shall be subject to the consideration and disciplinary processes outlined in the Human Resources Department's regulations. Furthermore, employees who violate the code of conduct may face legal penalties if their actions constitute a legal offense.

Therefore, executives, in their capacity as supervisors, must monitor and advise their subordinates to uphold and conduct themselves strictly, and they may arrange appropriate development for them. Directors, executives, and employees must uphold and strictly adhere to these principles.

As the company emphasizes and focuses on developing good corporate governance, the Board of Directors promotes continuous adherence to good corporate governance principles and reviews the 8 topics of the CG Code, which are:



Business code of conduct

Business code of conduct : Yes

The Board of Directors has approved the written “Corporate Governance Policy Manual” and “Business Code of Conduct” which covers good practices, roles and responsibilities of directors, and effective internal control mechanisms. These guidelines have been communicated to all stakeholders via the Company’s website. In 2025, the Company reaffirmed its commitment to building confidence among stakeholders and the Thai capital market by participating in the JUMP+ project (Promoting Value Creation for Listed Companies), which aims to enhance the potential of listed companies in various dimensions. The Company has established a Value Enhancement Plan covering 3 main areas as follows:

1. Business Growth Strategy

The Company focuses on stable growth to generate sustainable returns for shareholders through continuous product/service development and customer base expansion, as well as transparent communication of business direction through Investor Relations activities to enhance confidence and increase the Company's Corporate Visibility among both domestic and international investors.

2. Enhancing Corporate Governance Excellence

The Company adheres to good corporate governance as a fundamental principle in its business operations. In the past year, it has elevated standards in 3 key areas:

- **Anti-Corruption:** Establish clear policies and guidelines to foster a transparent organizational culture.
- **Prevention of Insider Trading:** Develop a strict system for controlling and monitoring data usage to ensure equality and fairness for all shareholders.
- **Information Security:** Elevate technology system management standards to prevent risks from cyberattacks and protect the confidentiality of customer and organizational data.

3. Environmental Management (Environmental Management)

The Company recognizes its role in reducing environmental impact and therefore has prepared **a Greenhouse Gas Management Plan** and set clear greenhouse gas reduction targets to become a low-carbon organization and align with international standards.

The Company has established a Corporate Governance Policy Manual and a Code of Conduct for directors, executives, and employees. Directors, executives, and employees have consistently adhered to it. Directors and executives have set good examples, overseen, and encouraged subordinates to comply with the Good Corporate Governance Policy Manual, the Code of Conduct for directors, executives, and employees, and fostered a work environment conducive to ethical conduct. At the same time, there is a commitment to prevent violations of the Code of Conduct. In cases of non-compliance or violation, penalties are considered and imposed according to Human Resources department regulations. Communication and public relations efforts are made to foster understanding among executives and employees, and compliance with these guidelines is monitored. Stakeholders can access this information on the Company's website (www.supalai.com)

Prevention of incidents and behaviors that may constitute unethical conduct

- The Board of Directors has appointed a Corporate Governance and Sustainable Development Committee with clearly defined roles and responsibilities.

- Organize at least one meeting per year of the Corporate Governance and Sustainable Development Committee to report on the performance of ethical compliance.
- Directors, executives, and employees of Supalai Public Company Limited and its subsidiaries must study and understand the Code of Conduct manual.

Additionally, the “Corporate Governance Policy Manual” and “Code of Conduct” have been published on the Company's website for external stakeholders. The Company has established guidelines to promote, supervise, and monitor compliance with the Code of Conduct by directors, executives, and employees of both the Company and its subsidiaries, as follows:

Driving organizational culture through communication from senior management (Tone from the Top) to reinforce adherence to business ethics.



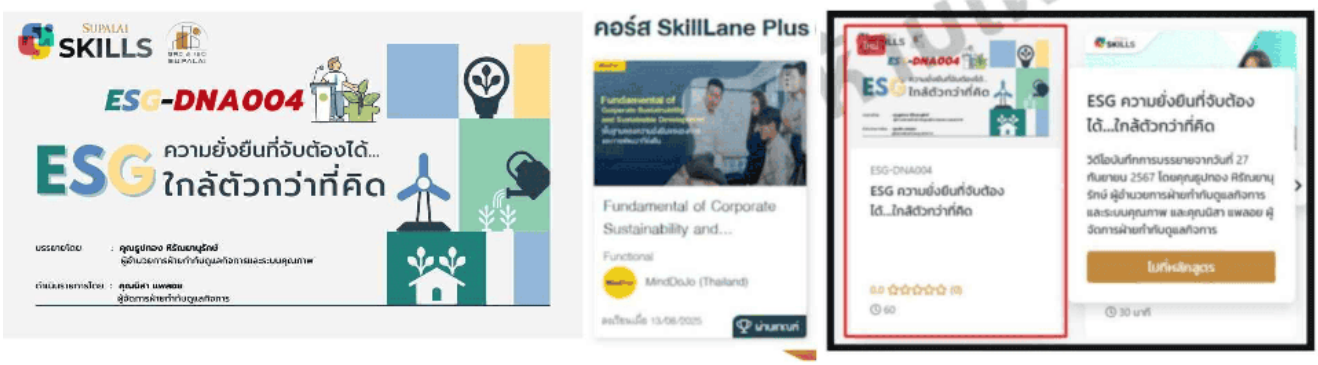


The Code of Conduct (abridged version) is ready for dissemination to directors, executives, and employees via the Intranet system and the company's website.





Develop ESG knowledge sets by providing ESG sustainability courses and knowledge videos on the topic of tangible sustainability, closer than you think, via the SUPALAI SKILLS platform.



Activities to enhance ethical awareness through the Supalai ESG DNA: The GREAT Series knowledge set.



Performance: Annual activity of signing acknowledgement of the Company's Code of Conduct and policies.

Target	Performance in 2025
Company and subsidiary employees Sign acknowledgement of the Code of Conduct and various policies via the SUPALAI SKILLS platform 100%	Company and subsidiary employees 1,847 people participated in the test, 100% (Company 1,465 people, subsidiaries 382 people)





Performance: Activities to measure employee awareness regarding ESG issues through Focus Group activities, using Post-it Brainstorming and Group Discussion techniques

Target	Performance in 2024	Performance in 2025
Employees are aware of ESG. No less than 80%	54%	65%
If the results of the ESG awareness assessment for employees do not meet the target, the Company will analyze the causes, improve communication and knowledge-building activities, and continuously monitor and re-evaluate to enhance employee understanding.		













Policy and guidelines related to business code of conduct : https://sustainability.supalai.com/en/document/viewer/54

Page number of the reference link : 1-69

Policy and guidelines related to business code of conduct

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

Prevention of conflicts of interest

Driving the policy on preventing conflicts of interest

The Board of Directors has approved the policy and conflicts of interest. All executives and employees, incl uding employees in subsidiaries and joint ventures, are required to strictly adhere to it. All employees must report conflict of interest situations. The Audit Committee has assigned the Internal Audit Department to oversee, monitor, and report on various situations to the Audit Committee and the Board of Directors by March of each year.

Monitoring and evaluation of conflict of interest prevention

All executives and employees of the company and its subsidiaries participate in answering the conflict of interest questionnaire through the SUPALAI SKILL platform. In 2025, no executives or employees were found to have violated the regulations regarding conflicts of interest.

Communication for employees to disclose conflicts of interest through the SUPALAI SKILLS platform.





Reference link for prevention of conflicts of interest : https://sustainability.supalai.com/en/document/viewer/62

Page number of the reference link : 1-2

Anti-corruption

Driving Anti-Corruption Policies and Measures

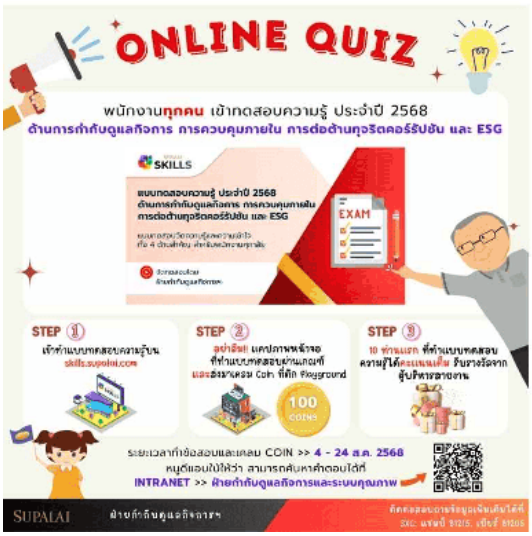
The Board of Directors approved the "Anti-Corruption Policy and Measures" to serve as clear guidelines for personnel at all levels, focusing on fostering a transparent organizational culture through systematic communication and evaluation processes. Driven by its commitment to transparent business operations, the company's membership in the Thai Private Sector Collective Action Against Corruption (CAC) has been renewed for the second time. This certification will remain effective until March 2027. In 2025, significant changes and developments were as follows:

Monitoring and Evaluation of Anti-Corruption Efforts

- **Awareness Building and Knowledge Testing:** The company communicates policies and guidelines through the SUPALAI SKILLS platform to ensure comprehensive access to information for employees and regularly conducts knowledge tests on corporate governance, internal control systems, and anti-corruption measures annually by using various simulated scenarios to enable the application of learned knowledge in real-world situations as appropriate and to assess understanding and effectiveness in practical implementation. For topics with the most incorrect answers from employees, communication is conducted via

Performance Results: Knowledge testing activities on corporate governance, internal control systems, and anti-corruption measures are conducted once a year.

Goals	Performance in 2025
All employees of the company and its subsidiaries participated in the knowledge test on governance activities and internal control systems and anti-corruption measures 100%	Employees of the company and its subsidiaries 1,847 people participated in the test, 100% (Company 1,465 people, subsidiaries 382 people)
Employees who passed the criteria (more than 80%) 100%	Employees of the company and its subsidiaries 1,837 people participated in the test, 99.46% (Company 1,456 people, subsidiaries 381 people)







Executives awarded employees who scored 100% on knowledge and understanding tests. Knowledge test on corporate governance, internal control systems, and anti-corruption measures to provide positive reinforcement to employees, thereby building a strong and unified organizational culture that aligns with the company's future direction, which is considered a crucial foundation for the company's success.

- **Extension to the supply chain:** The company aims to elevate ethical standards throughout the supply chain by promoting and supporting business partners to join the CAC declaration of intent, which resulted in the company receiving the CAC Change Agent Award for the 4th consecutive year (2025).





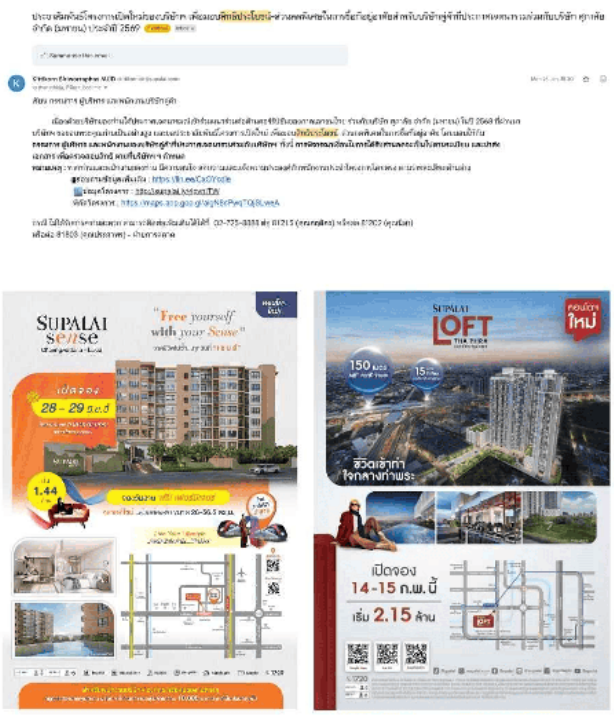
- **Partner Support:** The company has provided various benefits and support activities to partners who have joined the declaration of intent, aiming to create a sustainable business ecosystem free from corruption.

6 types of benefits for partners who join the declaration of intent



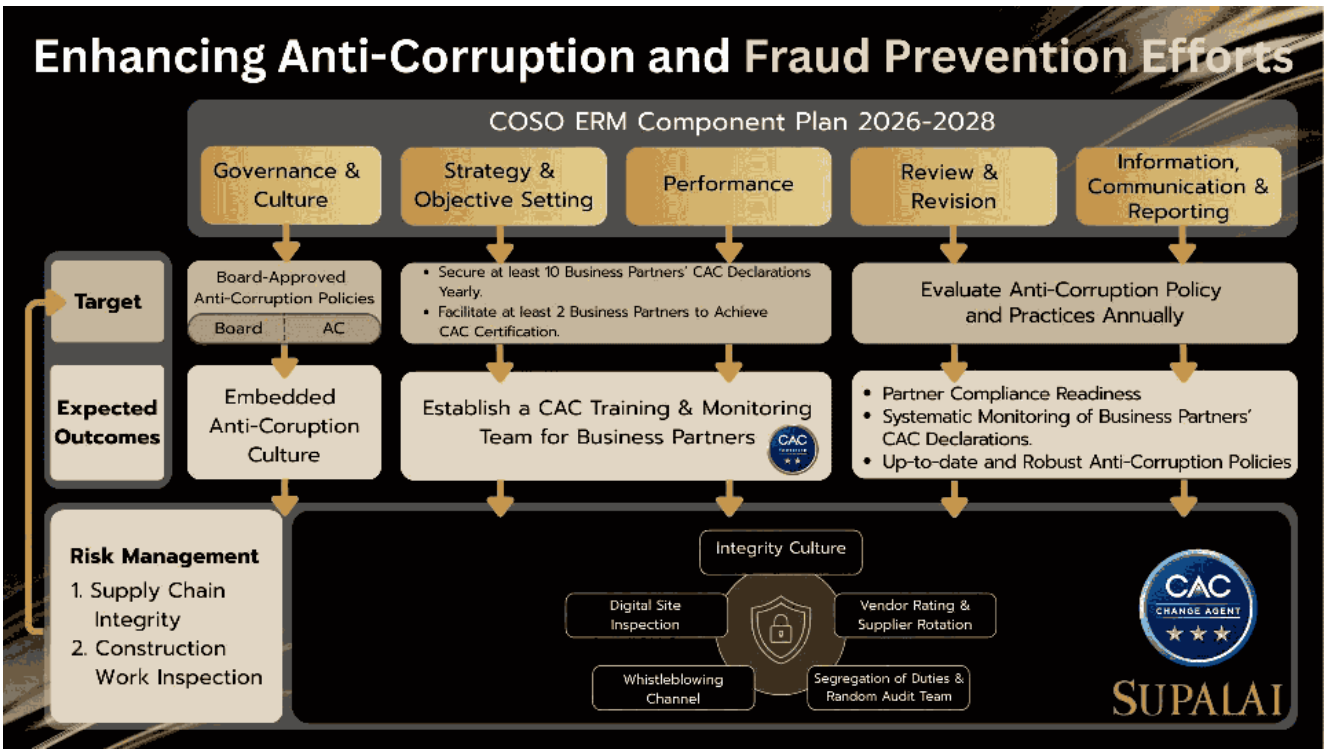
Publicizing special discounts on the purchase of residential properties in 2 projects under the announcement regarding special discounts for the company's partners.





- Project to promote value creation for listed companies (JUMP+), which is a project to enhance the potential of listed companies.

From 2026 - 2028, Supalai elevates its governance under the COSO ERM framework through the "Enhancing Anti-Corruption" strategic plan, aiming to foster a culture of integrity from policy level to practical implementation. It targets pushing at least 10 partners annually to join the CAC declaration of intent and supporting them until they receive CAC Certification. A CAC Training & Monitoring team will also be established to build readiness throughout the supply chain. Furthermore, stringent risk management is integrated into the procurement system and construction inspection through Digital Site Inspection technology, along with the use of random audit systems and whistleblowing channels, to reinforce verifiable transparency standards in all dimensions and create sustainable value for the organization.



Reference link for anti-corruption : https://sustainability.supalai.com/en/document/viewer/56

Page number of the reference link : 1

Whistleblowing and Protection of Whistleblowers

Driving Whistleblowing and Complainant Protection

The Board of Directors has approved Whistleblowing or Corruption Complaint Policy from illegal acts, ethical breaches, or behaviors that may indicate corruption or misconduct by individuals within the organization, including employees and all stakeholder groups. This also includes mechanisms for protecting information providers and emphasizing the confidentiality of tips and complaints to build confidence among whistleblowers or complainants.

Complaint and Corruption Whistleblowing Management Process

1. Receive complaints: Divided into

- **Internal Channels:** Complaint Box, installed in an appropriate and private location near the fire escape, to maintain the privacy of whistleblowers.
- **Ethics and Anti-Corruption Channels:** Through the Company's dedicated Anti-Corruption channels.
- **Shortcut Channels for Employees:** Employees can report or provide information directly to management (Direct Reporting)
- **Public Channels:**

By Standard Response: The Company sends a standard response message to the whistleblower immediately to confirm receipt of information and build confidence in the investigation process.

2. Gather and verify facts: In cases where initial information is insufficient, the responsible department will politely coordinate to request additional information to ensure the investigation is accurate and relevant.

3. The Disciplinary Committee investigates facts, with representatives from: From the main departments, as follows:

- Legal Department, to ensure that investigation processes and penalties comply with work regulations and relevant laws.
- Compliance Department, to verify compliance with corporate governance policies and ethics.
- Human Resources Department, to handle disciplinary actions and employee remediation measures.
- Management representatives in the accused's department, to provide in-depth information on the work context and consider operational impacts.

4. Summarize results for the complainant: After the resolution of the Disciplinary Committee

5. Reporting results to the Audit Committee and the Board of Directors: After the resolution of the Disciplinary Committee

6. Follow up and rectify: In cases where the Audit Committee or the Board of Directors deems it necessary to prevent corruption, the Internal Audit Department will monitor and report at the next meeting.

Whistleblowing Monitoring and Evaluation

In 2025, the Internal Audit Department reported to the Audit Committee and the Board of Directors once, specifically Meeting No. 12/2568 on December 2, 2025.

Measures for Protecting Whistleblowers or Complainants

The Company has established a policy for the protection of whistleblowers or complainants regarding corrupt practices, as follows:

1. The Company will keep the information and identity of whistleblowers or complainants and the accused confidential.
2. The Company will disclose information only as necessary, taking into account the safety and potential harm to the source of the information or related individuals.
3. Those who suffer damage will receive appropriate and fair redress.
4. In cases where a whistleblower, complainant, or person cooperating in fact-finding believes they may be unsafe or suffer harm, they may request the Company to implement appropriate protective measures. Alternatively, the Company may implement protective measures for the complainant or person cooperating in fact-finding without a request, if it deems there is a likelihood of harm or unsafety.
5. The Company will not commit any unfair acts against whistleblowers or complainants, whether by changing job positions, job descriptions, workplaces, suspending work, threatening, interfering with work performance, terminating employment, or any other act that constitutes unfair treatment towards whistleblowers, complainants, or those cooperating in fact-finding.
6. The Company does not demote, punish, or negatively impact employees who refuse to engage in corruption.

Reference link for whistleblowing and protection of whistleblowers : https://sustainability.supalai.com/en/document/viewer/60

Page number of the reference link : 1-4

Preventing the misuse of inside information

Driving efforts to prevent the use of inside information for personal gain.

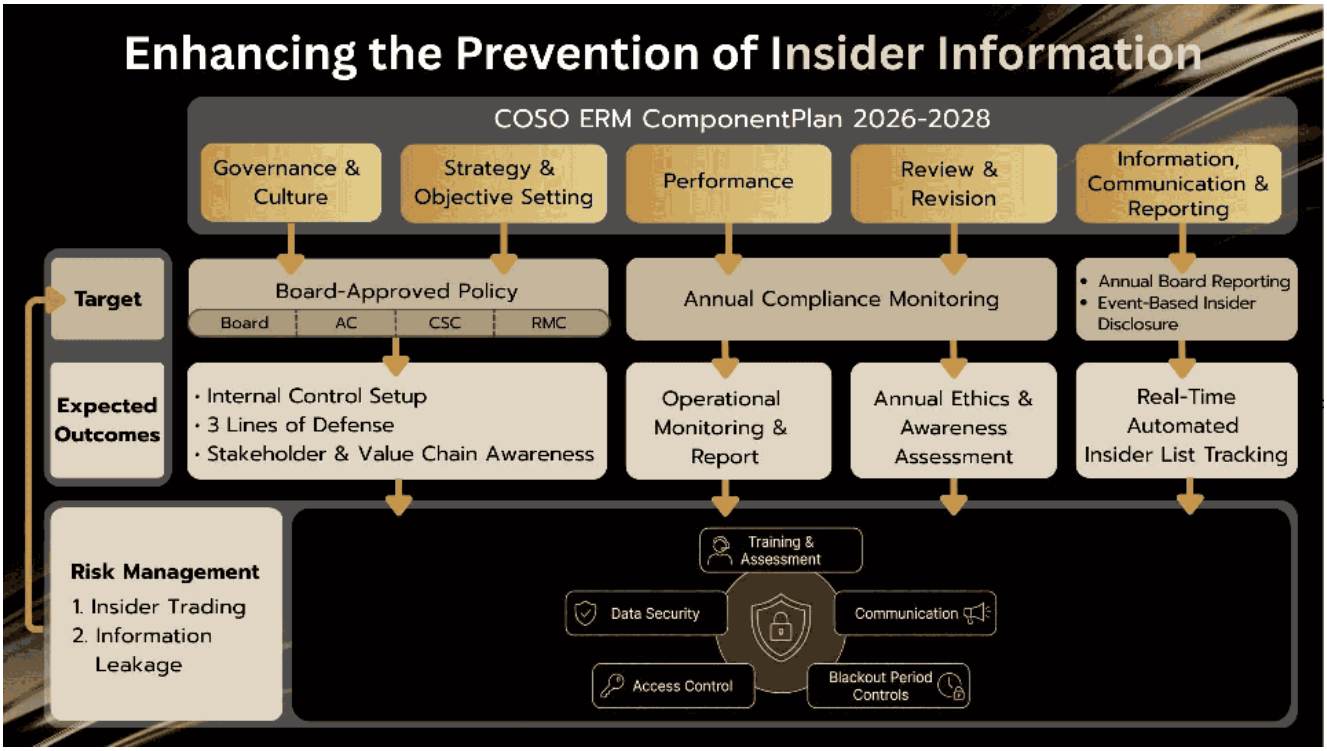
The Board of Directors has approved a policy on the use of inside information to enhance good corporate governance and transparency in business operations. This policy aims to ensure that all directors, executives, and employees collectively safeguard important non-public information to prevent its use for personal gain or for the benefit of others in unfair securities trading. The company has established appropriate data access systems and defined a Blackout Period for refraining from securities trading prior to financial reporting, in order to protect shareholders' interests and the organization's positive image. Compliance with this policy is considered an integral part of the ethical standards that all personnel are expected to uphold.

Monitoring and evaluation in terms of in preventing the use of inside information for personal gain.

Details are disclosed in Section 8.1.4 Monitoring compliance with corporate governance policies and guidelines, sub-section: Use of inside information for personal gain. In the past year, 2025, the Company participated in the Value Enhancement Plan for Listed Companies (JUMP+), a strategic initiative designed to elevate the potential and capabilities of listed companies.

- The Value Enhancement Plan for Listed Companies (JUMP+)

During 2026 - 2028, Supalai is committed to elevating corporate governance under the COSO ERM framework through a strategic plan that links policies from the Board of Directors to practical implementation across the entire organization. This focuses on establishing internal control systems via the 3 Lines of Defense mechanism and conducting annual employee ethics assessments. A key highlight is the use of Automated Real-Time Insider List technology to automatically update the list of individuals with access to critical information and send notifications for the Silent Period (prohibition on securities trading). This aims to reduce risks from human error and effectively prevent insider trading, while fostering a culture of responsible data usage to enhance transparency and sustainably protect stakeholders' interests.



Reference link for misuse of inside information : https://sustainability.supalai.com/en/document/viewer/62

Page number of the reference link : 1-2

Money laundering prevention

Driving anti-money laundering efforts

Adhering to good corporate governance principles, the company has therefore established anti-money laundering guidelines within its Business Code of Conduct for all directors, executives, and employees to strictly adhere to proactive inspection measures focusing on transparent Know Your Customer (KYC) processes and rejecting the use of aliases in all cases, along with international risk management: enhancing the screening of foreign business partners by rejecting transactions with legal entities without clear establishments and thoroughly verifying credibility before commencing relationships, and having a surveillance system to identify suspicious behaviors such as unusually large cash transactions, transfers to third-party accounts, or transactions exceeding the customer's true financial standing, including establishing a timely response mechanism: fostering a strong reporting culture by suspending suspicious transactions and immediately reporting them to supervisors or the legal department to prevent risks to the organization.

Reference link for money laundering prevention : https://sustainability.supalai.com/en/document/viewer/54

Page number of the reference link : 52

Gift giving or receiving, entertainment, or business hospitality

Initiatives Regarding Giving or Receiving Gifts or Business Entertainment

The Company has established an anti-corruption policy, which covers policies regarding the acceptance and giving of gifts, assets, or any other benefits, to ensure that all directors, executives, and employees strictly adhere to it. The Company conducts its business with honesty, integrity, and in compliance with the law. To maintain its reputation, the Company has established a No Gift Policy concerning the acceptance and giving of gifts, assets, or any other benefits

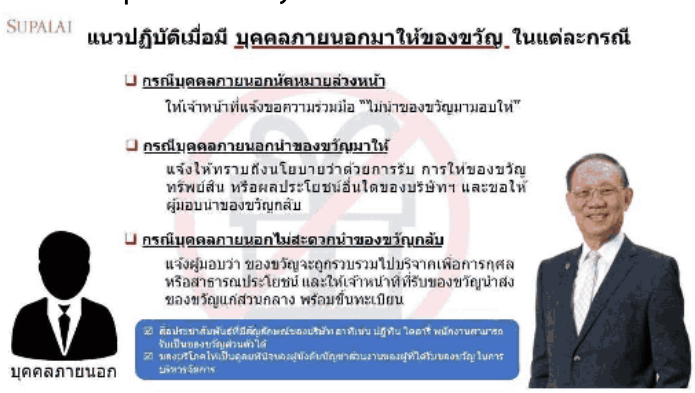
that are permissible according to tradition and ethical principles, to express gratitude or to maintain normal business relationships. However, if the acceptance or giving of gifts, assets, or any other inappropriate benefits could influence decision-making in performing duties and potentially cause the Company to lose benefits, the Company will not support such actions.

Monitoring and Evaluation Aspect Policy Giving or Receiving Gifts or Business Entertainment

The Company adheres to the principles of good governance and transparency by establishing a "No Gift Policy" to prevent the risk of corruption. Annually, from November to January, the Chairman of the Executive Board communicates the Company's stance on not accepting gifts or any other benefits from business partners and the public. The Company monitors and evaluates compliance through mechanisms under the anti-corruption topic.

The Chairman of the Executive Board communicates the Company's stance on not accepting gifts or any other benefits from business partners and the public annually.





Reference link for gift giving or receiving, entertainment, or business hospitality : https://sustainability.supalai.com/en/document/viewer/57

Page number of the reference link : 1-2

Compliance with laws, regulations, and rules

Compliance with laws and regulations related to the company's business

Supalai Public Company Limited fully complies with relevant laws and regulations, including the Public Limited Company Act B.E. 2535 (1992), the Securities and Exchange Act B.E. 2535 (1992), as well as the regulations of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET). Over the past 5 years, the Company, its Board of Directors, and executives have had no record of serious misconduct or violations of the aforementioned regulatory bodies' rules, no criminal cases or bankruptcy proceedings; and no significant conflicts of interest or labor disputes have been found. Furthermore, no executives have resigned due to corporate governance issues, reflecting standards of transparency and trustworthiness.

The Company conducts its marketing communications and advertising activities in a responsible manner (Responsible Marketing), providing accurate and clear information about its products and services to ensure consumers are not misled. Furthermore, the Company strictly adheres to consumer protection laws and related guidelines.

Reference link for compliance with laws, regulations, and rules : https://sustainability.supalai.com/en/document/viewer/26

Page number of the reference link : 10,17,28

Information and assets usage and protection

Commitment to Internal Data Management and Asset Preservation: Emphasizing Governance and Systematic Control

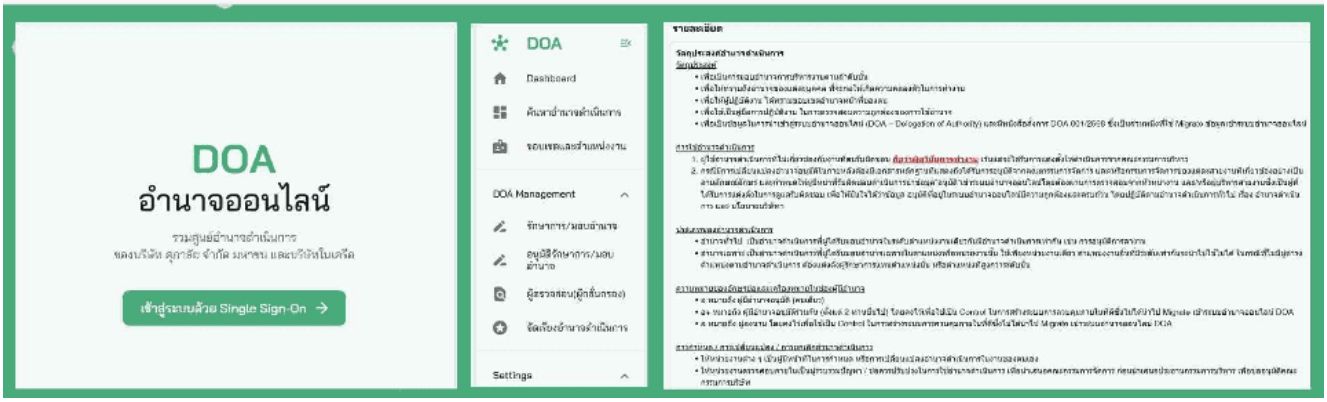
Supalai Public Company Limited is committed to conducting business in accordance with good corporate governance principles, considering data security and asset management as fundamental to sustainability. The company has therefore established a strict and tangible governance structure as follows:

- **Measures to Prevent Insider Trading**

  The company has established strict policies and guidelines to prevent the use of non-public information for personal gain, considering it part of the Code of Conduct that personnel at all levels must adhere to in order to maintain fairness to shareholders and all stakeholder groups.

- **Asset Management and Delegation of Authority System**

  To ensure efficient and transparent use of organizational resources, the company has developed a "Delegation of Authority Manual" to clearly define job scopes and access rights to systems according to levels of responsibility. Additionally, it has established control systems for procurement and asset transfers to prevent the risk of assets being misused.



- **Monitoring and Follow-up Mechanisms**

  The company has implemented a continuous management reporting system for monitoring and anomaly detection. The internal audit department regularly assesses the effectiveness of the control systems. This mechanism enables the company to proactively manage risks and sustainably protect the interests of stakeholders.

Reference link for information and assets usage and protection : https://sustainability.supalai.com/en/document/viewer/26

Page number of the reference link : 58-59

Anti-unfair competitiveness

Driving Anti-unfair competition

Supalai Public Company Limited conducts its business under the principles of free and fair competition, adhering to ethical business practices, transparency, and compliance with relevant competition laws. The Company has established a Policy on Treatment of Competitors, which has been considered and approved by the Board of Directors, to serve as a framework for business operations and to prevent actions that may constitute unfair competition (Anti-competitive Practices).

The Company has established the following key practices:

- Treat trade competitors fairly, under the rules and etiquette of good competition, and not engage in any actions that may distort market mechanisms or adversely affect consumers.
- Not to seek or obtain confidential information of competitors through dishonest, inappropriate, or unlawful means, or in violation of business ethics.
- Not to engage in any actions that may damage the reputation of competitors, such as making accusations, defaming, or disseminating inaccurate or unverifiable information.

- Respect intellectual property rights and not engage in any actions that infringe upon the intellectual property or copyrights of others or trade competitors.
- Not to conduct business in a manner that may constitute a trade monopoly or use methods to force business partners to conduct business exclusively with the Company.

Furthermore, the Company communicates these policies and practices to employees through internal channels such as the Intranet and internal communications to enhance awareness of competition laws and business ethics. Continuous monitoring of policy compliance is also conducted to prevent risks arising from actions that may constitute unfair competition.

The Company is committed to conducting business based on principles of transparent, fair, and responsible competition to build trust among stakeholders and support the organization's sustainable growth.

Reference link for anti-unfair competitiveness : https://sustainability.supalai.com/en/document/viewer/183

Page number of the reference link : 1

Information and IT system security

Implementation Progress Data and Information Security

The Company prioritizes Information Security Governance and Information Technology Risk Management and Cybersecurity Risk Management. To this end, it has developed an Information Security Management System (ISMS) to enhance Data Protection and the security of the organization's information systems in accordance with international standard ISO/IEC 27001:2022.

The Company prioritizes Customer Data Privacy by complying with relevant data protection laws, such as the Personal Data Protection Act (PDPA), and international data protection standards. We have established stringent measures for the collection, use, disclosure, and storage of customer data. Furthermore, the Company defines data subject rights, including the right to access, rectify, or request the deletion of data, to ensure that customer information is handled securely and with full respect for individual privacy rights.

The Company has established a crucial Information Security and Data Protection Framework, including the Information Technology and Security Policy, Personal Data Protection Policy, Company Email Usage Policy, and guidelines for the appropriate and secure use of Artificial Intelligence (AI) technology. These policies have been reviewed and approved by the Board of Directors.

The Company has communicated its policies and guidelines to employees through internal channels, such as the Company's Intranet and internal emails, to promote data security awareness and continuously support compliance with the Company's Cybersecurity and Data Protection measures.

Communication of Information Technology and Data Protection Policies via the Company's Intranet



In 2025, the Company conducted a Gap Assessment between its operational processes and the requirements of ISO/IEC 27001:2022. It also provided training on the standard's requirements and raised cybersecurity awareness among employees. Furthermore, a Gap Assessment was conducted for the Digital Technology Department to identify risks and develop approaches for improving data security management processes.

Currently, the Company is in the process of improving its operations to close identified gaps. An Information Security Management System (ISMS) working group has been established, operational procedures and related documents are being prepared, the capabilities of internal auditors are being developed, and internal audits are being conducted to test system effectiveness. Furthermore, preparations are underway for ISO/IEC 27001:2022 certification.

Such operations are part of the monitoring, review, and continuous improvement process aimed at enhancing the security of the organization's data and information systems and mitigating risks from cyber threats that could affect business operations.

Reference link for information and IT system security : https://sustainability.supalai.com/en/governance-and-economic/cybersecurity-and-data-privacy

Page number of the reference link : 1

Environmental management

Driving Policy Sustainable environmental aspects

The Company Governance and promotion of an organizational culture of environmental responsibility, with the significant aim of building knowledge, understanding, and oversight regarding environmental responsibility among company employees to ensure correct and comprehensive operations across the supply chain. The Board of Directors has approved the sustainable environmental policy to be used as a common guideline, and to communicate it to employees to foster widespread awareness and understanding through the learning system. Supalai Skill and the company's Intranet. Concurrently, information has been disclosed to the public via the company's website in the Corporate Governance and Sustainability section to build confidence among all stakeholders. Details regarding the monitoring of policy implementation are disclosed under the heading "Driving Business for Sustainability", subheading "S ustainability Management in the Environmental Dimension".

Reference link for environmental management : https://sustainability.supalai.com/en/document/viewer/181

Page number of the reference link : 1-4

Human rights

Driving Policy Human Rights

The Company focuses on fostering a culture of equality, non-discrimination, and value, with a work approach founded on mutual respect for dignity and honor. The Board of Directors has approved a Human Rights Policy to serve as a common guideline for practice, and has communicated it to employees to foster widespread awareness and understanding through the Supalai Skill learning system and the Company's Intranet. Concurrently, information has been disclosed to the public via the Company's website in the Corporate Governance and Sustainability section to build confidence among all stakeholders. Details regarding the monitoring of policy compliance are disclosed under the heading "Driving Business for Sustainability," subheading "Human Rights Performance."

Reference link for human rights : https://sustainability.supalai.com/en/document/viewer/45

Page number of the reference link : 1-17

Safety and occupational health at work

Driving Policy on Safety, Occupational Health, and Working Environment

The Company focuses on fostering a safety culture. The Board of Directors has approved the policy on safety, occupational health, and working environment to serve as a common guideline, and to communicate it to employees to ensure widespread awareness and understanding through the Supalai Skill learning system and the Company's Intranet. Concurrently, information has been disclosed to the public via the Company's website in the Corporate Governance and Sustainability section to build confidence among all stakeholders. Details regarding the monitoring of policy compliance are disclosed under the topic "Driving Business for Sustainability," sub-topic "Safety and Occupational Health Performance."

Reference link for safety and occupational health at work : https://sustainability.supalai.com/en/document/viewer/26

Page number of the reference link : 31-32

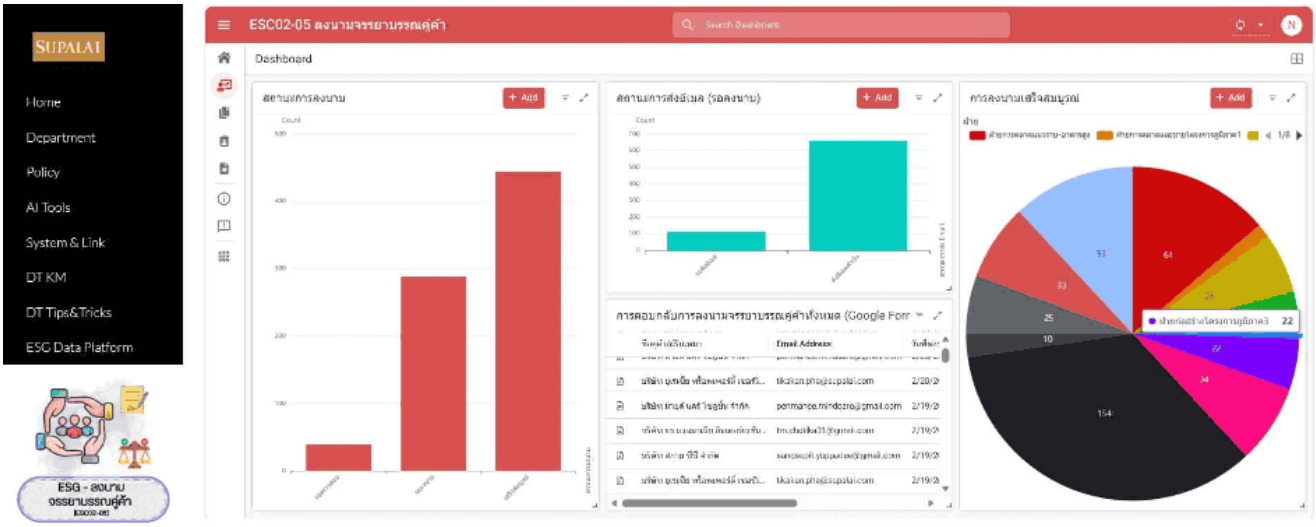
Other guidelines related to business code of conduct

Code of Conduct for Business Partners

The company prioritizes responsible supply chain management by establishing a Supplier Code of Conduct and requiring partners to acknowledge and sign it via the AppSheet platform. This facilitates systematic document submission and tracking of partner signatures, demonstrating partners' understanding and commitment to adhering to the company's standards in business ethics, human rights, labor, safety, and anti-corruption. Additionally, the company conducts Supplier Site Visits to monitor actual operations, including Human Rights Due Diligence (HRDD) assessments within the supply chain, to ensure that partners' business operations comply with the company's standards.

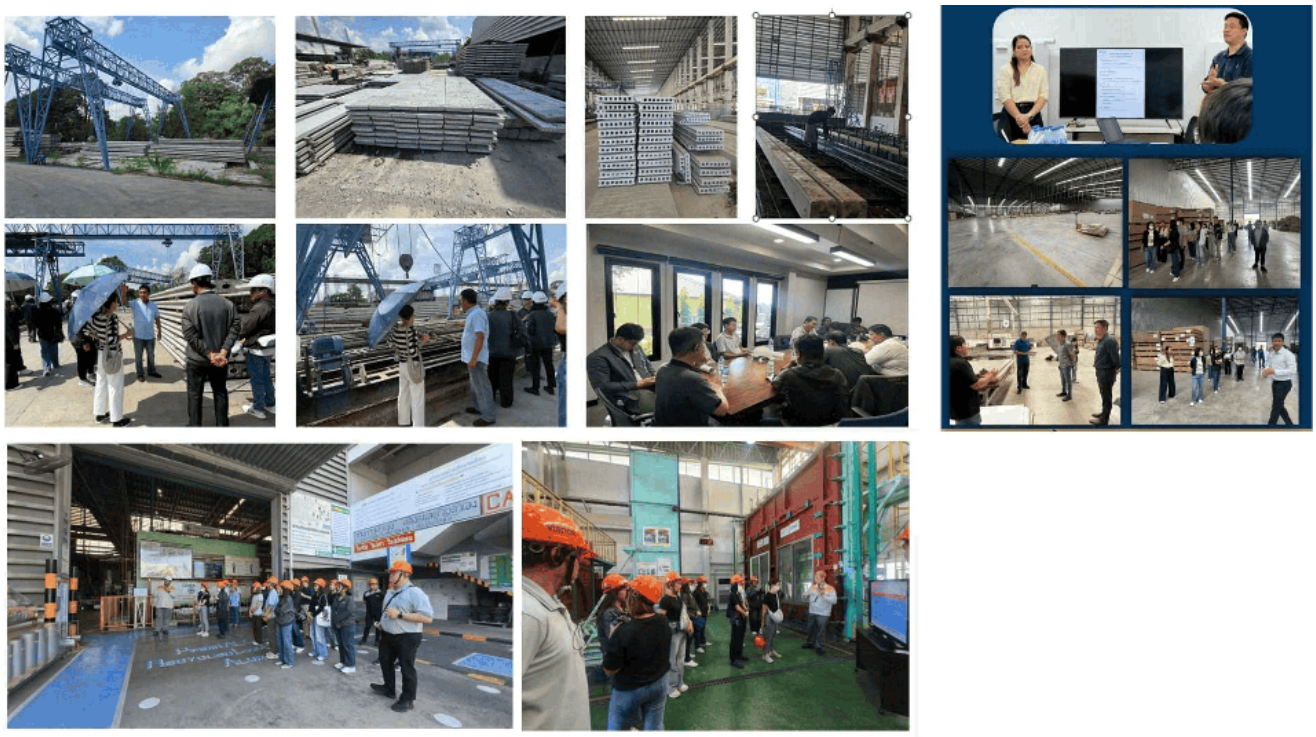
In 2025, the company will implement responsible supply chain management as follows:

- 483 partners signed the Supplier Code of Conduct, representing 63% of the total number of partners.



- Conducted Supplier Site Visits to 7 key partners' operational areas to supervise and monitor their operations to ensure compliance with the Supplier Code of Conduct and the company's sustainable supply chain management guidelines, particularly in the environmental, social, and governance (ESG) dimensions, as well as a comprehensive Human Rights Due Diligence (HRDD) assessment in accordance with the guidelines set by the Securities and Exchange Commission (SEC).

Supplier Site Visits – Construction Materials Group



Supplier Site Visit Furniture Group System Materials and Water Tanks





Supplier Site Visit Group Decorative Materials



The Company has utilized feedback and information received from partners to analyze the root causes of issues and continuously improve collaborative processes. This aims to reduce coordination obstacles, enhance operational efficiency, and promote more agile, swift, and transparent collaboration between the company and its partners.

Reference link for other guidelines related to business : https://sustainability.supalai.com/en/document/

code of conduct viewer/188

Page number of the reference link : 1-7

Responsibility to Customers

Supalai recognizes that customers are key stakeholders essential to the organization's success. Consequently, the Company has established business guidelines that prioritize safety, product quality, and fair treatment of customers, based on the principles of transparency, accountability, and respect for consumer rights. The Company is committed to developing and delivering high-quality and safe residential projects, emphasizing construction standards, quality control, and pre-delivery inspections to ensure that customers receive products of superior quality that meet all relevant standards. Furthermore, the Company promotes the communication of accurate and clear product and service information, ensuring it is not misleading, so that customers can make well-informed decisions (informed decision-making).

Reference link for other guidelines related to business : https://sustainability.supalai.com/en/document/

code of conduct viewer/26

Page number of the reference link : 23

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 Board of Directors regularly reviews policies and codes of conduct annually to align with changing circumstances. In the past year, important policies were reviewed and approved to enhance sustainability in all dimensions, as follows:

1. Review and Improvement of Key Policies (Review of Existing Policies)

The company has reviewed the abridged Code of Conduct for employees and the Good Corporate Governance Policy to ensure clear implementation, comprising:

- Sustainable Corporate Governance Policy
- Policy on Limiting the Number of Directorships in Listed Companies for Company Directors
- Human Rights Policy
- Supplier Code of Conduct

2. Approval of Additional Policies for Sustainability (New ESG Policies)

To elevate environmental, social, and governance (ESG) management, the company has approved 8 additional new policies to serve as a comprehensive operational framework, as follows:

- **Environmental Aspects:** Sustainable Environmental Policy, Climate Change Management Policy, Resource and Waste Management Policy, and Biodiversity Management Policy
- **Social and Employee Aspects:** Sustainable Social Policy and Responsible Termination Policy
- **Management Aspects:** Environmental Management Policy

The company has established a communication strategy for the Corporate Governance Policy Handbook and the Code of Conduct to enhance employees' knowledge, understanding, and awareness of good corporate governance principles. Content has been developed to clearly explain operational guidelines, along with examples of situations that should and should not be practiced, enabling employees to understand and apply them appropriately in their work.

These communication guidelines are designed to align with the principles of good corporate governance of the Stock Exchange of Thailand, as well as best practices under the Corporate Governance Development Project for listed companies, to encourage the company's personnel to operate with transparency, ethics, and continuous adherence to good corporate governance standards.

The company has disseminated and communicated this information through the internal Intranet system to ensure that directors, executives, and employees of the company, including its subsidiaries, can access and understand the operational guidelines thoroughly. This will support personnel at all levels in using it as a guideline for appropriately and consistently interacting with all stakeholder groups, in line with the company's good corporate governance policy, which covers all four key categories.

1. Shareholders' Rights and Equitable Treatment of Shareholders
2. Consideration of Stakeholder Roles and Sustainable Business Development
3. Disclosure and Transparency
4. Board of Directors' Responsibilities

Reference link for the process of promotion for the board of directors, executives, and employees to comply with the business code of conduct :	https://sustainability.supalai.com/en/governance-and-economic/corporate-governance-business-ethics-and-tax-policy
Page number of the reference link :	1

Participation in anti-corruption networks

Participation or declaration of intent to join anti-corruption networks :	Yes
Anti-corruption networks or projects the company has joined or declared intent to join :	Thai Private Sector Collective Action Against Corruption (CAC) CAC membership certification status : Certified

Diagram of participation in anti-corruption networks



Certificate of Membership CAC





Certificate of Participation : CAC CHANGE AGENT

6.3 Material changes and developments in policy and corporate governance system over the past year

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

In the past year, did the company review the corporate governance policy and guidelines, or board of directors' charter : Yes

Material changes and developments in policy and guidelines over the past year : Yes

Each sub-committee regularly reviews its charter and related policies on an annual basis to ensure alignment with its roles, responsibilities, and appropriate practices in accordance with the Principles of Good Corporate Governance. In this regard, the sub-committees have performed their duties as assigned by the Board of Directors comprehensively and have provided constructive recommendations that support the Company's business operations, while continuously adhering to the Corporate Governance Code (CG Code). The results of such reviews are subsequently proposed to the Board of Directors for consideration and approval on an annual basis.

In 2025, the Company established sustainability targets in the governance dimension and disclosed the performance outcomes of its sustainability management, which can be summarized as follows.

Sustainability Goal Governance	Key Sustainability Management Performance Results For the Year 2025
Evaluation of the quality of shareholder meetings, (AGM Checklist) full score of 100 Point, Excellent level	Consistent total score of 100 points. For the 13th consecutive year. (Year 2013 - 2025)
Surveying of excellent corporate governance practices among registeredcompanies or CGR is rated in the top tier of 5 stars.	5 stars, survey result in Excellent level. For the 13th consecutive year. (Year 2013 - 2025)
Sustainability assessment, business ethics category and anti-corruption: 100 points	100 points consecutive
FTSE Russell ESG Scores theme Corporate Governance and Anti-Corruption full score of 5 points	Corporate Governance: achieved a full score of 5 points (2024: 4 points) Anti-Corruption: achieved a full score of 5 points (2024: 5 points)
Member seal of commitment declaration for collaboration in CAC Change Agent project 3 stars.	3 stars member seal. For the 4th consecutive year. (Year 2022 - 2025)

6.3.2 Implementation of the CG Code for listed companies

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

The Company has considered the "Corporate Governance Code for Listed Companies 2017" (CG Code) prepared by the Office of the Securities and Exchange Commission (SEC) to apply the CG Code to create sustainable value for the business.

Throughout the year 2025, the Company had consistently complied with the CG Code in accordance with the criteria of the survey of the corporate governance of the listed company project. The Company also considered and reviewed the implementation of the CG Code, which might not cover some criteria. However, the Company has conducted other approaches which are different from the specified criteria. They have been considered by the Board of Directors in terms of the reasonableness and suitability under the environment of the Company's business operation in order to achieve the Company's objectives and take into account the best interests of shareholders. The matters that the Company has not implemented are as follows:

Practices under CG CODE and CGR	Reasons for or replacement measures of the Company
Election of directors by cumulative voting	The Company has not determined the cumulative voting methods for director election because the Company considers that such criteria still have disadvantages in a practical way. In other words, these criteria encourage minority shareholders to gather and vote for electing directors that are different from those nominated by the Company. This may cause the elected directors' representatives to be inconsistent with the Board Skill Matrix, which is a tool used to nominate directors based on the Company's strategy. In addition, the management approaches of elected directors may be conducted for the interests of a particular group of shareholders, which is not for the best interests of shareholders, leading to a divisive relationship between the directors and executives that affect the management in the same direction.
Forming policies to limit the number of years for the term of office of independent director more than 9 years from the date appointed for the first time.	The Company has 4 independent directors, of which 4 directors shall hold office for more than 9 years. However, the Nomination and Compensation Committee and the Board agreed that independent directors are fully qualified according to the criteria set by the Securities and Exchange Commission, Thailand that is, they are knowledgeable, capable with experience suitable for the business. They can provide opinions freely and perform their duties as independent directors well. All independent directors have also proved that they can maintain independence and have no conflict of interest and/or significant vested interest in the company whatsoever.

The Board of Directors reviews the matters that the Company has not been able to comply with the principles of good corporate governance on an annual basis.

6.3.3 Other corporate governance performance and outcomes

Other Practices in Good Corporate Governance to Support the ASEAN CG Scorecard Assessment

Supalai Public Company Limited is committed to continuously strengthening its good corporate governance practices by conducting business with transparency, accountability, and due consideration for all stakeholders. The Company strives to align its governance framework with international standards in order to support sustainable business growth.

In 2025, the Company was assessed under the **ASEAN Corporate Governance Scorecard (ASEAN CG Scorecard)** and was recognized in the **ASEAN Asset Class PLCs** category. Supalai was among 74 listed companies in Thailand that

received this recognition at the regional level. The ASEAN CG Scorecard assessment covers listed companies from six ASEAN member countries, namely Thailand, Malaysia, Singapore, the Philippines, Indonesia, and Vietnam, totaling 569 companies.

This recognition reflects the Company's **strong commitment to continuously enhancing its corporate governance standards**. Supalai integrates good corporate governance principles with environmental, social, and governance (ESG) considerations across its business operations to create sustainable value for all stakeholders. The achievement also reinforces investor and consumer confidence while affirming the Company's leadership in Thailand's real estate development industry.



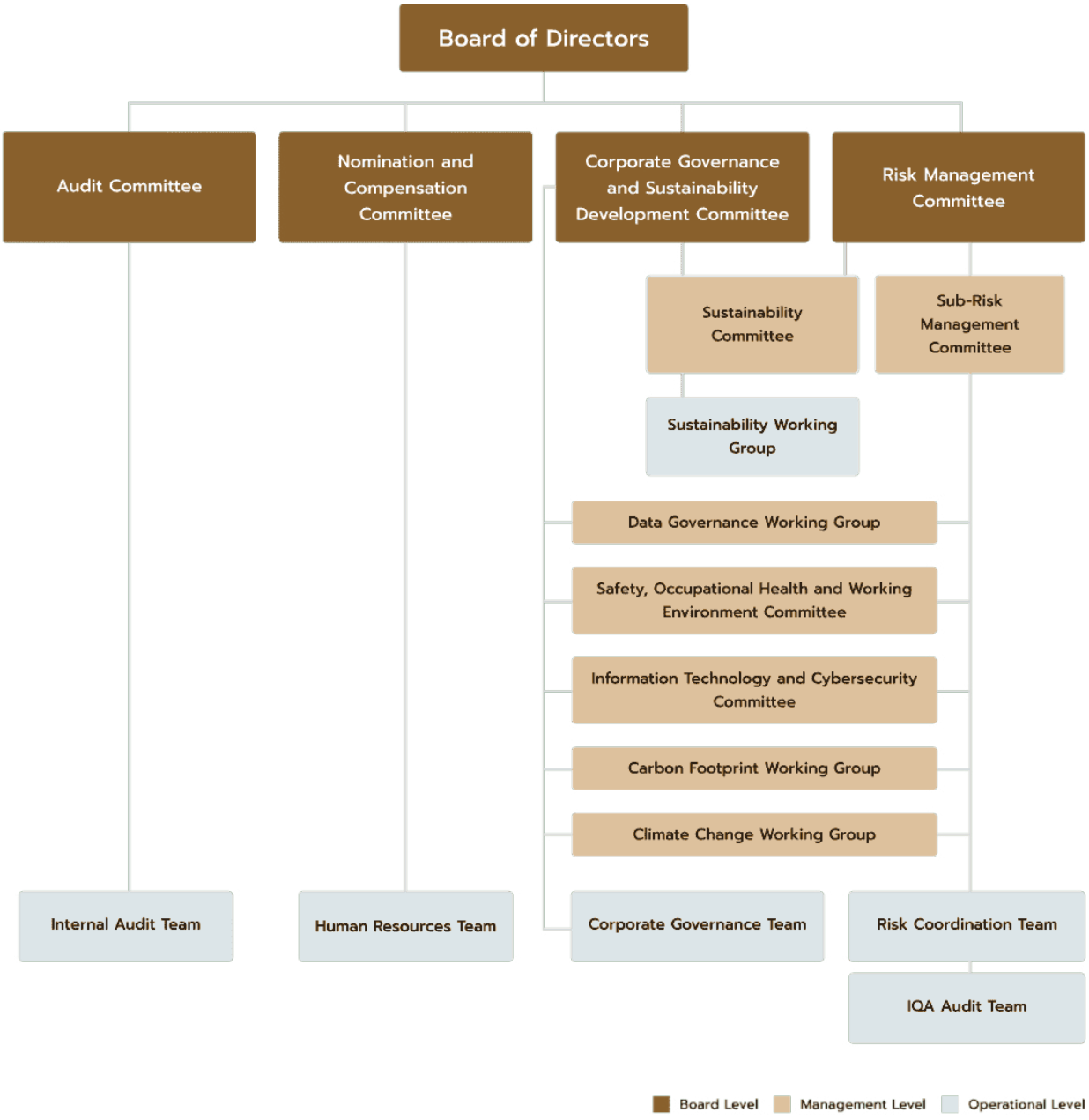
7. Corporate governance structure and significant information related to the board of directors, subcommittees, executives, employees, and others

7.1 Corporate governance structure

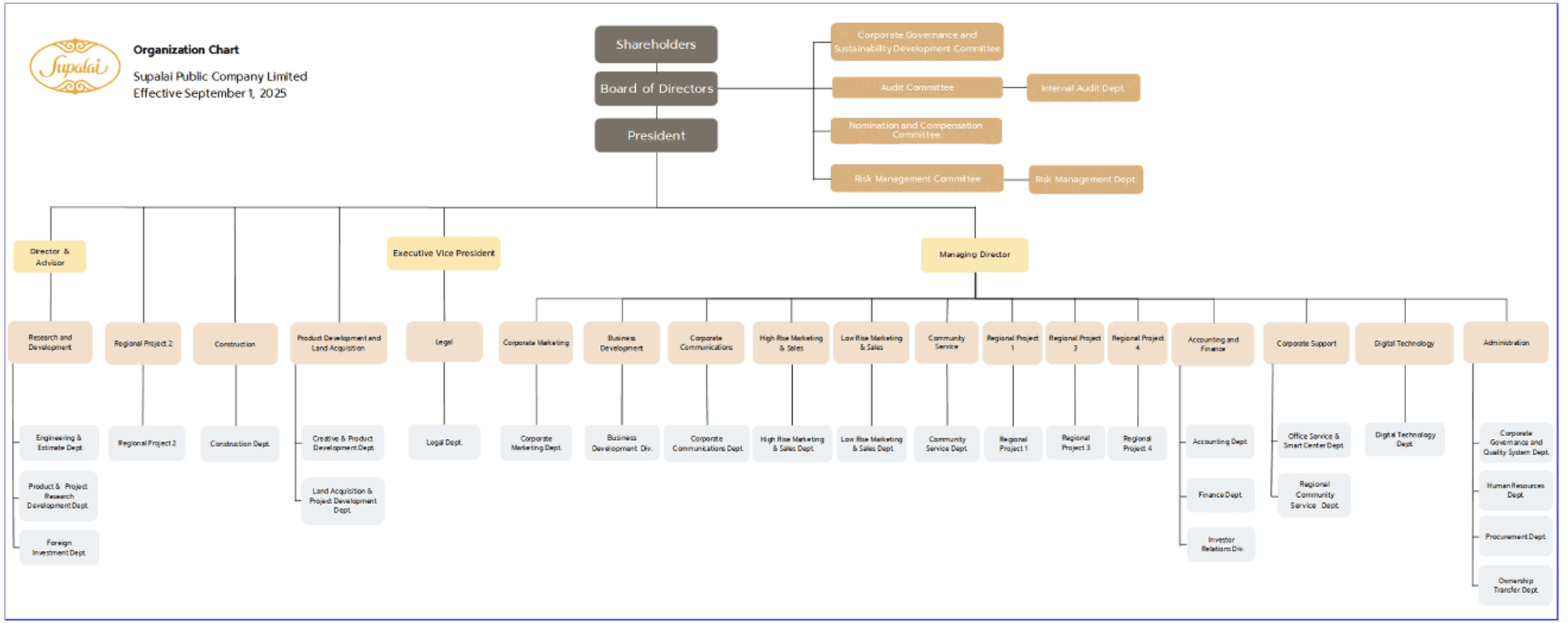
Corporate governance structure diagram

Supalai Public Company Limited is committed to conducting business alongside creating sustainable value by integrating environmental, social, and governance (ESG) dimensions into its corporate strategy to systematically, clearly, and effectively drive sustainability policies and goals, thereby supporting stable long-term growth.

Sustainability Governance Structure



Corporate governance structure diagram



Corporate governance structure as of date : September 1, 2025

7.2 Information on the board of directors

7.2.1 Composition of the board of directors [1]

The Board of Directors consists of qualified persons who have knowledge, capabilities, and experiences that are beneficial to the Company. It consists of 10 directors and 1 advisor to the Board of Directors. The election of directors is in accordance with the resolution of the Shareholders' Meeting under the rules and procedures prescribed.

	Number (persons)	Percent (%)
Total directors	**10**	**100.00**
Male directors	9	90.00
Female directors	1	10.00
Executive directors	3	30.00
Non-executive directors	7	70.00
Independent directors	4	40.00
Non-executive directors who have no position in independent directors	3	30.00

Remark : [1] *An authorized signatory of the Company*

The Company's authorized signatories shall be any two of the following four directors, whose signatures must be affixed together with the Company's seal:
Dr. Prateep Tangmatitham, Mrs. Ajchara Tangmatitham, Mr. Tritecha Tangmatitham, or Mr. Krid Chancharoensuk.

As of 31 December 2025, the Board consists of 10 directors and 1 advisor to the Board. Of the 10 directors, 4 are independent directors, 3 are non-executive directors, and 3 are executive directors.

The Company has established a Board Diversity Policy covering gender, age, professional background, and expertise. Female directors represent 10% of the Board. The Nomination Committee reviews Board composition annually and considers diversity in succession planning for directors and senior executives.

Directors are selected based on qualifications, independence, integrity, leadership, strategic vision, and ability to devote sufficient time to perform their duties. The nomination and appointment process is carried out through the Nomination Committee before being proposed to the Board of Directors and shareholders for approval.

7.2.2 The information on each director and controlling person

List of the board of directors [2]

List of directors	Position	First appointment date of director	Skills and expertise

List of directors	Position	First appointment date of director	Skills and expertise
1. Dr. Prateep Tangmatitham Gender: Male Age : 77 years Highest level of education : Honorary degree Study field of the highest level of education : Innovation Real Estate Development Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years (*) : Doesn't Have DAP course : No DCP course : Yes **Shareholding in a company** • Direct shareholding : 674,359,855 Shares (34.528479 %) • Shareholding by persons related to directors, executives according to Section 59 (**) : 122,933,850 Shares (6.294442 %)	Chairman of the board of directors (Executive Directors) Authorized directors as per the company's certificate of registration : Yes Type of director : Existing director	26 Jun 1989	Property Development, Architecture, Design, Strategic Management, Leadership

List of directors	Position	First appointment date of director	Skills and expertise
2. Mrs. Ajchara Tangmatitham Gender: Female Age : 76 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years (*) : Doesn't Have DAP course : No DCP course : Yes **Shareholding in a company** • Direct shareholding : 122,933,850 Shares (6.294442 %) • Shareholding by persons related to directors, executives according to Section 59 (**) : 674,359,855 Shares (34.528479 %)	Vice-chairman of the board of directors (Executive Directors) Authorized directors as per the company's certificate of registration : Yes Type of director : Existing director	26 Jun 1989	Property Development, Audit, Accounting, Finance, Law

List of directors	Position	First appointment date of director	Skills and expertise
3. Mr. Tritecha Tangmatitham Gender: Male Age : 47 years Highest level of education : Master's degree Study field of the highest level of education : Marketing and Strategic Management Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years (*) : Doesn't Have DAP course : No DCP course : Yes **Shareholding in a company** • Direct shareholding : 2,549,100 Shares (0.130519 %)	Director (Executive Directors) Authorized directors as per the company's certificate of registration : Yes Type of director : Existing director	21 Apr 2009	Property Development, Strategic Management, Marketing, Data Analysis, Sustainability
4. Assoc. Prof. Dr. Virach Aphimeteetamrong Gender: Male Age : 82 years Highest level of education : Doctoral degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years (*) : Doesn't Have DAP course : Yes DCP course : No **Shareholding in a company** • Direct shareholding : 2,791,632 Shares (0.142937 %)	Director (Non-executive directors, Independent director) Authorized directors as per the company's certificate of registration : No Type of director : Existing director	5 Oct 1992	Audit, Accounting, Finance, Governance/ Compliance, Risk Management

List of directors	Position	First appointment date of director	Skills and expertise
5. Assoc. Prof. Dr Somjai Phagaphasvivat Gender: Male Age : 79 years Highest level of education : Doctoral degree Study field of the highest level of education : Doctorado de Estado, Facultad de Ciencia Politica, Universidad Complutense Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years (*) : Doesn't Have DAP course : Yes DCP course : No **Shareholding in a company** • Direct shareholding : 2,300 Shares (0.000118 %)	Director (Non-executive directors, Independent director) Authorized directors as per the company's certificate of registration : No Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	13 Oct 2015	Economics, Strategic Management, Governance/ Compliance, Sustainability, Public Administration
6. Mr. Anant Gatepithaya Gender: Male Age : 74 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years (*) : Doesn't Have DAP course : Yes DCP course : Yes **Shareholding in a company** • Direct shareholding : 0 Shares (0.000000 %)	Director (Non-executive directors, Independent director) Authorized directors as per the company's certificate of registration : No Type of director : Existing director	22 Jan 2001	Finance, Banking, Accounting, Internal Control, Risk Management

List of directors	Position	First appointment date of director	Skills and expertise
7. Assist. Prof. Aswin Bijayayodhin Gender: Male Age : 85 years Highest level of education : Master's degree Study field of the highest level of education : Architecture Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years (*) : Doesn't Have DAP course : Yes DCP course : No	Director (Non-executive directors, Independent director) Authorized directors as per the company's certificate of registration : No Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	10 May 2011	Design, Architecture, Law, Property Development, Engineering
8. Mr. Atip Bijanonda Gender: Male Age : 67 years Highest level of education : Doctoral degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years (*) : Doesn't Have DAP course : Yes DCP course : Yes **Shareholding in a company** • Direct shareholding : 7,696,175 Shares (0.394058 %)	Director (Non-executive directors) Authorized directors as per the company's certificate of registration : No Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	20 Apr 1993	Property Development, Finance, Banking, Strategic Management, Risk Management

List of directors	Position	First appointment date of director	Skills and expertise
9. Mr. Prasas Tangmatitam Gender: Male Age : 75 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 : Doesn't Have Legal offenses in the past 5 years (*) : Doesn't Have DAP course : No DCP course : Yes **Shareholding in a company** • Direct shareholding : 0 Shares (0.000000 %)	Director (Non-executive directors) Authorized directors as per the company's certificate of registration : No Type of director : Existing director	25 Apr 2001	Economics, Data Analysis, Property Development, Governance/ Compliance, Engineering
10. Mr. Krid Chancharoensuk Gender: Male Age : 55 years Highest level of education : Bachelor's degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years (*) : Doesn't Have DAP course : No DCP course : Yes **Shareholding in a company** • Direct shareholding : 9,600 Shares (0.000492 %)	Director (Non-executive directors) Authorized directors as per the company's certificate of registration : Yes Type of director : Existing director	21 Apr 2014	Law, Property Development, Risk Management, Governance/ Compliance, Sustainability

Additional explanation :

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

(1) Dishonest act or gross negligence

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

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

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

Remark : *(2) The Board of Directors' Resolution No. 11/2025 dated 11 November 2025 approved the appointment of Assoc. Prof. Dr. Virach Aphimeteetamrong as Chairman of the Audit Committee (new appointment), effective from 19 November 2025 onwards.*

Diagram of the board of directors



List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the company's certificate of registration
1. Dr. Prateep Tangmatitham	Chairman of the board of directors	✓				✓
2. Mrs. Ajchara Tangmatitham	Vice-chairman of the board of directors	✓				✓
3. Mr. Tritecha Tangmatitham	Director	✓				✓
4. Assoc. Prof. Dr. Virach Aphimeteetamrong	Director		✓	✓		
5. Assoc. Prof. Dr Somjai Phagaphasvivat	Director		✓	✓		
6. Mr. Anant Gatepithaya	Director		✓	✓		
7. Assist. Prof. Aswin Bijayayodhin	Director		✓	✓		
8. Mr. Atip Bijanonda	Director		✓		✓	
9. Mr. Prasas Tangmatitam	Director		✓		✓	
10. Mr. Krid Chancharoensuk	Director		✓		✓	✓
Total (persons)		**3**	**7**	**4**	**3**	**4**

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	2	20.00
2. Banking	2	20.00
3. Property Development	7	70.00
4. Law	3	30.00
5. Marketing	1	10.00
6. Accounting	3	30.00
7. Finance	4	40.00
8. Sustainability	3	30.00
9. Data Analysis	2	20.00
10. Engineering	2	20.00
11. Architecture	2	20.00
12. Design	2	20.00
13. Leadership	1	10.00
14. Strategic Management	4	40.00
15. Risk Management	4	40.00
16. Audit	2	20.00
17. Internal Control	1	10.00
18. Governance/ Compliance	4	40.00
19. Public Administration	1	10.00

Information about the other directors

The chairman of the board and the highest-ranking executive are from the same person : Yes

The chairman of the board is an independent director : No

The chairman of the board and the highest-ranking executive are from the same family : Yes

Chairman is a member of the executive board or taskforce : Yes

The company appoints at least one independent director to determine the agenda of the board of directors' meeting [3]	Yes

Remark : [3] *At the 1/2020 Meeting of the Independent Directors Commit , held on November 10, 2020, a resolution was passed to appoint Associate Professor Dr. Virach Aphimeteetamrong as Chairman of the Independent Directors. The appointment was subsequently proposed to the Board of Directors and approved on December 8, 2020.*

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	Yes
Methods of balancing power between the board of directors and Management	Appointing an independent director to jointly consider the agenda of the board of directors' meeting

Independent Directors Committee

The Board of Directors defines the definition of the independent director. It refers to the directors who can express opinions to support policies that are beneficial to shareholders or report suggestions independently in accordance with the assigned mission, regardless of any interests relating to assets or positions, are independent from the control of the management and the major shareholders of the Company, do not get involved with or have no interests, are not under the influence of any person or a group of persons, and do not have any circumstances to coerce them to be unable to express opinions. The Board of Directors approved the appointment of the Independent Director Committee. The names are listed as follows:

No.	Name - Surname		Position in the Independent Directors Committee
1	Assoc. Prof. Dr. Virach	Aphimeteetamrong	Chairman of the Independent Director
2	Assoc. Prof. Dr. Somjai	Phagaphasvivat	Independent Director
3	Mr.Anant	Gatepithaya	Independent Director
4	Assist.Prof.Aswin	Bijayayodhin	Independent Director

Constitution of Independent Directors

1. Independent directors are appointed by the Board of Directors, consisting of all independent directors of the Company. The Nomination and Compensation Committee shall propose the list to the Board of Directors to appoint one independent director as the Lead Independent Director.
2. The qualifications are in accordance with the regulations of the Capital Market Supervisory Board and the requirements of the independent directors of the Company, which must be reviewed and certified at least once a year.
3. Independent directors are qualified persons with knowledge, capabilities, and experiences that are beneficial to the Company.

Establishment of Qualifications of Independent Directors

To build the confidence of investors and maintain the balance of good management, the Company has defined the independence of "independent directors" more stringently than the criteria set by the Capital Market Supervisory Board as follows:

1. Appointed by the Board of Directors or the Shareholders' Meeting of the Company to be the independent director.
2. Holding shares of no more than 0.5% of the total voting shares of the Company, its subsidiaries, associates, major shareholders, or controlling persons, including the shareholding of related parties of such independent director.
3. Not being or having been an executive director, workers, employees, advisors receiving a regular salary, or controlling person of the Company, its subsidiaries, associates, same-level subsidiaries, major shareholders, or controlling persons, unless he/she has been discharged from the aforementioned characteristics for at least 2 years prior to the date of application submission to the Office of the Securities and Exchange Commission, Thailand; such prohibited characteristics shall not include the case where the independent director was a government official or an advisor of a government agency who is a major shareholder or a controlling person of the Company.
4. Not being a person with a blood relationship or legal registration in the manner of a parent, spouse, sibling, or child, including the spouse of the children, other directors, executives, major shareholders, controlling persons, or persons to be nominated as a director or a controlling person of the Company or its subsidiaries.
5. Not having or never having had a business relationship with the Company, its subsidiaries, associates, major shareholders, or controlling persons in a manner that may impede the use of its independent discretion, including not being or never having been a significant shareholder or a controlling person of a person having a business relationship with the Company, its subsidiaries, associates, major shareholders, or controlling persons, unless he/she has been discharged from the aforementioned characteristics for at least 2 years prior to the date of application submission to the Office of the Securities and Exchange Commission, Thailand.

   The business relationship under Paragraph One includes normal business transactions, rental or lease of real estate, transactions related to assets or services, or granting or receipt of financial assistance through receiving or providing loans and guarantees, providing assets as collateral, and any other similar actions, which result in the Company or the counterparty being subject to indebtedness payable to the other party in an amount starting from 3% of the Company's net tangible assets or from 20 million baht or more, whichever amount is lower. In this regard, the calculation of such indebtedness shall be in accordance with the method for calculating the value of related party transactions under the Notification of the Capital Market Supervisory Board Re: Rules on Execution of Related Party Transactions, mutatis mutandis. In any case, the consideration of such indebtedness shall include the indebtedness incurred during the period of 1 year to the date of establishing the business relationship with the related person.
6. Not being or never having been an auditor of the Company, its subsidiaries, associates, major shareholders, or controlling persons, and not being a significant shareholder, a controlling person, or a partner of the audit office for which the auditor of the Company, its subsidiaries, associates, major shareholders, or controlling persons works, unless he/she has been discharged from the aforementioned characteristics for at least 2 years prior to the date of application submission to the Office of the Securities and Exchange Commission, Thailand.
7. Not being or never having been a professional service provider, including a legal advisor or a financial advisor who receives service fees exceeding 2 million baht per year from the Company, its subsidiaries, associates, major shareholders, or controlling persons, and not being a significant shareholder, a controlling person, or a partner of the professional service provider, unless he/she has been discharged from the aforementioned characteristics for at least 2 years prior to the date of application submission to the Office of the Securities and Exchange Commission, Thailand.
8. Not being a director appointed as the representative of the Company's directors, major shareholders, or any shareholders who are connected persons of the major shareholders of the Company.

9. Not undertaking any business of the same nature and in significant competition with the business of the Company or its subsidiaries or not being a significant partner in partnerships or an executive director, worker, employee, or advisor receiving a regular salary or holding more than 1% of the voting shares of other companies that operate a business of the same nature and in significant competition with the business of the Company or its subsidiaries.
10. Not possessing any other characteristics that will prevent the independent expression of opinions in respect of the operations of the Company.
11. The independent director who is qualified according to Item 110 may be assigned by the Board of Directors to make decisions on the operations of the Company, the operations of the subsidiaries, associates, or juristic persons that may have a conflict. The decision could be made in the form of a panel.

Scope of Duties and Responsibilities

Chairman of the Independent Directors	Independent Directors
1.Presiding over the Independent Directors' Meeting (Non-executive Director) which is held at least once a year. 2.Being a leader and a coordinator for any opinions and observations of independent directors in order to propose them to the Board of Directors. 3.Being a coordinator to contact among shareholders and independent directors (if any). 4.Being responsible for performing specific operations required to be carried out by independent directors.	1.Considering and providing suggestions and opinions on strategies and sustainability that should be performed and are beneficial to other related stakeholders. 2.The independent director may seek advices from experts to provide assistance in performing duties efficiently under the charter at the expenses of the Company. 3.Reviewing the Company's compliance with the requirements / regulations of listed company supervising agencies relating to independent directors. 4.Reviewing and improving the charter of independent directors to be appropriate and up to date. 5.Independent Directors shall be entitled to attend trainings or activities in order to enhance work-related knowledge by using the Company's resources. 6.Independent directors annually perform the self-assessment to certify their qualifications of independence in accordance with the criteria set by the Capital Market Supervisory Board.

Determination of Tenure of Sub-committee

The tenure of the sub-committees, namely the Audit Committee, the Corporate Governance and Sustainability Development Committee, the Risk Management Committee and the Nomination and Compensation Committee, shall be 3 years for each term. When vacating office upon the expiration of the term, they may be re-appointed.

The Company supports the development of the Company's management system and operations. Non-executive Directors and independent directors are allowed to hold meetings as deemed appropriate without executive directors or the Management attending the meeting in order to discuss issues on the business management of the Company or other highlighted matters which cause benefits to the Company and all stakeholders as they can express their opinions independently and create different perspectives. In 2025, there was a meeting held on August 13, 2025. The issues discussed at the meeting were disclosed by reporting to the Board of Directors' Meeting No. 9/2025 held on September 9, 2025. Assoc. Prof. Dr. Virach Aphimeteetamrong to be the Chairman of the Independent Director Committee and is

responsible for determining the agenda of the Independent Director Committee's meeting by supervising and including important matters to the agenda of the Independent Director's meeting. The results of the meeting were reported to the Board of Directors for acknowledgement.

Separation of Roles and Duties of the Board of Directors from the Management Team

Directors and executives of the Company perform their duties for the benefits of the Company and shareholders with the clear management structure, balance and traceability. The Committee understands the roles, duties and responsibilities towards shareholders and can show that they will be able to perform their duties. The structure of Committee and management must be inspected and have adequate balance as follows:

1. Consisting of at least one-third of the total number of independent directors, but not less than 3 persons.
2. Having the Audit Committee which consists of at least 3 independent members of the Audit Committees having duties in the same manner as those specified in the Regulations of the Stock Exchange of Thailand, and at least 1 person having knowledge and experiences in reviewing the reliability of the financial statements and performing other duties as a member of the Audit Committee.
3. The Company clearly segregates roles, duties and responsibilities between the Board of Directors and the Management Team. The details are as follows.

Chairman of the Board	Chief Executive Officer
1. Being responsible as the leader of the Board of Directors in monitoring the administration of the Executive Committee and other sub-committees to ensure that the performance of duties of the Board of Directors and other sub-committees is efficient and achieves the objectives and goals of specified plans. (Ensure Board Effectiveness) 2. Presiding over the Board of Directors' Meeting and the Company's Shareholders' Meeting and ensuring that all directors participate in promoting the ethical organizational culture and adhering to the good corporate governance and the code of conduct of the Company. (Manage Board Meetings) 3. Having a casting vote in the event that there is a vote casting at the Board of Directors' Meeting and the votes of both parties are tie. 4. Allocating sufficient time to discuss important issues, cooperating with independent directors to determine the agenda for the Board of Directors' Meetings, and providing measures to ensure that important matters are included in the agenda, as well as promoting and encouraging the Management to exercise prudent discretion to discuss any issues during the meeting, make inquiries and express opinions. 5. Promoting constructive relationships among directors and the Board of Directors and the Management. (Manage Key Relationships).	1. Managing and performing the Company's operations in accordance with the strategic directions and policies approved by the Board of Directors within the scope and authority specified by the Board of Directors. 2. Establishing short-term and long-term business goals in the annual business plan, including expense budgets and long-term strategic plans for the Board of Directors for approval and being responsible for reporting the progress of such approved plan and budget to the Board of Directors every 3 months. 3. Managing operations through the Management Committee and the Executive Committee to achieve the goals specified in the business plan by aiming to create long-term values for shareholders, competitiveness and suitable returns for shareholders. 4. Allocating resources and recruiting personnel with potential for the highest benefits. 5. Appointing, removing, transferring, promoting, demoting, cutting salaries or wages, and taking disciplinary action for employees and workers, as well as dismissing employees and workers to vacate office in accordance with the regulations specified by the Committee. 6. Promoting and building a strong organizational culture and supporting the vision and growth of the business. 7. Closely monitoring the Company's operations, measuring operating results and reporting activities completely performed by the Management to the Board of Directors periodically and in a timely manner. 8. Considering, screening, and proposing for approval from the Board of Directors regarding the Company's policies and business directions, matters possibly causing significant changes to the Company's business, and matters requiring compliance with laws and regulations of the Stock Exchange of Thailand. 9. Preparing details of operating authority within the Company to decentralize employees to perform operations and make decisions efficiently and flexibly without losing control in order to propose them to the Board of Directors for approval. 10. Preparing financial position reports and financial statements for the Board of Directors to consider and approve them every quarter.

The aforementioned delegation of authority to the Chief Executive officer must not be in the manner that allows the authorized person to approve transactions in which he/she or persons may have conflicts, interests, or conflicts of interest in any other manners with the Company or its subsidiaries, unless it is a normal course of business of the Company and passes the resolution of the Board of Directors' Meeting where independent directors attend the meeting and establish a clear framework for consideration only. However, it shall be in accordance with the criteria of the Office of the Securities and Exchange Commission, Thailand and regulations of the Stock Exchange of Thailand or other government agencies.

Job Position Combination or Separation

The Company combines the positions of Chairman of the Board and Chief Executive Officer to ensure unified leadership and strategic alignment. To mitigate potential governance risks arising from this structure, the Company has implemented the following balancing mechanisms:

- Appointment of a Lead Independent Director
- Independent Directors' meeting without management at least once annually
- Abstention from voting in case of conflict of interest
- Requirement of unanimous approval for significant transactions

However, the resolutions of every meeting must be approved by the majority votes. The Chairman will cast a vote in the case of a tie vote only. Decisions on important matters must be resolved unanimously by all directors who attend the meeting. If any director disapproves, such agenda will not be approved by the Board of Directors. In the event that the Chairman of the Board has interests in that agenda, the Chairman of the Board will abstain from voting. The roles and duties of Chairman of the board will be separate from Chief Executive officer. (See to "Separation of Roles and Duties of the Board of Directors from the Management Team"), Appointing the chairman of independent director to jointly determine the agenda of the Board of Directors' meeting to balance the power between the Board of Directors and the Management.

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

The Board of Directors performs duties by taking into account the principles of integrity, transparency, fairness, and prudence to protect the interests of the Company. The details are as follows:

Board charter : Yes

The duties and responsibilities of the Board of Directors are divided into 2 areas as follows:

1. Establishment of Business Directions, Policies and Strategies

- Providing an adequate system or mechanism to ensure that the Company's operations are in accordance with the laws, objectives, goals, Articles of Association and operating policies, including resolutions of the Shareholders' Meeting and protecting the interests of the Company based on the principles of good corporate governance.
- Defining a vision, mission, corporate values, strategic direction, objectives, main goals, and operating policy of the Company; Vision, mission, corporate values, strategic directions, objectives, main goals and operating policy of the Company are reviewed on a regular basis and approved annually. The Management is monitored and supervised to implement such matters in accordance with the established policies and plans efficiently and effectively to be consistent with the business plan of the Company.
- Controlling and oversight the operations of the Company to be in accordance with the rules and regulations of relevant agencies, being responsible and protecting the interests of shareholders to create values to the business sustainably, disclosing information to shareholders and all relevant parties adequately, correctly, completely and transparently with standards.

- Ensuring that there are clear anti-corruption policies and practices and complaint handling mechanism and communicating them to all levels of the organization and third parties for practical operations.
- Consent to important strategies and operating policies, including objectives, financial goals, and the Company's action plans, and following up, evaluating and supervising the report on performances in order to comply with the specified plans, objectives and goals.
- Considering and approval the annual budget for the Company's investment and business operations as well as supervising the use of the Company's resources.
- Appointing and clearly defining the scope of duties of the Executive Committee and the Management Committee.
- Considering and appointing sub-committees to provide assistance in performing duties in accordance with the responsibilities of the Board of Directors, and clearly defining the scope of duties of the sub-committees and preparing the report on performances of the sub-committees.
- Promoting the application of information technology as a part of the strategy and operation by ensuring that information technology is used to increase business opportunities, performance development and sustainability of the business.
- Focusing on and supporting innovation that creates added values to the business while creating benefits for customers or related parties, society and environment.
- Providing a mechanism to ensure that shareholders take part in making decisions on important matters of the Company and organizing an annual general meeting of shareholders within 4 months from the closing date of the Company's year-end account and holding an extraordinary general meeting of shareholders when necessary to be orderly, transparently, and efficiently and facilitate shareholders to exercise their rights.
- Establishing a mechanism for supervising policies and operations of subsidiaries and other businesses in which the Company significantly invests.
- Organizing the Board of Directors' Meeting every quarter by determining the meeting schedule and agenda in advance. At the meeting, there must be not less than one-half of the directors attending the meeting. The final decision of the meeting shall be made by a majority vote. In the case of a tie vote, the Chairman of the meeting shall have a casting vote.
- Encouraging the Management Committee, executives, or other related parties to attend a meeting in order to provide additional details as it pertains to the issue directly.
- Providing advices, jointly discussing issues widely and thoroughly, making decisions with careful discretion on matters proposed in accordance with the agenda of the Board of Directors' Meeting, and being independent to propose matters that are beneficial to the Company to the agenda.
- Preparing a report of the Board of Directors' responsibility for financial reports by presenting together with the auditor's report in the annual registration statement/the annual report (Form 56-1 One Report) and covering important matters in accordance with the policy on good practices for directors of listed companies of the Stock Exchange of Thailand.
- Reporting stakes by recording in the minutes of the Board of Directors' Meeting.
- Determining and amending the names of the directors authorized to sign and bind the Company.
- Delegating authority to the Chief Executive officer for the Company's business operations, including the authority to appoint and dismiss employees of the Company, as well as determining remuneration in accordance with the policy of the Board of Directors, and delegating authority to perform operations to employees that is consistent with the business situation.
- Promoting the application of information technology to disseminate information and to be able to access additional necessary information. If necessary, the Board of Directors can provide opinions from independent advisors or external professionals at the expense of the Company.
- Participating in building and driving an ethical organizational culture whereas the Board of Directors should behave as a model as a leader of corporate governance.

2. Monitoring of Operations of the Management for Inspection of Balance and Consistency with Directions of the Company

Such assignment shall not release the duties and responsibilities of the Board of Directors. The Board of Directors should also monitor the Management to perform its assigned duties as follows:

2.1. Corporate Governance

- Monitoring and supervising the Management Committee to operate businesses with social and environmental responsibility included in the Operational Plan and applying the strategic plan to the Operational Plan in accordance with the strategic plans, main goals and objectives of the Company, including establishing a framework for budget allocation and resource management for the efficient and effective development, considering the impacts and development of resources throughout the value chain.
- The Management Committee reports the performances at least once a quarter in order to be able to control and supervise the performances of the Management Committee continuously and timely.
- Non-executive directors hold meetings as necessary to discuss issues on management that are in the limelight without the Management attending the meeting and report it to the Chief Executive officer for acknowledgment.
- Ensuring that there is adequate monitoring of the financial liquidity and solvency of the entity and providing plans for solution to recover the operational status in the event that financial difficulties occur or are likely to occur.
- Monitoring, managing and following the solution of potential conflicts of interest and connected transactions to be in accordance with the procedures and information disclosure stipulated by the laws, including the prevention of improper use of the Company's assets, information and opportunities and transactions made with those who have a connected relationship with the Company in an inappropriate manner.
- Supervising departments and persons responsible for investor relations, determining the direction, supporting operations on investor relations, and ensuring that there is an appropriate and fair communication channel with each group of shareholders and stakeholders, such as investors, analysts and the media.
- Providing accounting, financial reporting and auditing systems, including ensuring that there are an efficient, effective of internal control and internal audit system.
- Preparing of financial statement at the end of the Company's fiscal year and proposing them to the Shareholders' Meeting at the Annual General Meeting to consider and approve the balance sheet and profit and loss account; The Board of Directors must allow the auditors to complete the audit before presenting it to the Shareholders' Meeting.
- Providing complete, accurate and sufficient financial information and general information that are important to shareholders and verifying the authentication of the reported information.
- Providing accurate, clear, transparent, and reliable disclosure of financial and non-financial information with high standards.

2.2. Internal Control and Risk Management

- Establishing guidelines for risk management comprehensively and ensuring that the executives provide an internal control system or effective risk management processes.
- Providing the internal control and audit, as well as establishing a system for financial and operational control, supervising operations, and controlling and managing risks.

2.3. Determination of Remuneration of Directors

- The Board of Directors is responsible for proposing directors' remuneration to the Shareholders' Meeting for approval by considering the structure and the rate of remuneration to be suitable for duties and responsibilities and motivating the Board of Directors to lead the organization to achieve both short-term and long-term goals.

2.4. Determination of Remuneration of Executive Management

- Appointing and determining the remuneration of the Chairman of the Executive Committee.

- Ensuring that there is an appropriate system or mechanism for remuneration payment of senior executives in order to create both short-term and long-term motivation for performance which is in line with the main objectives and goals of the Company.
- The Board of Directors is responsible for evaluating the performances of executive management and determining the remuneration based on their performances.

3. Self-Assessment

The Board of Directors provides an annual performance assessment of the Board of Directors, sub-committees and individual directors at least once a year through the Nomination and Compensation Committee. The results are applied to the development of the directors' performance of duties.

4. Appointment of a Professionally Qualified Person as Company Secretary

Appointment and Removal of Directors

The Board of Directors assigns the Nomination and Compensation Committee to propose the appointment to the Shareholders' Meeting for approval in accordance with the rules and procedures prescribed in the Company's Articles of Association with the following substances:

1. Directors of the Company are elected by the Shareholders' Meeting by not less than 5 persons and there are at least 3 independent directors. Not less than one-half of the total number of directors must have residence in the Kingdom and at least one director of the Company must have knowledge in accounting and finance. The directors must possess qualifications as specified by laws and regulations.
2. The Shareholders' Meeting shall elect directors. The Nomination Committee selects and nominates qualified persons according to the following rules;
   (1) A shareholder has one vote. One share equals to one vote.
   (2) Each shareholder is required to exercise all his votes under (1) to elect one person or several persons to be a director. However, the shareholder shall not allot his/her votes to any person in any number.
   (3) The candidates shall be ranked in order descending from the highest number of votes received to the lowest and shall be appointed as directors in that order in the amount required in the election or to be elected at that time. In the event that the persons who are elected in descending order of votes obtain the equal number of votes exceeding the number of directors required or to be elected at that time, the Chairman shall have a casting vote.
3. At each Annual General Meeting, one-third of the directors must vacate office. If the number of directors is not a multiple of three, then the number nearest to one-third must vacate office. The directors to vacate office in the first and second years following the registration of the company shall be drawn by lots. In every subsequent year, the directors who have been longest in office shall vacate office.
4. Any director who wishes to resign from his/her position shall submit a resignation letter to the Company. The resignation takes effect as from the date on which the letter of resignation reaches the Company.
5. In the case where any director shall vacate office prior to his/her retirement by rotation, the resolution must be passed by a vote of not less than three-fourths of the number of shareholders present at the meeting and eligible to vote and representing at least one half of the total number of shares held by the shareholders present at the meeting and eligible to vote.

Authorization Granted by Board of Directors

Two of four directors authorized to sign on behalf of the Company shall jointly sign to authorize other directors or other persons to act on behalf of the Company within a certain period of time.

The delegation of authority and the responsibilities of the Board of Directors will not be in the manner of the delegation or sub-delegation of authority which the Board of Directors or an authorized person of the Board of Directors is able to approve transactions that he/she or a person having a potential conflict (as defined in the Notification of the SEC Board) for the Company and its subsidiaries. The approval authority of the Board of Directors is as follows:

- Considering and approving the acquisition or disposal of assets, unless such transaction is subject to approval from the Shareholders' Meeting; such approval shall be in accordance with the notifications, regulations and/or rules relating to the Office of the Securities and Exchange Commission, Thailand.
- Considering and approving connected transactions, unless such transaction is subject to approval from the Shareholders' Meeting; such approval shall be in accordance with the notifications, regulations and/or rules relating to the Office of the Securities and Exchange Commission, Thailand.
- Considering and approving the payment of interim dividends to shareholders, when the Company earns the reasonable amount of profits to do so, and reporting such dividend payment to the Shareholders' Meeting at the next shareholders' meeting.
- Having the authority to approve any loan or application for credit from financial institutions or setting a new working capital limit (O/D) as well as expenses for investment and land purchase within the limit of each transaction that exceeds 200 million Baht per time.

Authority of Board of Directors

1. The Board of Directors is responsible for complying with laws, objectives, and Articles of Association of the Company and the resolution of the Shareholders' Meeting by performing duties with responsibilities, duty of loyalty, and duty of care, maintaining current and long-term interests of shareholders, including abiding by rules and regulations of the Stock Exchange of Thailand, the Office of the Securities and Exchange Commission, Thailand and the Capital Market Supervisory Board.
2. The Board of Directors has the authority to appoint a director to be the Chairman of the Board and may appoint the Vice Chairman as the Board deems appropriate.
3. The Board of Directors has the authority to appoint a director to be the Chief Executive Officer and any person to be the Company Secretary as the Board of Directors deems appropriate.
4. The Board of Directors supervises directors to obtain necessary training and development of knowledge continuously in order to enhance their knowledge relating to works by using the Company's resources.

Meeting and Quorum

The Company organizes the Board of Directors' Meeting at least once a month and additional extraordinary meetings as necessary. The directors are required to attend every meeting, unless there is a necessary reason. The meeting's date, time and agenda are clearly set in advance throughout the year. It is scheduled for the 2nd Tuesday of the month. An invitation letter stating the agenda and supporting documents shall be submitted to each director at least 7 days in advance prior to the date of the meeting to allow sufficient time for each director to study them before the meeting, unless there is an urgent case that affects the interests of the Company. The Company records the minutes of meeting at every meeting within 14 days from the date of the meeting, which consists of details including written opinions / observations. All directors are able to request for the review of the minutes of meeting from the Company Secretary at all times. The minutes of meeting approved by the Board of Directors must be kept together with all relevant documents.

1. The Company establishes a policy stipulating that, if the director is considered to have interests that may conflict with the interests of the Company in any agenda, the Company Secretary will not submit such agenda to such director. Directors with interests must temporarily leave the meeting room and abstain from voting on such agenda, which is the practice that the Board of Directors has always performed.

2. At the Board of Directors' meeting, at least half of total number of directors present at the meeting is required to constitute a quorum. In the event that the Chairman of the Board is absent from the meeting or is unable to perform his duties, if there is a vice-chairman, the vice-chairman shall preside over the meeting. If there is no vice Chairman or the vice chairman is unable to perform his duties, the members present at the meeting shall elect one director to preside over the meeting.
3. The final decision of the meeting shall be made by a majority vote.
4. ne director has 1 vote, unless the director having interests in any matter has no right to vote on that matter. In the case of a tie vote, the Chairman of the Meeting shall have a casting vote.
5. To summon the Board of Directors' Meeting, the Chairman of the Board or an assigned person shall submit an invitation letter no less than 7 days before the date of the meeting. Unless there is an urgent and necessary case for protecting rights or interests of the Company, the meeting appointment shall be notified by other means and the date of the meeting may be scheduled to the earlier date.
6. For the good corporate governance, the Company has a policy by setting a minimum quorum at the time of voting that there must be no less than two-thirds of the total number of directors present at the meeting.

Performance of Duties of Board of Directors

In 2025, the Company held 12 Board of Directors' Meetings. The performances of the Board of Directors can be summarized as follows:

Quarter	Description
1/2025	● Considering and proposing the determination of bonuses and meeting allowances of the Board of Directors, the Audit Committee, and other sub-committees appointed by the Board of Directors. ● Considering and proposing the appointment of the auditor and determining the audit fee. ● Considering and proposing the election of directors to replace those who retire by rotation. ● Considering and proposing to Annual General Meeting of Shareholders to approve profit allocation in order to pay dividends to shareholders. ● Considering and approving the financial statements for the year ended on December 31, 2024. ● Considering and approving the schedule for Annual General Meeting of Shareholders. ● Considering and approving the evaluation criteria of the Executive Committee. ● Considering and approving the renewal of director and officers liability insurance. ● Considering and approving the purchase of land and approving foreign investment. ● Considering and approving the Board of Directors' Diversity Policy. ● Considering and approving the appointment of the Risk Management Committee and the organizational structure of the risk management function in alignment with ESG Rating criteria. ● Considering and approving the policy and guidelines for promoting gender equality and women's rights. ● Considering and approving the policy and guidelines on personal data usage, as well as the Company's data protection policy relating to the use of artificial intelligence (AI) and AI learning. ● Considering and reviewing the Charter of the Risk Management Committee. ● Considering and reviewing the Human Rights Policy. ● Acknowledging connected transactions and reporting securities holding of directors and executives. ● Acknowledged receipt of the report on material acquisitions or disposals ('MT') and related party transactions ('RPT').

2/2025	● Considering and approving the purchase of land and approving foreign investment. ● Considering and approving the financial statements for the first quarter ended March 31, 2025. ● Considering and approving the share repurchase program for financial management purposes. ● Considering and approving the Company's corporate email usage policy. ● Considering and reviewing the Human Rights Policy. ● Acknowledging connected transactions and reporting securities holding of directors and executives. ● Acknowledged receipt of the report on material acquisitions or disposals ('MT') and related party transactions ('RPT').
3/2025	● Considering and approving the purchase of land and approving foreign investment. ● Considering and approving the financial statements for the first quarter ended June 30, 2025. ● Considering and approving the interim dividend payments. ● Considering and approving the schedule for the Board of Directors' Meetings and the Annual General Meeting of Shareholders. ● Considering and approving the notice to shareholders to propose agenda items, questions, and directors in advance before the date of the Annual General Meeting of Shareholders. ● Considering and approving the participation in the value enhancement program for listed companies organized by the Stock Exchange of Thailand. ● Considering and approving the Sustainable Corporate Governance Policy. ● Considering and reviewing the the Supalai Supplier Code of Conduct. ● Acknowledging connected transactions and reporting securities holding of directors and executives. ● Acknowledged receipt of the report on material acquisitions or disposals ('MT') and related party transactions ('RPT').

4/2025	● Considering and reviewing Vision, Mission, Organization's Values, Management Philosophy and Organization Culture for the year 2026. ● Considering and approving the Annual Operational Plan for the year 2026. ● Considering and approving the purchase of land and approving investment in foreign projects. ● Considering and approving the financial statements for the third quarter ended September 30, 2025. ● Considering and approving the reappointment of Audit Committee members whose terms have expired, the increase in the number of Audit Committee members, and the appointment of the Chairman of the Audit Committee and Audit Committee members. ● Considering and approving the reappointment of subcommittee members whose terms have expired. ● Considering and approving the JUMP+ Governance Action Plan. ● Considering and approving the Sustainable Environmental and Social Policy. ● Considering and approving the Biodiversity Management Policy. ● Considering and approving the Climate Change Management Policy. ● Considering and approving the Resource and Waste Management Policy. ● Considering and approving the Environmental Management Policy. ● Considering and approving the policy on limitations on the number of directorships in listed companies held by Company directors. ● Acknowledged receipt of the notice to shareholders to propose agenda items, questions, and directors in advance before the date of the Annual General Meeting of Shareholders in 2026. ● Acknowledged receipt of the CAC Change Agent Awards and the results of the 2025 Corporate Governance Rating (CGR) assessment. ● Acknowledging connected transactions and reporting securities holding of directors and executives. ● Acknowledged receipt of the report on material acquisitions or disposals ('MT') and related party transactions ('RPT').

Reference link for the board charter : https://sustainability.supalai.com/en/document/viewer/198

Page number of the reference link : 1-6

7.3 Information on subcommittees

Structure of Board of Directors

The Board of Directors has established sub-committees comprising directors with appropriate knowledge and expertise. These sub-committees operate under delegated authority from the Board to review, consider, and oversee key matters requiring close monitoring in each area, and to provide recommendations to the Board of Directors. The Company's 5 sub-committees consist of

- The Audit Committee
- The Nomination and Compensation Committee
- The Corporate Governance and Sustainability Development Committee
- The Risk Management Committee
- The Independent Directors Committee

7.3.1 Information on roles of subcommittees

Roles of subcommittees

Audit Committee

Role

- Audit of financial statements and internal controls
- Others
    - Review of Sustainability and Non-financial Disclosures
    - Reveiw of Risk Management
    - Review of Compliance with Business Related Laws
    - Review of Connected Transactions or Transaction which might Contain Conflicts of Interest
    - Review of Implementation of Anti-Corruption Criteria
    - Review of Charters of the Audit Committee and Charters of the Internal Audit Section
    - Oversight of Internal Audit
    - Consideration to Appoint the Auditor and Auditing Fee

Scope of authorities, role, and duties

1. Reviewing the Company's accurate financial reports and sufficient disclosure, including reviewing reports on non-financial operating results and also providing opinions and considering management approaches to ensure appropriate and transparent operations according to the guidelines.

2. Reviewing the Company's appropriate and effective internal control system and internal audit and considering the independence of the Internal Audit Section as well as approving a proposal of appointment, transfer and termination of the Head of the Internal Audit Section or any other section responsible for internal audit.

3. Reviewing the Company's compliance with the law on securities and exchange of Thailand, requirements of the Stock Exchange of Thailand or laws relating to the Company's business.

4. Reviewing the efficiency and appropriateness of the risk management and also providing suggestions and systematically follow up the progress of significant risk management.

5. Reviewing the Company's measures of internal control, including supervising, complying with anti-corruption

measures, assessing risks, providing suggestions and reporting the audit results according to anti-corruption measures to the Board of Directors for acknowledgment on a regular basis.

6. Considering, selecting and nominating the appointment of an independent person to act as the Company's auditor, including proposing the re-election of the external auditor, the termination of employment of the former external auditor and the remuneration of such person, as well as attending a meeting with the auditor without the Management at least once a year.

7. Considering related transaction or transactions that may have conflicts of interest to be in accordance with the laws and regulations of the Stock Exchange of Thailand, in order to ensure that such transactions are reasonable and are for the utmost benefits to the Company.

8. Preparing a report of the Audit Committee and disclosing in the annual report of the Company. Such report must be signed by the Chairman of the Audit Committee.

9. The Audit Committee is entitled to attend training or activities in order to enhance work-related knowledge by using the Company's resources.

10.Reviewing and improving the Audit Committee’s Charter and proposing it to the Board of Directors for approval.

Reference link for the charter

https://sustainability.supalai.com/en/document/viewer/208/audit-committee-charter

The Nomination and Compensation Committee

Role

- Director and executive nomination
- Remuneration

Scope of authorities, role, and duties

Nomination

1. Reviewing and establishing rules and procedures for transparent and clear recruitment and proposing it to the Board of Directors for approval before nominating directors who complete their terms.

2. Determining and reviewing rules and methods for recruitment in accordance with the Board Skill Matrix approved by the Board of Directors in order to recruit a director who is suitable for the nature of the Company’s existing business operations.

3. Inspecting backgrounds, selecting and screening qualified persons to be the Company's directors who have qualifications in skills, experiences and specific capabilities relating to the Company’s existing business operations, and proposing them to the Board of Directors and also presenting their names and backgrounds to the Shareholders' Meeting to support the decision-making on the election for position.

4. Considering the qualifications of persons holding the position of independent director that must be independent in accordance with the rules specified by the Company.

5. Considering, selecting and screening qualified persons to be the Chief Executive Officer and proposing it to the Board of Directors for approval.

6. Considering and providing opinions on the proposal of the Chief Executive Officer in order to present the human resource management policy to the Board of Directors to be in line with the Company's business strategies.

7. Ensuring that the succession plan for senior executives in key positions and the list of eligible candidates will be reviewed at regular intervals.

Compensation
1. Considering and screening the Compensation of Directors and establishing rules to be suitable for their responsibilities and motivating the Board of Directors to lead the organization to achieve both short-term and long-term goals in order to propose them to the Board of Directors for considering and proposing it for an approval from the Shareholders' Meeting.

2. Establishing the criteria for the annual performance evaluation of the Chairman of the Executive Committee and considering the criteria and remuneration structure of the Chairman of the Executive Committee and the executives at the level of Assistant Managing Director or higher level to motivate them to perform operations under the strategic plan and in line with the interests of stakeholders by including economic, social, environmental, and governance performances, which link to the value created by the Company for shareholders and comparable to the industrial level, experience and assigned obligations of directors.

3. Reviewing strategies for providing benefits and proposing them to the Board of Directors to provide incentives for the employees with potential, including giving suggestions on salary or benefits to senior executives of the Company.

4. Defining a period and conditions for employment of the Chairman of Executive Committee, including benefits, nominating and proposing it to the Board of Directors to consider the successor to the position of the Chairman Executive Officer.

Other Aspects
1. Considering the structure and the composition of the Board of Directors by reviewing the number of the Board of Directors and experiences to be suitable for the size, category and complexity of the business, including the benefits of the Board of Directors, and providing suggestions on the selection of qualified candidates to be nominated as the Company's directors in order to request for an approval from the Shareholders' Meeting.

2. Reviewing the policy on diversity of structure of the Company's directors to be in line with Company's business strategies.

3. Reviewing and improving the charter of the Nomination and Compensation Committee and proposing it to the Board of Directors for approval.

4. The Nomination and Compensation Committee has the authority to invite executives or related persons to attend the meeting for clarifying additional information.

5. The Nomination and Compensation Committee may seek advices from experts to ensure the effective performance of duties under the charter at the expenses of the Company.

6. Considering the knowledge development plan of existing directors and new directors to be appropriate and consistent with the roles and duties of directors holding the position, including roles and duties of the Board of Directors and any development that is important to the nature of the Company's existing business operations.

7. Considering the knowledge development plan of senior executives to have skills and characteristics that are necessary to drive the organization towards its goals.

8. The Nomination and Compensation Committee shall be entitled to attend training or activities in order to enhance work-related knowledge by using the Company's resources.

9. Considering the name list of directors submitted by shareholders in advance and proposing them to the Board of Directors and shareholders for consideration respectively.

10. Performing other duties relating to the nomination and compensation as assigned by the Board of Directors.

Reference link for the charter

https://sustainability.supalai.com/en/document/viewer/199/nomination-and-compensation-committee-charter

The Corporate Governance and Sustainability Development Committee

Role

- Corporate governance
- Sustainability development

Scope of authorities, role, and duties

1. To prescribe importance principles and procedures of the corporate governance process that is effective and suitable for the Company.

2. To oversee the works performed by the directors and the management to ensure compliance with the good corporate governance of the regulatory agencies, i.e. the Stock Exchange of Thailand and the Office of the Securities and Exchange Commission.

3. To provide to the Good Corporate Governance Task Force the Company's policy on good corporate governance.

4. To develop and announce excellent corporate governance principles.

5. To lay down policy and support the annual self assessment of internal corporate governance standards.

6. To develop and prepare supervision plan to ensure the implementation of the announced corporate governance principles.

7. To review the good corporate governance principle (CG Code) by means that are suitable to the Company's business at least once a year, compared with international practice and recommendations of regulatory agencies or relevant agencies given to the Board.

8. To review the Board's Manual to ensure its continuing suitability for the Company's business while submitting the Board Charter as well as the charters for all committees appointed by the Company.

9. To provide recommendations relating to business ethics and code of conduct for directors, executives and employees.

10. To review the Corporate Governance Policy Manual and policies relating to sustainability management to ensure continuity and appropriateness for the Company's business as well as support and promote action plans to balance the economic, social, and environmental dimensions under the principles of good governance integratedly and also cooperate with stakeholders to drive operations for sustainability.

11. To review the Company's values as well as public announcements in regard to good corporate governance.

12. To encourage the dissemination of good corporate governance culture for understanding by the executives and employees of every level and with real practice.

13. To review and report to the Board of Directors regarding good corporate governance of the Company and provide opinions on practical guidelines and recommendations for improvement as deemed appropriate.

14. To supervise and ensure that good corporate governance principles are implemented.

15. To provide advice to the task force for preparation in receiving rating for good corporate governance by external central unit not less than 1 time in every 3-year period.

16. To arrange in place a system to receive complaints from interest persons in the case concerning corporate governance and business ethics and code of conduct for directors, executives and employees.

17. The rights to invite concerned parties or persons deemed appropriate to attend the meeting or to give explanation on related matters.

18. The duties and responsibilities to report its duties or any other assigned duties to the Board of Directors at least once a year.

19. May request for advice from specialists in order to be able to efficiently perform its duties according to the Charter with the expenses paid by the Company.

20. The right to attend trainings or to participate in activities in order to increase knowledge on concerning work by using the Company's resources.

21. To review and amend the Committee Charter and propose to the Board of Director for approval.

22. To supervise and provide advice on the implementation of social, environmental, and good governance responsibility.

Reference link for the charter

https://sustainability.supalai.com/en/document/viewer/200/corporate-governance-and-sustainability-development-committee-charter

The Risk Management Committee

Role

- Risk management
- Climate-related risks and opportunities governance

Scope of authorities, role, and duties

1. To specify the policy and guidelines for risk management relating to the business operations of the Company appropriately and effectively.

2. To specify, review, and approve the risk management plan covering major risk categories, including strategic risk, operational risk, financial risk, compliance risk, corruption risk, market risk, cyber risk, emerging risk, and the Company's material sustainability risks encompassing environmental, social, and corporate governance (ESG) risks, as well as climate risks.

3. To approve Corporate Risk Map and Risk Radar Chart by considering the relationship of risks, impact on each unit of the Company, and risk level.

4. To set up Risk appetite.

5. To assess risk severity based on likelihood and impact of major risk.

6. To follow up and assess the degree of risk to be continuous and oversee the Business Continuity Plan.

7. To consider material issues on sustainability of the company covering environmental, climate change, social and corporate governance aspects (ESG).

8. To establish the internal control system that covers all aspects.

9. To consider and review the risk management guidelines and tools for efficiency and proper to the nature and size of risk each of transactions conducted by the Company while also providing comments and suggestions on key issues regarding the risk management of the Company.

10. The Risk Management Committee is authorized to invite the executives, concerned persons, or specialists to attend meeting for further clarification so that the Committee can efficiently perform duties under the Charter.

11. To oversee and promote communication, activity or process to operate to create awareness about risk management. By providing trainings approach to risk management to executives and employees.

12. To consider and approve produce a risk management manual to be distributed to employees.

13. To oversee and promote the Risk Management Culture throughout the organization for sustainable growth.

14. To oversee and promote for people in the Company to take a knowledge test regarding the risk management policy and structure as well as their responsibilities toward such matters.

15. Member of the Risk Management Committee are entitled to attend trainings and activities to increase their knowledge in related fields using resources of the Company.

16. To oversee and monitor the development of innovations and resource management for corporate risk management so that the business can provide the support plan for changes that cover environmental, climate change, social and corporate governance aspects (ESG).

17. To perform any other duties assigned by the Board of Directors.

Reference link for the charter

https://sustainability.supalai.com/en/document/viewer/201/risk-management-committee-charter

The Independent Directors Committee

Role

- Others
    - To review the agenda for meetings of the Board of Directors
    - To provide independent oversight of management and monitor management performance.
    - To protect the rights and interests of shareholders and other stakeholders
    - To provide independent opinions on material and significant matters of the Company
    - To support and contribute to the work of the Board's sub-committees

Scope of authorities, role, and duties

Chairman of the Independent Directors

1. Presiding over the Independent Directors' Meeting (Non-executive Director) which is held at least once a year.

2. Being a leader and a coordinator for any opinions and observations of independent directors in order to propose them to the Board of Directors.

3. Being a coordinator to contact among shareholders and independent directors (if any).

4. Being responsible for performing specific operations required to be carried out by independent directors.

Independent Directors

1. Considering and providing suggestions and opinions on strategies and sustainability that should be performed and are beneficial to other related stakeholders.

2. The independent director may seek advices from experts to provide assistance in performing duties efficiently under the charter at the expenses of the Company.

3.Reviewing the Company's compliance with the requirements / regulations of listed company supervising agencies relating to independent directors.

4. Reviewing and improving the charter of independent directors to be appropriate and up to date.

5. Independent Directors shall be entitled to attend trainings or activities in order to enhance work-related knowledge by using the Company's resources.

6. Independent directors annually perform the self-assessment to certify their qualifications of independence in accordance with the criteria set by the Capital Market Supervisory Board.

Reference link for the charter
https://sustainability.supalai.com/en/document/viewer/203/independent-directors-committee-charter

7.3.2 Information on each subcommittee

List of audit committee (1)

List of directors	Position	Appointment date of audit committee member	Skills and expertise
1. Assoc. Prof. Dr. Virach Aphimeteetamrong(*) Gender: Male Age : 82 years Highest level of education : Doctoral degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Chairman of the audit committee (Non-executive directors, Independent director) Director type : Existing director	11 Nov 2025	Audit, Accounting, Finance, Governance/ Compliance, Risk Management
2. Mr. Anant Gatepithaya(*) Gender: Male Age : 74 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director	22 Jan 2001	Finance, Banking, Accounting, Internal Control, Risk Management

List of directors	Position	Appointment date of audit committee member	Skills and expertise
3. Assist. Prof. Aswin Bijayayodhin Gender: Male Age : 85 years Highest level of education : Master's degree Study field of the highest level of education : Architecture 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 : Continuing director (Full term of directorship and being re-appointed as a director)	10 May 2011	Design, Architecture, Law, Property Development, Engineering
4. Assoc. Prof. Dr Somjai Phagaphasvivat Gender: Male Age : 79 years Highest level of education : Doctoral degree Study field of the highest level of education : Doctorado de Estado, Facultad de Ciencia Politica, Universidad Complutense 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 : Continuing director (Full term of directorship and being re-appointed as a director)	13 Oct 2015	Economics, Strategic Management, Governance/ Compliance, Sustainability, Public Administration

Additional explanation :

(*) Directors with expertise in accounting information review

Remark : (1) The Board of Directors' Resolution No. 11/2025 dated 11 November 2025 approved the appointment of Associate Professor Dr. Virach Aphimeteetamrong as Chairman of the Audit Committee (new appointment), effective from 19 November 2025 onwards.

List of executive committee members

List of directors	Position	Appointment date of executive committee member
1. Dr. Prateep Tangmatitham Gender: Male Age : 77 years Highest level of education : Honorary degree Study field of the highest level of education : Innovation Real Estate Development Thai nationality : Yes Residence in Thailand : Yes	The chairman of the executive committee	26 Jun 1989
2. Mrs. Ajchara Tangmatitham Gender: Female Age : 76 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes	Vice-chairman of the executive committee	26 Jun 1989
3. Mr. Tritecha Tangmatitham Gender: Male Age : 47 years Highest level of education : Master's degree Study field of the highest level of education : Marketing and Strategic Management Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	21 Apr 2009

Other Subcommittees

Subcommittee name	Name list	Position
The Nomination and Compensation Committee	Assoc. Prof. Dr. Virach Aphimeteetamrong	The chairman of the subcommittee (Independent director)

Subcommittee name	Name list	Position
	Assoc. Prof. Dr Somjai Phagaphasvivat	Member of the subcommittee (Independent director)
	Mrs. Ajchara Tangmatitham	Member of the subcommittee
The Corporate Governance and Sustainability Development Committee	Assoc. Prof. Dr Somjai Phagaphasvivat	The chairman of the subcommittee (Independent director)
	Mr. Atip Bijanonda	Member of the subcommittee
	Mr. Prasas Tangmatitam	Member of the subcommittee
	Mr. Tritecha Tangmatitham	Member of the subcommittee
The Risk Management Committee	Mr. Atip Bijanonda	The chairman of the subcommittee
	Mr. Anant Gatepithaya	Member of the subcommittee (Independent director)
	Mr. Tritecha Tangmatitham	Member of the subcommittee
	Mr. Krid Chancharoensuk	Member of the subcommittee
The Independent Directors Committee	Assoc. Prof. Dr. Virach Aphimeteetamrong	The chairman of the subcommittee (Independent director)
	Assoc. Prof. Dr Somjai Phagaphasvivat	Member of the subcommittee (Independent director)
	Mr. Anant Gatepithaya	Member of the subcommittee (Independent director)
	Assist. Prof. Aswin Bijayayodhin	Member of the subcommittee (Independent director)

7.4 Information on the executives

7.4.1 List and positions of the executive

Executive Committee



No.	Name - Surname		Position in the Executive Committee
1	Dr. Prateep	Tangmatitham	Chief Executive Officer
2	Mrs. Ajchara	Tangmatitham	Executive Vice President
3	Mr. Tritecha	Tangmatitham	Managing Director

Duties and Responsibilities of the Executive Committee

1. Providing Oversight of the guidelines, goals, strategies, an action plan, an annual budget, and management authority of the Company to propose to the Board of Directors for approval.
2. Providing Oversight of the management and operations of the Company to be efficient and effective and inspecting, monitoring, and evaluating the Company's performance in accordance with the approved business plan.
3. Reviewing the performances periodically to find solutions rapidly to achieve business goals.
4. Evaluating and screening large-scale investment projects and annual budgets before submitting them to the Board of Directors for consideration.
5. Accountability for organizational structure and effective management, covering the recruitment, training, employment, and dismissal of the Company's employees, executives, and top management.
6. Providing information to the Board of Directors on making decisions on important matters and performing any other duties assigned by the Board of Directors.
7. Being a representative of the Company and acting on behalf of the Company with third parties.
8. Having the authority to consider and approve the investment expenditures for land purchases within the limit of each item of not exceeding 200 million baht per time.
9. The Executive Committee has the right to attend training or participate in an activity in order to enhance knowledge on related work by using the Company's resources.
10. Preparing a succession plan and development plan for top management positions and also reporting the implementation of the plan to the Nomination and Compensation Committee and the Board of Directors for consideration.
11. Providing the risk management and overseeing the compliance with internal control principles.

12. Providing a manual on operating authority that is suitable for the responsibilities of the Management Committee.
13. Allocating resources, development, and budget, such as human resource management policy and plan and information technology policy.
14. Accountability for the disclosure of financial and non-financial information to be complete, correct, and reliable.

In addition, two executive directors have the authority to approve the purchase of land within the limit of each item of not more than 100 million baht per time. The Executive Committee has the power to approve the amount exceeding 100 million baht but not more than 200 million baht. Each Executive Committee has the authority to consider and approve the purchase of construction materials within the limit of each item according to the operating authority.

However, the above authorization to the executive director must not be in the manner that allows the authorized person to be able to approve transactions in which he/she or a person may have a conflict, interests, or a conflict of interest in any other way with the Company or its subsidiary, unless it is the Company's normal course of business and a resolution of the Board of Directors' Meeting with independent directors is obtained and a framework for consideration is clearly established only. This shall be in accordance with the criteria of the Office of the Securities and Exchange Commission, Thailand, and the Regulations of the Stock Exchange of Thailand or as specified by other government agencies.

Performance of the Executive Committee

Long-Term Plan and Strategy (3–5 Years)

The Management Committee participated in a joint meeting with the Executive Committee and the Board of Directors to deliberate and approve the Company's five-year strategic plan (2022–2026). The meeting was held on October 16, 2021, at Supalai Scenic Bay Resort and Spa, Phuket. The approved strategic plan serves as a framework for defining the Company's policies, strategic direction, business strategies, objectives, and management structure to ensure effective and efficient operations and sustainable growth.

Management Committee



No.	Name - Surname		Position in the Management Committee
1	Dr. Prateep	Tangmatitham*	Chief Executive Officer
2	Mrs. Ajchara	Tangmatitham*	Executive Vice President
3	Mr. Tritecha	Tangmatitham*	Managing Director
4	Mrs. Varunee	Lapitananuvat*	Deputy Managing Director of Administration
5	Mr. Kittipong	Sirilaktrakun*	Deputy Managing Director of Construction
6	Mr. Boonchai	Chaiananbovorn*	Deputy Managing Director of Regional Project 2
7	Ms. Tanwarat	Punyaratana	Assistant Managing Director of Low Rise Marketing & Sales
8	Mrs. Siriporn	Wangsapar*	Assistant Managing Director (Chief Financial Officer)
9	Mr. Rachai	Piyavachanusorn	Assistant Managing Director of Regional Project 1
10	Mr. Krid	Chancharoensuk	Senior Director of Legal
11	Mr. Chaijak	Watanyoo	Senior Director of Product Development and Land Acquisition
12	Mr. Saichon	Luemkhum	Senior Director of Regional Project 4

Remarks: * The top four executives are in accordance with the definition specified in the notification of the Securities and Exchange Commission (SEC), which consists of 7 persons.

Duties and Responsibilities of the Management Committee

1. Ensuring that the Company's operations are conducted in accordance with the Company's policies, directions, strategies, goals, and management structure for the highest efficiency and effectiveness.

2. Managing the Company's operations in accordance with the business plan and budget approved by the Executive Committee with integrity, honesty, and carefulness in order to protect the highest benefits of the Company and shareholders.
3. Ensuring that the Company's operations are conducted in accordance with the risk management system and that compliance with the supervising the compliance with the internal control principles is properly supervised.
4. Reviewing the manual on operating authority to be suitable for the responsibilities of the Management Committee.
5. Implementing the framework of resource allocation, development, and budget, such as human resource management policy and plan and information technology policy.
6. Overseeing general administration as identified in the Company's regulations.
7. Monitoring the performances of the Company to be in accordance with the policy, action plan, and budget received.
8. Having other authorities that are necessary for the Company's operations as assigned by the Board of Directors' Meeting and/or the Executive Committee's Meeting.
9. Communicating with external stakeholders of the organization as necessary according to the assigned authority.

However, the above authorization to the Management Committee must not be in the manner that allows the authorized person to be able to approve transactions in which he/she or a person may have a conflict or a conflict of interest in any other way with the Company or its subsidiary, unless it is the Company's normal course of business and a resolution of the Board of Directors' Meeting with independent directors is obtained and a framework for consideration is clearly established only. This shall be in accordance with the criteria of the Office of the Securities and Exchange Commission and the Regulations of the Stock Exchange of Thailand or as specified by other government agencies.

Performance of the Management Committee

Annual Plan and Strategy (1 Year)

In 2025, the Company convened a total of seven Management Committee meetings. At the meeting held on November 27, 2025, at Supalai Grand Tower, the Management Committee considered and established the business objectives and operational plans for the year 2026. These plans were subsequently proposed to the Board of Directors and were approved on December 2, 2025.

List of the highest-ranking executive and the next four executives

List of executives	Position	First appointment date	Skills and expertise

List of executives	Position	First appointment date	Skills and expertise
1. Dr. Prateep Tangmatitham Gender: Male Age : 77 years Highest level of education : Honorary degree Study field of the highest level of education : Innovation Real Estate Development Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Executive Officer (The highest-ranking executive)	26 Jun 1989	Property Development, Architecture, Design, Strategic Management, Leadership
2. Mrs. Ajchara Tangmatitham Gender: Female Age : 76 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Executive Vice President	26 Jun 1989	Property Development, Audit, Accounting, Finance, Law

List of executives	Position	First appointment date	Skills and expertise
3. Mr. Tritecha Tangmatitham Gender: Male Age : 47 years Highest level of education : Master's degree Study field of the highest level of education : Marketing and Strategic Management Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Managing Director	1 Mar 2016	Property Development, Strategic Management, Marketing, Data Analysis, Sustainability
4. Mrs. Varunee Lapitananuvat Gender: Female Age : 63 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Deputy Managing Director	28 Feb 2016	Banking, Finance, Accounting, Data Analysis, Human Resource Management
5. Mr. Kittipong Sirilaktrakun Gender: Male Age : 59 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Deputy Managing Director	11 Mar 2019	Property Development, Project Management, Engineering, Strategic Management, Risk Management

List of executives	Position	First appointment date	Skills and expertise
6. Mr. Boonchai Chaiananbovorn Gender: Male Age : 62 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	Deputy Managing Director	25 Feb 2021	Property Development, Project Management, Engineering, Risk Management, Leadership
7. Mrs. Siriporn Wangsapar(*) Gender: Female 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 : Yes Accounting supervisor : No	Assistant Managing Director	11 Mar 2019	Accounting, Finance, Risk Management, Budgeting, Audit

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

7.4.2 Remuneration policy for executive directors and executives

Remuneration of Chief Executive Officer

The Company specified a remuneration policy for the Chief Executive Officer, and the Board of Directors is assigned to consider the results of the Company's operation based on the indicator and established targets (KPI: Key Performance Indicator) approved by the meeting of the Board of Directors. Thereafter, the Nomination and

Compensation Committee will consider the results of the performance and remuneration of the Chief Executive Officer to comply with the result of the performance based on indicators.

There are rules for performance evaluation of the Chairman of the Executive Committee based on the management under the mission and vision, reflecting leadership capabilities and achievement of results consistent with the Company's strategic objectives, business goals, and annual business plan. Plus, economic, social, environmental, and governance performances shall be a part of the performance indicators of the Chairman of the Executive Committee to reflect the organization's awareness of sustainability integration as a part of sustainable business operations. There are two areas of indicators defined as follows:

1. The economic area consists of business performances, inventory management, and customer satisfaction.
2. The social, environmental, and governance area reflects sustainable business operations and consists of the ESG assessment results and scores from FTSE Russell, and the Stock Exchange of Thailand.

Remuneration of Executive Management

The Company has adopted the policy and criteria in providing remuneration to the executives by assigning the Nomination and Compensation Committee to assess the performance of the Executive Management and determine Key Performance Indicators (KPIs), and the annual remuneration in the form of cash is to be in accordance with the operational results of the Company and the performance of each executive by considering and screening the remuneration of the Executive Management, namely, the Chief Executive Officer, Executive Vice President, Managing Director, Deputy Managing Director, and Chief Financial Officer, in order to be considered and approved by the Board of Directors every year.

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

The remuneration policy for the Chief Executive Officer and executives for the year 2025 is appropriate and is at a level comparable to that of companies within the same industry.

7.4.3 Remuneration of executive directors and executives

At the 1/2026 Meeting of the Nomination and Compensation Committee, held on January 29, 2026, the Committee reviewed the performance evaluation criteria for the Chief Executive Officer and Executive Directors, and considered the payment of special remuneration and adjustments to remuneration for the year 2025. The outcomes of such deliberations were subsequently proposed to the Board of Directors for consideration and approval at its 2/2026 Meeting held on February 24, 2026.

Monetary remuneration of executive directors and executives

The remuneration of the Company's executive directors and top four executives, as defined by the SEC, comprises a total of seven individuals.

	2023	2024	2025
Total remuneration of executive directors and executives (baht)	147,688,918.23	152,440,156.11	122,022,328.82

Other remunerations of executive directors and executives

	2023	2024	2025
Company's contribution to provident fund for executive directors and executives (Baht)	6,402,826.80	6,481,576.40	6,253,031.20
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

Over the past ten years, there is no member of the Board of Directors and the Executive Committee of the Company having been convicted of a criminal offense or being under criminal prosecution and being sentenced to bankruptcy or receivership.

Other Non-Monetary Compensation or Fringe Benefits

The Company's executives are entitled to benefits and welfare in accordance with the Company's regulations, similar to those provided to employees, such as:

- Eligibility for a special discount every five years on the purchase of residential properties, including houses with land or condominium units, developed by the Company;
- Medical benefits and annual health check-ups.

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 : 0.00

7.5 Information on employees

Information on the company's employees

The Company has a total of 1,459 employees. In 2025, the Company paid remuneration to its employees in the total amount of 1,073 million Baht, including salary, overtime pay, sales incentive, special remuneration, professional fee, contributions to the provident fund. In addition, the Company also provides other welfares as required by laws and other than those required by laws. etc.

Employees

	2023	2024	2025
Total employees (persons)	1,439	1,485	1,459
Male employees (persons)	747	748	724
Female employees (persons)	692	737	735

Number of employees by position and department

Number of male employees by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	614	607	586
Total number of male employees in management level (Persons)	126	134	130
Total number of male employees in executive level (Persons)	7	7	8

Number of female employees by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	579	617	610
Total number of female employees in management level (Persons)	109	116	121
Total number of female employees in executive level (Persons)	4	4	4

Significant changes in the number of employees

Significant changes in number of employees over the past : No

3 Years

Information on employee remuneration

Employee remuneration

	2023	2024	2025
Total employee remuneration (baht)	1,091,717,356.00	1,150,650,418.00	1,073,394,735.00
Total male employee remuneration (Baht)	639,271,910.00	677,753,527.00	618,525,402.00
Total female employee remuneration (Baht)	452,445,446.00	472,896,891.00	454,869,333.00

Information on provident fund management

To provide employees with financial stability and a good quality of life after retirement, the Company establishes a provident fund under the Provident Fund Act B.E.2530 (1987), which is managed by a professional fund management company certified by the Securities and Exchange Commission, Thailand.

Provident fund management policy

Provident fund management policy : Yes

The Company prioritizes its employees' post-retirement financial stability by establishing a Provident Fund Committee to oversee benefits and select suitable investment policies. Additionally, the Company consistently supports the Committee in attending SEC or AMC-organized training. This ensures they leverage up-to-date knowledge to improve fund management and adapt investment policies to current economic conditions.

Reference link for provident fund management policy : https://www.supalai.com/en/about/governance/employee-treatmentofemployee

Page number of the reference link : 1

Overview of methods for determining employee and employer contribution Rates

To become a member of the provident fund, employees are able to apply for membership voluntarily upon their probation. The Company pays contributions to employees at the rate of 3 - 10% (according to the term of office). The Company has allowed employees to choose asset management companies (AMC) and sub-investment plans in accordance with the policies set by the Company under the risk level and needs of employees.

Implementation of Investment Governance Code for Institutional Investors ("I Code") by Company's Provident Fund Committee : Yes

Participation in provident fund membership (PVD)

Details of provident fund participation (PVD)

Number of employees eligible to participate in PVD

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	1,439	1,485	1,459
Number of employees joining in PVD (persons)	1,272	1,272	1,257
Total amount of provident fund contributed by the company (%)	88.39	85.66	86.15
Number of PVD members / Total eligible employees (%)	88.39	85.66	86.15

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	35,487,751.00	38,407,154.00	38,840,975.00
Total amount of provident fund contributed by employee (baht)	44,560,798.00	48,533,697.00	50,994,993.00

Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/ No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
SUPALAI PUBLIC COMPANY LIMITED	Yes	1459	1459	1257	86.15%	86.15%

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

Policy and guidelines on promoting savings through the provident fund for non-participating employees	: Facilitating automatic PVD enrollment for new employees, Initiatives to encourage employees to achieve sufficient retirement savings, Providing education or information on selecting appropriate investment policies, Other promotional measures

Facilitating automatic PVD enrollment for new employees

To encourage early savings discipline, the Company provides provident fund details on an employee's first day, enabling them to make an informed enrollment decision after probation. Employees retain the right to decline participation, or they can voluntarily adjust their contribution rates and investment policies at any time.

Initiatives to encourage employees to achieve sufficient retirement savings

Acknowledging that employer contributions alone may not suffice for retirement, the Company revised the fund's regulations to allow employee contributions of up to 15% of their salary, exceeding the employer's rate. Additionally, the Company regularly hosts educational seminars and retirement savings activities, while providing accessible fund information on the intranet to help employees effectively plan their financial goals.

Providing education or information on selecting appropriate investment policies

The company provides a diverse range of investment options (Employee Choice), covering debt instruments, equities, and balanced funds that can be adjusted to each individual's risk tolerance, allowing employees to make appropriate investment choices. The company continuously disseminates information and key details of its investment policy (Fund Fact Sheet) through internal communication channels to assist employees in making informed decisions.

Other promotional measures

Promoting financial literacy, debt management, and retirement planning

The Company is committed to sustainably enhancing employees' quality of life and promoting their financial wellness. This initiative aims to build financial resilience and mitigate personal debt issues. Consequently, in 2025, the Company organized a financial literacy seminar program for employees, inviting expert speakers to share insights on three key topics:

1. Tax and Investment Planning: To equip employees with an understanding of tax planning and how to select investment instruments that align with their individual risk tolerance, fostering long-term financial stability.

2. Retirement Planning: To raise awareness about the importance of retirement preparation and estimating future expenses. This enables employees to set concrete savings goals and select investment plans suitable for their life stage. **3. Tax Calculation and Deductions:** To educate employees on tax privileges, including accurate and effective methods for calculating and planning personal income tax deductions.

7.6 Other significant information

7.6.1 Assigned person

List of persons assigned for accounting oversight

The list of persons assigned for accounting oversight is disclosed in Attachment 1, topic Details of Directors, Executives, Controlling Persons, the Person Assigned to Take the Highest Responsibility in Accounting and Finance, the Person Assigned to take Direct Responsibility for Accounting Supervision, and the Company's Secretary.

General information	Email	Telephone number
1. Ms. Wannisa Pattharasintawee	wannisa.pat@supalai.com	0 2725 8888 # 82807

List of the company secretary

Mrs. Varunee Lapitananuvat, Deputy Managing Director, has been appointed as the Company Secretary by resolution of the Board of Directors' Meeting No. 7/2008 held on May 29, 2008, which is also the effective date of her appointment and commencement date of her duties. The qualifications, duties, skills, and responsibilities of the person in this position are as follows:

Qualifications of the Company Secretary

1. To graduate with a degree in Law or Accounting or Finance and have completed relevant training courses in the Company's secretarial functions and possess good knowledge, experience, and understanding of the business of the Company. The Company secretary's related duties are duties of directors and duties of the Company, and they also possess knowledge of relevant laws and regulations and always keep abreast of news and information in order to develop the performance of duties.
2. To comply with related laws, the Company's objectives, and Articles of Association as well as the resolutions of the Company's Board of Directors and the resolutions of the shareholders' meetings with accountability, care, honesty, and commitment to support the Company's operations to achieve objectives under the principles of good corporate governance and business ethics.
3. To adhere to ethics and morality and always consider all of the shareholders, do not do anything that may affect the reputation and image of the Company.
4. To keep the Company's information confidential and safe and do not lock out for personal gains from the Company's business opportunity.
5. Good interpersonal skills and ability to liaise with various departments and agencies, both inside and outside the Company.

The Company Secretary performs duties as stipulated in Section 89/15 and Section 89/16 of the Securities and Exchange Act (No. 4) B.E. 2551 (2008), effective on August 31, 2008, with responsibility, duty of care, integrity, and compliance with the laws, objectives, the Company's Articles of Association, and the Board's resolution, as well as the resolutions of the Shareholders' Meeting. The legal duties of the Company Secretary are disclosed in Attachment 1, topic Details of Directors, Executives, Controlling Persons, the Person Assigned to Take the Highest Responsibility in Accounting and Finance, the Person Assigned to take Direct Responsibility for Accounting Supervision, and the Company's Secretary.

General information	Email	Telephone number
1. Mrs. Varunee Lapitananivat	secretary@supalai.com	0 2725 8888 # 82801

List of the head of internal audit or outsourced internal auditor

The Company assigned Ms. Toopthong Hirunyanulak to hold the position of Internal Audit Supervisor, as she possesses qualifications and operational experiences and is a person with knowledge and understanding of the Company's businesses. She has previously attended training courses relating to operations of internal audit and corporate compliance of the Company. The details of the qualifications of a person holding the position of Internal Audit Supervisor are disclosed in Attachment 3, topic Details of the Heads of the Internal Audit.

General information	Email	Telephone number
1. Ms. Toopthong Hirunyanulak	toopthong.hir@supalai.com	0 2725 8888 # 81201

List of the head of the compliance unit

General information	Email	Telephone number
1. Mr. Krid Chancharoensuk	krid.cha@supalai.com	0 2725 8888 # 82401
2. Ms. Toopthong Hirunyanulak	toopthong.hir@supalai.com	0 2725 8888 # 81201

7.6.2 Head of investor relations

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

List of the head of investor relations

The Board of Directors of the Company is well aware of its mission and duty to treat all shareholders equally by ensuring that the disclosure, both financial and non-financial information, is made correctly, fully, adequately, reliably and in a timely manner so the shareholders can receive information on an equitable basis as required by laws, relevant organizations and government agencies. The Investor Relations Department under Accounting and Finance Department is the Company's representative in communicating and supervising general investors, securities analysts, and shareholders. Information will be disseminated via various channels, ranging from the mass media, website, telephone, the Stock Exchange of Thailand to the Securities and Exchange Commission, Thailand.

Before making any disclosure via various channels, in normal and urgent cases, it must be firstly considered by the Board of Directors for correctness, completeness, adequacy of information, before forwarding to the Stock Exchange of Thailand. Once forwarded to the Stock Exchange of Thailand, the information will be disseminated via IR Website at www.supalai.com.

The Company has taken proactive action by going out to visit analysts and investors, joining by its Managing Director and executives responsible for accounting and finance to give clarification and opportunity for investors, analysts, as well as those interested to make inquiry. There was also disclosure of information to the public, e.g. Annual Registration Statement / Annual Report (Form e-One Report) information presented on the day of meeting with investors, etc., to ensure full compliance with relevant regulations. Furthermore, the Company had provided

information and disseminated its operation results to investors, shareholders and those concerned on quarterly basis. There were press conferences and disclosure of information to the Stock Exchange of Thailand.

The Company established Investor Relations Department not only to communicate with the general investors, securities analysts, shareholders, being a center for disclosing important information, to the investors, but also to take care of the process of financial reports to equally reveal to the investors both in the country and overseas the results of the Company's operation, the trend of the revenue and future project development on a regular basis with complete and true information. The dissemination of information has been made at appropriate time through various channels, which are regularly updated and enhanced to ensure modernity and timeliness, including the media, website, telephone calls, the Stock Exchange of Thailand and the Office of Securities and Exchange Commission, Thailand.

Activities	Times		
	2023	2024	2025
Analyst Meeting	4	4	4
Credit Rating Review	1	1	1
Company Visit	10	15	11
Opportunity Day/Thailand Focus	3	3	3
Conference Call	12	19	16
Arranging the meeting of institutional investors and executives and visiting businesses	3	4	3

In addition, the Company has prepared the calendar of its activities in advance to disseminate information that is useful to investors, shareholders, analysts and the general public. The Company also discloses its operational results to analysts, investors, financial institutions, and the media on a quarterly basis through the Stock Exchange of Thailand to ensure that the Company has been completely in compliance with regulations stipulated in related laws. For investors and related persons who have queries and need more information, they can contact the Investor Relations Department of Supalai Public Company Limited, telephone 0 2725 8888 ext. 82204, e-mail: ir_spali@supalai.com or via Company's website (www.supalai.com). The Company has publicized the Investor Relations' Code of Conduct in the Company's website, www.supalai.com both in Thai and English. In 2025, the Company presented the results of operations to analysts, investors and financial institutional investors, financial institutions and the media as planned.

The company organizes various activities to regularly communicate with investors and analysts, including, "Analyst Meeting" and participated in "Opportunity Day" with the Stock Exchange of Thailand on a quarterly basis as well as taking part in roadshows and conferences organized by various institutions both inside and outside Thailand. In addition, the Company has continually conducted in the "Company Visit" and "Conference Call" with institution investors.

For any further information, please contact

Ms. Ravewan Wongsinsakul
The Investor Relations Department Supalai Public Company Limited
Telephone 0-2725-8888 Ext. 82204
E-mail : ir_spali@supalai.com
Website: www.supalai.com

General information	Email	Telephone number
1. Ms. Ravewan Wongsinsakul	ravewan.won@supalai.com	0 2725 8888 # 82204

7.6.3 Company's auditor

The Company and its subsidiaries paid audit fees to EY Office Limited in Thailand and overseas. which is the audit firm to which the auditor for the year 2025 and 2024 is affiliated.

The Audit Committee considers and reviews the selection of the Company's auditors based on several factors, including reputation, good work standards, experience, and expertise in auditing, as well as effective auditing tools before presenting it to the Board of Directors for consideration and then proposing to the Annual General Meeting of Shareholders for approval to appoint an auditor and approve the audit fee annually.

The audit firm and the auditor have no relationship or interest with the Company / executives / major shareholders or persons related to such persons. Plus, the auditor is independent in auditing and expressing opinions on the Company's financial statements, has qualifications recognized as the Company's auditor and is an auditor approved by the Securities and Exchange Commission, Thailand.

- **Audit fee**

The Company paid audit fees to EY Office Company Limited, which is the audit firm to which the auditor is affiliated. The Company's total audit remuneration for the year 2025 and 2024 amounted 2,790,000 Baht and 2,650,000 Baht, respectively, and the audit fees of its subsidiaries audited by EY Office Company Limited in Thailand and abroad. The subsidiary is responsible for the audit fees for the year 2025 and 2024, totaling 7,645,850 Baht and 7,327,348 Baht, respectively.

Unit: Baht

1. Auditor's remuneration	Year 2025	Year 2024
● Audit fee of the Company	**2,790,000**	**2,650,000**
● Audit fees of subsidiaries-domestic	1,330,000	1,330,000
● Audit fees of subsidiaries-overseas	6,315,850	5,997,348
Total audit fees of the company and its subsidiaries	**10,435,850**	**9,977,348**

- **Non-Audit Fee**

The Company and its subsidiaries-overseas paid tax advisory fees for the year 2025 and 2024, totaling 5,952,438 Baht and 3,575,265 Baht, respectively, to the audit firm to which the auditor is affiliated and activities related to the audit firm to which the auditor is affiliated.

Unit: Baht

2. Non- Audit Fees	Year 2025	Year 2024
● other service fees of the Company	1,475,800	967,000
● other service fees of subsidiaries-domestic	-None-	-None-
● other service fees of subsidiaries-overseas	4,476,638	2,608,265
Total Non – Audit Fees	**5,952,438**	**3,575,265**

Employment of an audit firm and activities related to the audit firm to which the auditor is affiliated provides services other than audit work, which does not cause conflict of interest. This also does not cause the auditor to lack independence and impartiality in performing the audit. Such matter was approved by the Audit Committee.

Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
EY OFFICE LIMITED NO. 1875 ONE BANGKOK TOWER 3, LEVEL 34 - 37, RAMA 4 ROAD, LUMPHINI PATHUM WAN Bangkok 10330 Telephone +66 2264 9090	2,790,000.00	Types of non-audit service: Tax Advisory Services: To ensure that the Group's tax compliance is accurate, efficient, and fully aligned with relevant tax laws and regulations. Details of non-audit service: Preparation of Master File and Country-by-Country Reporting (CbCR): To ensure full compliance with Transfer Pricing measures in accordance with international standards and the requirements set forth by the Revenue Department. Amount paid during the fiscal year: N/A baht	1. Ms. KRONGKAEW LIMKITTIKUL Email: krongkaew.limkittikul@th.ey.com License number: 5874

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
		Amount to be paid in the future: N/A baht Total non-audit fee: 967,000.00 baht	

7.6.4 Assigned personnel in case of a foreign company

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

List of designated individuals as representatives in Thailand

8. Report on key operating results on corporate governance

8.1 Summary of duty performance of the board of directors over the past year

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

The Board of Directors is responsible for defining the corporate vision, policies, and business strategies while overseeing material sustainability issues. These include climate change, ESG risk management, supply chain governance, and stakeholder impacts, all aimed at driving long-term value creation for shareholders and all stakeholder groups.

In addition, the Board monitors and evaluates the performance of the management to ensure that operations are conducted in accordance with the approved plans and strategic direction, while providing policy guidance and recommendations that contribute to the Company's long-term development.

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

Information about the selection of the board of directors

The Company has appointed the Nomination and Compensation Committee to consider selecting and screening the persons nominated for appointment as directors, taking into consideration the proper proportion, numbers and composition. The Nomination and Compensation Committee shall consider selecting qualified persons who do not possess any prohibited characteristics pursuant to the Company's Articles of Association for recommendation to the Board of Directors so that the Board will nominate such persons to be elected on an individual basis in the Annual General Meeting of Shareholders.

The Nomination and Compensation Committee set the new criteria and process for director nomination in a systematic manner as follows:

1. The Company provides for small shareholders to nominate the names of suitable persons or consider the persons from the director pool or consider existing directors to be re-appointed, or each director proposes the name of suitable persons to be appointed.
2. Select and screen the persons with suitable qualifications to be directors, such as suitable knowledge, experiences and specific ability corresponding to the business operation strategy of the Company, which is in line with the Board Skill Matrix.
3. Examine list of names of nominated persons if they possess the qualifications according to the laws and requirements of regulatory agencies.
4. Consider the dedicated time of directors, their stake or conflict of interest with the Company in case of re-appointment for another term of office by taking into account the performance of duties while serving their terms, their provision of beneficial recommendations, opinions and participation in various activities including strictly limiting the directorships in listed companies to no more than 5 listed companies without exception, to ensure that their efficiency will not decrease.
5. In case of appointment of independent directors, their qualifications must be in line with the criteria adopted by the Company, which is stricter than those adopted by the Capital Market Supervisory Board.
6. Prepare the list of names already considered and screened by the Nomination and Compensation Committee including their qualifications in an orderly manner to be proposed to the Board of Directors to be further proposed to the ordinary shareholders' meeting to consider one after another.

In 2025, the Board of Directors carefully and prudently considered and screened the list to ensure that the persons nominated met the Company's good corporate governance practices. They must be a qualified person with background and expertise from various professions, leadership, wide vision, morality, ethics, and transparent work

experiences. They must be a director who applies experiences, knowledge, and expertise to provide useful suggestions in formulating the Company's strategies and business operations according to sustainable development guidelines. In addition, the Nomination and Compensation Committee also provided opportunities to shareholders to participate in the nomination of qualified directors.

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
1. Assoc. Prof. Dr Somjai Phagaphasvivat	Director (Non-executive directors, Independent director)	13 Oct 2015	Economics, Strategic Management, Governance/ Compliance, Sustainability, Public Administration
2. Assist. Prof. Aswin Bijayayodhin	Director (Non-executive directors, Independent director)	10 May 2011	Design, Architecture, Law, Property Development, Engineering
3. Mr. Atip Bijanonda	Director (Non-executive directors)	20 Apr 1993	Property Development, Finance, Banking, Strategic Management, Risk Management

Selection of independent directors

Criteria for selecting independent directors

The Board of Directors has approved the Independent Directors Committee Charter, which sets out the qualifications of Independent Directors in full compliance with the requirements prescribed by the Stock Exchange of Thailand and relevant laws, as follows:

1. Holding shares of no more than 0.5% of the total voting shares of the Company, its subsidiaries, associates, major shareholders, or controlling persons, including the shareholding of related parties of such independent director.

2. Not being or having been an executive director, worker, employee, or advisor receiving a regular salary, or controlling person of the Company, its subsidiaries, associates, same-level subsidiaries, major shareholders, or controlling persons, unless he/she has been discharged from the aforementioned characteristics for at least two years prior to the date of application submission to the Office of the Securities and Exchange Commission, Thailand; such prohibited characteristics shall not include the case where the independent director was a government official or an advisor of a government agency who is a major shareholder or a controlling person of the Company.

3. Not being a person with a blood relationship or legal registration in the manner of a parent, spouse, sibling, or child, including the spouse of the child, other directors, executives, major shareholders, controlling persons, or persons to be nominated as a director or a controlling person of the Company or its subsidiaries.

4. Not having or never having had a business relationship with the Company, its subsidiaries, associates, major shareholders, or controlling persons in a manner that may impede the use of its independent discretion, including not being or never having been a significant shareholder or a controlling person of a person having a business relationship with the Company, its subsidiaries, associates, major shareholders, or controlling persons, unless he/she has been discharged from the aforementioned characteristics for at least 2 years prior to the date of application submission to the Office of the Securities and Exchange Commission, Thailand.

The business relationship under Paragraph One shall include normal business transactions, rental or lease of real estate, transactions related to assets or services, or granting or receipt of financial assistance through receiving or providing loans, guarantees, providing assets as collateral, and any other similar actions, which result in the Company or the counterparty being subject to indebtedness payable to the other party in an amount starting from three percent of the Company's net tangible assets or from twenty million baht or more, whichever amount is lower. In this regard, the calculation of such indebtedness shall be in accordance with the method for calculating the value of related party transactions under the Notification of the Capital Market Supervisory Board Re: Rules on Execution of Related Party Transactions, mutatis mutandis. In any case, the consideration of such indebtedness shall include the indebtedness incurred during the period of 1 year to the date of establishing the business relationship with the related person.

5. Not being or never having been an auditor of the Company, its subsidiaries, associates, major shareholders, or controlling persons, and not being a significant shareholder, a controlling person, or a partner of the audit office for which the auditor of the Company, its subsidiaries, associates, major shareholders, or controlling person works, unless he/she has been discharged from the aforementioned characteristics for at least 2 years prior to the date of application submission to the Office of the Securities and Exchange Commission, Thailand.

6. Not being or never having been a professional service provider, including a legal advisor or a financial advisor, who receives service fees exceeding 2 million baht per year from the Company, its subsidiaries, associates, major shareholders, or controlling persons, and not being a significant shareholder, a controlling person, or a partner of the professional service provider, unless he/she has been discharged from the aforementioned characteristics for at least 2 years prior to the date of application submission to the Office of the Securities and Exchange Commission, Thailand.

7. Not being a director appointed as the representative of the Company’s directors, major shareholders, or any shareholders who are connected persons of the major shareholders of the Company.

8. Not undertaking any business of the same nature and in significant competition with the business of the Company or its subsidiaries or not being a significant partner in partnerships or an executive director, workers, employee, or advisor receiving a regular salary or holding more than 1% of the voting shares of other companies, which operate a business of the same nature and in significant competition with the business of the Company or its subsidiaries.

9. Not possessing any other characteristics that will prevent the independent expression of opinions in respect of the operations of the Company.

10. The independent director who is qualified according to Items 1-9 may be assigned by the Board of Directors to make decisions on the operation of the Company, the operations of the subsidiaries, associates, and juristic persons that may have a conflict. The decision could be made in the form of a panel.

Process for the Nomination of Independent Directors

1. The nomination and proposal of candidates for independent director positions provide minority shareholders with the opportunity to propose qualified individuals. Candidates may also be considered from the director pool, nominated by the Board of Directors or the Nomination Committee, or sourced through external advisors as appropriate. This is to ensure a diverse range of qualified candidates aligned with the Company’s needs and capable of enhancing the effectiveness of corporate governance.

2. Candidates are required to complete a self-assessment form to certify their qualifications prior to assuming the position of Independent Director. The Company carefully verifies each candidate’s qualifications and independence in

accordance with the prescribed criteria. Such criteria include, for example, that the candidate is not and has not been an executive, employee, or staff member of the Company or its subsidiaries within the legally specified period; does not have any significant business relationship with the Company or its subsidiaries; is not a major shareholder or a person with conflicts of interest with the Company and does not have any family relationship with executives or major shareholders.

3. After passing the qualification and independence review, the Nomination Committee considers the candidate's suitability in terms of knowledge, expertise, experience, and independence before proposing the nomination to the Board of Directors for approval. The nomination is then submitted to the shareholders' meeting for consideration and appointment in accordance with the Company's Articles of Association and applicable laws.

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

Director Nomination

In the appointment of directors, the Nomination and Compensation Committee, which consists of two independent directors out of a total of three members, is responsible for considering, selecting, and screening individuals who possess appropriate qualifications in accordance with the Company's Articles of Association. The Committee nominates suitable candidates in order to ensure a professional and diverse Board of Directors, taking into account the Board's structure, size, and composition. The number of candidates proposed shall be equal to one-third of the directors whose terms are due to expire. The Nomination and Compensation Committee then submits its recommendations to the Board of Directors for approval, after which the proposed directors are presented to the shareholders' meeting for election in accordance with the prescribed criteria and sequence.

The Nomination and Compensation Committee considers the nature of the Company's business and its future plans and, accordingly, defines the required qualifications of directors. This is to ensure that the Board of Directors as a whole possesses comprehensive knowledge, capabilities, and professional skills in line with the established criteria, and to serve as a benchmark for the development of directors' competencies that will be beneficial to the formulation of the Company's strategies, policies, and business directions.

Accordingly, the Company has set a target that the overall expertise level of the Board structure shall be not less than 80% for the annual performance evaluation. In addition, the Nomination and Compensation Committee provides shareholders with an opportunity to participate by proposing qualified candidates for directorship.

Nomination of the Chief Executive Officer

The Board of Directors has considered and assigned the Nomination and Compensation Committee to determine the criteria and procedures for selecting suitable individuals to assume the position of Chief Executive Officer and to propose qualified candidates together with supporting reasons for the Board's consideration and appointment. In the nomination process, the Committee screens and selects individuals who possess complete and appropriate qualifications, knowledge, and capabilities, with experience in real estate development management, leadership qualities, and a broad vision. Candidates must demonstrate the ability to formulate strategic plans and manage the organization effectively, exercise prudent decision-making and problem-solving, take into account social and environmental considerations; uphold the best interests of the Company, have a thorough understanding of the Company's business, and be capable of managing the organization to achieve the objectives and goals set by the Board of Directors.

Succession Plan

The Company complies with its Succession Planning Policy, which is an integral part of the corporate workforce strategy and human resource planning. This policy serves as a critical component of the Risk Management and Business Continuity Management (BCM) systems, ensuring that the Company maintains a pool of high-potential personnel ready to succeed key executive positions and ensuring business continuity under all circumstances.

The Company prioritizes systematic human resource management and development, including the determination of appropriate and fair compensation and benefits to retain and develop personnel to their full potential, enabling them to grow with the Company in the long term. Guidelines for the selection and development of personnel have been established to prepare them for key executive roles at all levels in a manner that is appropriate, transparent, and aligned with Good Corporate Governance principles, ensuring that the Company possesses professional leaders with the knowledge, capability, and potential to succeed key executive positions.

Furthermore, the Company has prepared qualified personnel to be ready for the replacement of executive and senior management positions in the event of vacancies arising from resignation, retirement, completion of terms, or inability to perform duties. This ensures that the Company's operations remain continuous, smooth, and efficient, while also mitigating the risks associated with a lack of successors.

In this regard, the Company has assigned the Nomination and Compensation Committee to develop and review succession plans for the positions of Chief Executive Officer, Managing Director, and other Company executives before presenting them to the Board of Directors for consideration. This includes the recruitment and selection of individuals with appropriate qualifications to hold executive positions within the Company.

Meanwhile, the Company provides an opportunity for minority shareholders to nominate qualified individuals for consideration as directors. The criteria, procedures, and timelines for such nominations are clearly defined and disclosed via the Company's website to promote shareholder engagement and transparency in the nomination and appointment process. Additionally, the Company discloses the rationale behind each director nomination, including the specific skills, knowledge, and experience that align with the Company's Board Skill Matrix, to assist shareholders in their consideration and decision-making process.

Regarding the nomination and selection of persons to be an executive of the Company, the Nomination and Compensation Committee supervises the follow-up to the progress of the succession plan and reports the progress of the succession plan to the Board of Directors for acknowledgement. Such a plan includes the following positions.

1. Chairman of the Executive Committee/Managing Director

When the executive position at the level of Chairman of the Executive Committee/Managing Director is vacated or the person holding the position is unable to perform his/her duties of the position, the Company will provide a nomination approach that requires executives at similar or secondary levels to be an acting officer until the nomination and selection of qualified persons is complete according to the rules specified by the Company. The Nomination and Compensation Committee shall be a nominee to present the list to the Board of Directors to consider and approve the appointment of the qualified person to hold the position.

The Qualifications of the Chairman of the Executive Committee / Managing Director are as follows:

1. At least the master's degree
2. Knowledgeable, skillful, and experienced in real estate development management
3. Strong leadership and visionary leadership
4. Ability to plan strategies and manage the organization
5. Making decisions and solving problems discreetly and carefully by taking into account the society, the environment and maximum benefits of the Company

Individual Development Guidelines

1. Attending necessary seminars for directors to achieve the performance of duties
2. To share ideas regularly with organizations and luminaries

2. Executive Level

In the event that the management positions at the level of department manager and above are vacant or the individual in such positions cannot perform their duties, the Company shall have the selected successor of the position proposed to the Board of Directors of the Company. The succession planning of the executive position level is as follows:

1. Analyze the business condition of the Company in terms of its strategic, policy, investment, and expansion plans.
2. Evaluate the readiness of manpower to be consistent with the Company's strategy in both the short term and the long term.
3. Create a plan for making the availability of manpower by developing or recruiting employees to replace those resigning from the Company.
4. Create a recruitment plan and arrange for employee training and development in advance by providing training courses for development to prepare the employees and junior and middle-level executives to advance further to junior, middle, and high executive positions, respectively, prior to retirement or early retirement of the employees, the recruitment plan, recruitment, and the employee training and development plan.
5. Define competencies, which refer to the knowledge, skills, personality, and desirable attitude of the employees in certain positions, and establish the Individual Development Plan.
6. Select, evaluate, and assess the performance to determine the potential of employees' suitability.
7. Use tools to test and evaluate the employees to analyze their potential.
8. Select successors based on the assessment and analysis of the employees' potential and performance. The employees shall be notified in advance in order to prepare for the handover and learning of the new responsibilities, while a successor shall also be determined.
9. Develop and evaluate employees who are expected to be successors to determine whether they can be developed and have performance as expected. If it is contrary to the expectation, the change of successors can be done.

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

The Company places importance on the equitable protection of the rights of all shareholders, particularly minority shareholders, to participate in the appointment of the Company's directors. This is in accordance with the Public Limited Companies Act B.E. 2535 (1992), the rules of the Stock Exchange of Thailand, and good corporate governance practices. The key principles are as follows:

1. Opportunity to Propose Director Candidates in Advance

The Company provides an opportunity for minority shareholders to nominate qualified individuals for

election as directors at the Annual General Meeting of Shareholders (AGM). Clear criteria, procedures, and timelines for nominations have been established and disclosed in advance via the Company's website to promote shareholder engagement and transparency in the director recruitment and appointment process.

For this year, the Company accepted director nominations from 10 September 2025 to 10 November 2025, with detailed criteria and submission methods announced on the Company's website. Furthermore, the Company discloses the rationale for each director nomination, including the specific skills, knowledge, expertise, and experience that align with the Company's Board Skill Matrix, to support shareholders in their consideration and decision-making.

2. Voting Rights in the Election of Directors

The appointment of directors is made by resolution of the shareholders' meeting. Shareholders are entitled to vote in proportion to the number of shares held. The election of directors is conducted on an individual basis, enabling shareholders to exercise their discretion independently.

3. Transparency and Disclosure of Information

The Company ensures full disclosure of information relating to nominated director candidates, such as educational background, work experience, directorships in other companies, shareholding in the Company, independence status (in the case of independent directors), and any relationships that may give rise to conflicts of interest, to support shareholders' decision-making.

4. Equitable Treatment of Shareholders

The Company treats all shareholders fairly and equitably, facilitates participation in shareholders' meetings, proxy appointments, and the exercise of voting rights, and establishes a transparent and verifiable process for the nomination and appointment of directors.

Method of director appointment :	Method whereby each director requires approval votes more than half of the votes of attending shareholders and casting votes

Setting qualifications for the selection of directors

The Company determines the composition of the Board of Directors, which consists of individuals with knowledge, ability, experience, knowledge and expertise in accordance with the Company's business strategy, including morality and ethics, having a positive attitude towards the organization, leadership skills, and broad vision, and devoting sufficient time to work without any limitation of gender, race, religion, professional skills, specific expertise, and other differences. The skills necessary for performing the duties of the Board of Directors are determined in 14 areas as follows:

Details of qualifications for the selection of directors

Skill and expertise	Skills and expertise
1. Good Corporate Governance 2. Risk Management 3. Knowledge of Real Estate Business 4. Laws Relating to Business 5. Marketing Strategy and 6. Competitiveness 6. Management in Time of Crisis 7. Accounting, Finance, and Banking 8. Economics 9. IT Governance 10. International Marketing 11. Design and Architecture 12. Engineering 13. Social and Environmental Management 14. Supply Chain Management	Economics, Law, Marketing, Engineering, Design

Information on the development of directors

Development and Knowledge Accumulation for Directors and Executives

The Board of Directors seriously supports and promotes the knowledge development for every director for their efficiency in performing their duty. It's the Company's policy to encourage its directors, executives, and those supporting the secretarial work to attend seminars and training courses of the Thai Institute of Directors (IOD), the Stock Exchange of Thailand, or other independent institutions, ranging from the development of part of the duties and responsibilities of directors to new management concepts, so that every director will continue to develop and improve their work, as well as to apply the knowledge properly for further benefit to the Company.

Training Courses or Relevant Seminars Attended by Directors and Top Management

The company places great importance on participating in training seminars related to the development of knowledge and capabilities for performing director duties regularly. It supports and facilitates directors in receiving training from the Thai Institute of Directors (IOD) and other institutions in all relevant courses continuously throughout the year.

In 2025, Director and Top Management attended training courses as follows:

Level	Name	Attending Training Course
Director	Assist. Prof. Aswin Bijayayodhin	● RCL - Risk Management Program for Corporate Leaders Class 38/2025 ● Cource Seminar : Audit Committee Seminar 2025 : In the Winds of Change by EY office Limited
	Mr. Anant Gatepithaya	● Cource Seminar : CAC Certification Ceremony on the topic "Navigating ESG: the Power of Integrity," Class 2/2025 ● Cource Seminar : Audit Committee Seminar 2025 : In the Winds of Change by EY office Limited
Top Management	Mrs. Siriporn Wangsapar	● CFO Refresher Course 2025

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. Dr. Prateep Tangmatitham (Chairman of the board of directors)	Non-participating	Thai Institute of Directors (IOD) • 2003: Role of the Chairman Program (RCP) • 2002: Director Certification Program (DCP)
2. Mrs. Ajchara Tangmatitham (Vice-chairman of the board of directors)	Non-participating	Thai Institute of Directors (IOD) • 2003: Director Certification Program (DCP) Other • 2022: Hot Issue for Directors: What Directors Need to Know About Digital Assets • 2002: Company Secretary Program (CSP)
3. Mr. Tritecha Tangmatitham (Director)	Non-participating	Thai Institute of Directors (IOD) • 2009: Director Certification Program (DCP)
4. Assoc. Prof. Dr. Virach Aphimeteetamrong (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) • 2003: Director Accreditation Program (DAP) Other • 2022: Hot Issue for Directors: What Directors Need to Know About Digital Assets • 2015: Corporate Governance for Capital Market Intermediaries (CGI) • 2012: Anti-Corruption for Executive Program (ACEP)

List of directors	Participation in training in the past financial year	History of training participation
5. Assoc. Prof. Dr Somjai Phagaphasvivat (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) • 2005: Director Accreditation Program (DAP)
6. Mr. Anant Gatepithaya (Director, Independent director)	Participating	Thai Institute of Directors (IOD) • 2022: Corporate Governance Program for Insurance Companies (CIC) • 2020: Strategic Board Master Class (SBM) • 2015: Risk Management Program for Corporate Leaders (RCL) • 2014: Advanced Audit Committee Program (AACP) • 2004: Director Accreditation Program (DAP) • 2002: Director Certification Program (DCP) Other • 2025: Audit Committee Seminar 2025 : In the Winds of Change by EY office Limited • 2025: CAC Certification Ceremony on topic: "Navigating ESG: the Power of Integrity" • 2024: Hot Issue for Directors: Empowering Boards: Enhancing Governance, Standards and Financial Insights • 2013: Risk Management Committee Program (RMP) • 2012: How to Develop a Risk Management Plan (HRP) • 2006: Improving the Quality of Financial Reporting (QFR) • 2004: Audit Committee Program (ACP)

List of directors	Participation in training in the past financial year	History of training participation
7. Assist. Prof. Aswin Bijayayodhin (Director, Independent director)	Participating	Thai Institute of Directors (IOD) • 2025: Risk Management Program for Corporate Leaders (RCL) • 2017: Successful Formulation & Execution of Strategy (SFE) • 2016: Advanced Audit Committee Program (AACP) • 2014: Financial Statements for Directors (FSD) • 2011: Director Accreditation Program (DAP) Other • 2025: Audit Committee Seminar 2025 : In the Winds of Change by EY office Limited • 2012: Audit Committee Program
8. Mr. Atip Bijanonda (Director)	Non-participating	Thai Institute of Directors (IOD) • 2017: Risk Management Program for Corporate Leaders (RCL) • 2004: Director Accreditation Program (DAP) • 2002: Director Certification Program (DCP) Other • 2020: Corporate Governance for Executives (CGE) • 2018: Board Matters and Trends (BMT) • 2017: Anti-Corruption the Practical Guide (ACPG) • 2017: How to Develop a Risk Management Plan (HRP)
9. Mr. Prasas Tangmatitam (Director)	Non-participating	Thai Institute of Directors (IOD) • 2012: Successful Formulation & Execution of Strategy (SFE) • 2003: Director Certification Program (DCP)

List of directors	Participation in training in the past financial year	History of training participation
10. Mr. Krid Chancharoensuk (Director)	Non-participating	Thai Institute of Directors (IOD) • 2015: Risk Management Program for Corporate Leaders (RCL) • 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

Board Diversity Assessment Results

The Board of directors assigns the Nomination and Compensation Committee to establish the policy on board diversity. It is believed that the determination of board diversity is an important factor that helps promote the balance of minds and quality of work, including effective decision-making of the Board, which is beneficial to the Company's business operations. The skills necessary for performing the duties of the Board of Directors are determined in 14 areas as follows:



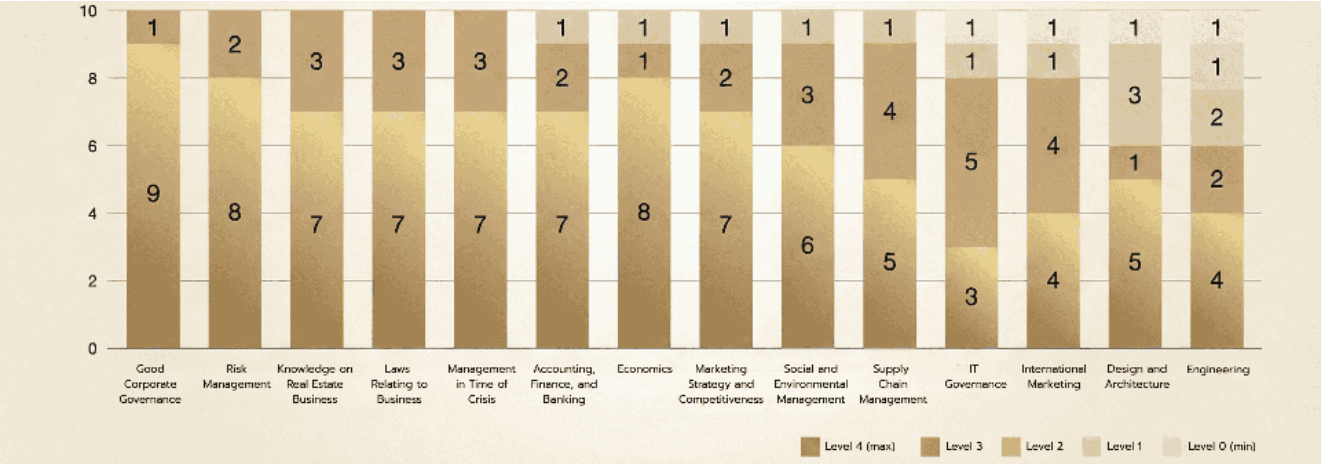
Rules on self-assessment regarding necessary skills for performing duties of the Board of Directors are as follows:

Level of Expertise (%)	Level
More than 86	Level 4 : Excellent
76 - 85	Level 3 : Very Good
66 - 75	Level 2 : Good
50 - 65	Level 1 : Fair
Less than 50	Level 0 : To be improved

The Company Secretary has distributed the Board Diversity Self-Assessment Form to all members of the Board of Directors for annual self-evaluation. After each director completes their self-assessment, they return the form to the Company Secretary for compilation of the Board Diversity Self-Assessment scores. The Nomination and Remuneration Committee has reviewed and determined that the Board's structure possesses diverse knowledge and capabilities, fostering a balance of perspectives, work quality, and decision-making efficiency, which benefits the Company's business operations. According to the Board Diversity Self-Assessment results, in 2025, more than half of the directors demonstrated expertise (Level 4) in all 14 skills and knowledge areas, as follows:

The Board Diversity Self-Assessment					
Expertise level goals (%)	2021	2022	2023	2024	2025
Level 4	level 3 : Very Good	level 3 : Very Good	level 3 : Very Good	Level 4 : Excellent	Level 4 : Excellent
More than 86%	80.83%	81.25%	82.86%	88.39%	86%

The results of the Board Diversity Assessment for the year 2025 showed the number of directors who are rated for each level of proficiency separately based on the skills required to perform their duties



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

Performance Assessment of the Committee

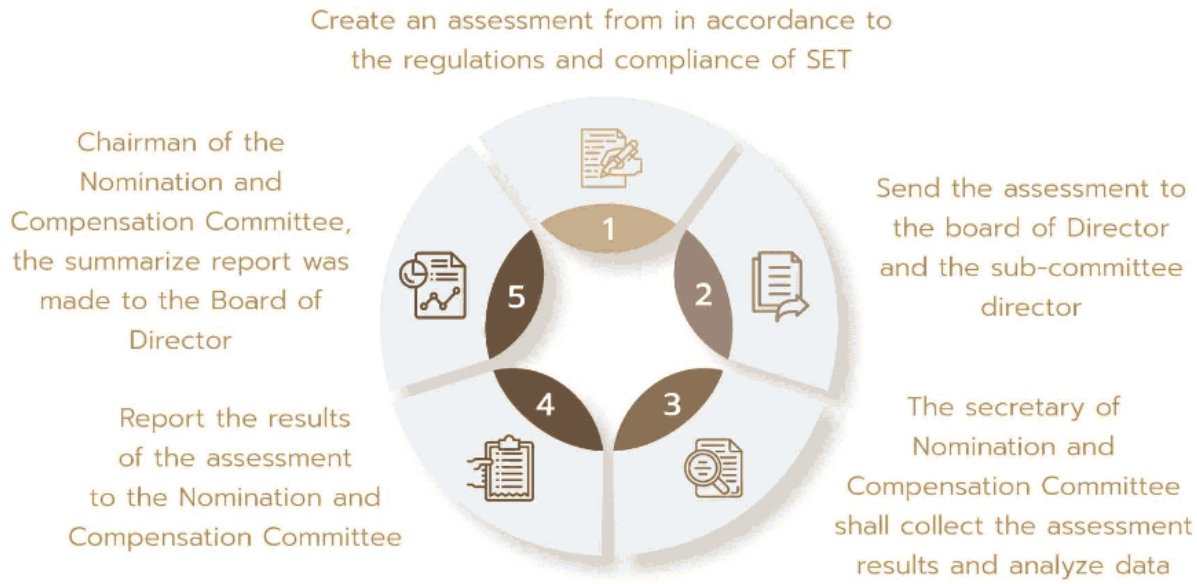
The Board of Directors conducts an annual performance evaluation at least once a year. The evaluation forms are designed to align with the Company's Good Corporate Governance Principles, as well as the scope of duties and responsibilities of the Board. This evaluation process encompasses the board evaluation, individual director evaluation, and the performance of subcommittees.

The Company focuses on utilizing the evaluation results to review the Board's performance and address any issues or obstacles encountered during the past year. These insights are used to enhance the efficiency of the Board's governance and functional processes, as well as to establish guidelines for potential development and strengthen the effectiveness of the Company's corporate governance. Furthermore, these evaluation results serve as a key reference for the Company's Corporate Governance Rating (CG Rating) assessment. In 2025, the appraisal was done in 2 characteristics, they are, 1) the assessment of the whole Committee; 2) the assessment made on an individual basis (self- assessment). The assessment forms were divided into 10 categories consisting as follows:

Performance Assessment	The Whole Board of Directors	Individual Member of the Board of Directors (Self- Assessment)
Board of Directors	/	/
Sub-Committees		
● The Audit Committee	/	/
● The Nomination and Compensation Committee	/	/
● The Corporate Governance and Sustainability Development Committee	/	/
● The Risk Management Committee	/	/

Assessment Process for the Whole Committee and Each Individual Member

In every year, the Secretary of the Nomination and Compensation Committee shall deliver the performance evaluation forms of the Board of Directors and the Sub-committees to all directors for the annual performance assessment in relevant parts. After each director has completed the evaluation, the performance evaluation forms shall be returned to the Secretary of the Nomination and Compensation Committee to compile the evaluation scores of each director, summarize the analysis of the performance evaluation results of various committees for the year, and report to the Nomination and Compensation Committee for acknowledgment. In this regard, the Chairman of the Nomination and Compensation Committee presented the evaluation results to the Board of Directors' meeting on February 24, 2026, which can be illustrated as follows:



The assessment results in percentage are as follows:

Level of Assessment (%)	Level
More than 86	Excellent
76 - 85	Very Good
66 - 75	Good
50 - 65	Fair
Less than 50	To be improved

1. Performance Evaluation Form of the whole Board of Directors and individual members of the Board of Directors (self-assessment), the results can be summarized as follows:

Performance Assessment of the Board of Director		
Amount of Items	The Whole Board of Directors	Individual Member of the Board of Directors (Self-Assessment)
	6 items	10 items
Detail	1. Structure and Qualification of the Board of Directors. 2. Roles, Duties, and Responsibilities of the Board of Directors. 3. Board of Directors' Meetings. 4. Performance of the Board of Directors. 5. Relations with management department. 6. Self Development of the Board of Directors and Executive.	1. The Board of directors' meeting attendance consistently. 2. Studying documents and information before the meeting. 3. During the meeting provides appropriate opinions that are beneficial to the meeting. 4. Absenting from the meeting and abstain from voting in the transaction in which they have interests. 5. Raising important issues affecting the Company's business operations and present them to the Meeting. 6. Performing the duties of the directors according to the laws, rules, and charter effectively. 7. Devoting time and dedicating to performing duties for the Company. 8. Not interfere with the Management's operations. 9. Controlling and monitoring operations of the Management appropriately 10. Developing and learning to enhance skills in performing duties all the last year.

Board of Directors' Performance Evaluation							
The Whole Sub-Committee				Individual Member of the Sub-Committee (Self- Assessment)			
Target	Year			Target	Year		
	2023	2024	2025		2023	2024	2025
Excellent More than 86%	Excellent 97%	Excellent 97%	Excellent 96%	Excellent More than 86%	Excellent 93%	Excellent 93%	Excellent 93%

2. Performance Evaluation Form of the whole Board of Directors and individual member of the sub-committee (self-assessment), the results can be summarized as follows:

Performance Assessment of Sub-Committee		
Amount of Items	The Whole Sub-Committee	Individual Member of the Sub-Committee (Self- Assessment)
	3 items	10 items
Detail	1. Structure and Qualification of the Audit Committee. 2. Performing duties at Sub-committees' Meetings efficiently. 3. Roles, duties and responsibilities of subcommittees by focusing and taking sufficient time to consider and review.	1. The Sub-Committees' meeting attendance consistently. 2. Studying documents and information before the meeting. 3. During the meeting, the Directors provides appropriate opinions that are beneficial to the meeting. 4. Absent from the meeting and abstain from voting in the transaction in which they have interests. 5. Raising detected important issues and presenting them to the Meeting. 6. Directors have performed the duties of the directors according to the laws, rules, and charter effectively. 7. Devoting time and dedicating to performing duties for the Company. 8. Supporting and providing opinions that are useful to the Management's operations. 9. Controlling and monitoring operations of the Management appropriately. 10. eveloping and learning to enhance skills in performing duties all the last year.

Name of Sub-Committee	Sub-Committee Performance Evaluation							
	The Whole Sub-Committee				Individual Director Evaluation Results			
	Target	Year			Target	Year		
		2023	2024	2025		2023	2024	2025
The Audit Committee	Excellent More than 86%	Excellent 99%	Excellent 99%	Excellent 94%	Excellent More than 86%	Excellent 92%	Excellent 93%	Excellent 95%
The Nomination and Compensation Committee		Excellent 100%	Excellent 100%	Excellent 98%		Excellent 100%	Excellent 100%	Excellent 100%
The Corporate Governance and Sustainability Development Committee		Excellent 100%	Excellent 99%	Excellent 98%		Excellent 100%	Excellent 100%	Excellent 100%
The Risk Management Committee		Excellent 95%	Excellent 95%	Excellent 92%		Excellent 91%	Excellent 91%	Excellent 91%

Performance Assessment of the Chief Executive Officer (Senior Executive)

- **Performance Evaluation Criteria**

There are the criteria for evaluating performance of the Chief Executive Officer which administrate under the mission, vision, strategy of the Company, business goals and annual business plans. In addition, economic, social, environmental, and good governance performances shall be applied as a part of the performance indicators of the Chairman of the Executive Committee to reflect the organization's awareness of sustainability integration as a part of sustainable business operations. There are two areas of indicator defined as follows:





Level of Assessment (%)	Level
More than 86	Excellent
76 - 85	Very Good
66 - 75	Good
50 - 65	Fair
Less than 50	To be improved

Performance Evaluation Process

The Company specified a remuneration policy of the Chief Executive Officer, which the Board of Directors are assigned to consider the results of the Company's operation based on indicator (KPI: Key performance Indicator) approved by the meeting of Board of Directors, thereafter the Nomination and Compensation Committee will consider the results of performance and consider both the short and long-term remuneration of the Chief Executive Officer to comply with the result of performance based on indicators.

Results of Performance Evaluation of the President (Senior Executive)

In 2025, the performance evaluation results of Dr.Prateep Tangmatitham, Chairman of the Executive Committee, were 81.90%, which was a very good level, all aspects of assessment represented the satisfaction of overall performances. The summary of results and obstacles was reported, including the review of the evaluation criteria indicators, which covered the economy, society and/or environment, to the Board of Directors' Meeting No. 2/2026 on February 24, 2026, in order to enhance operational efficiency and reflect the organization's awareness of sustainability integration as a part of sustainable business operations.

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	95.96	100
	Self-assessment	92.80	100
	Cross-assessment (assessment of another director)	None	None
Audit Committee	Group assessment	93.65	100
	Self-assessment	94.67	100
	Cross-assessment (assessment of another director)	None	None
The Nomination and Compensation Committee	Group assessment	97.85	100
	Self-assessment	100	100
	Cross-assessment (assessment of another director)	None	None
The Corporate Governance and Sustainability Development Committee	Group assessment	97.78	100
	Self-assessment	99.50	100
	Cross-assessment (assessment of another director)	None	None
The Risk Management Committee	Group assessment	92.39	100
	Self-assessment	90.63	100
	Cross-assessment (assessment of another director)	None	None

8.1.2 Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

The Company holds Board of Directors' meetings at least once a month, with the annual meeting schedule determined in advance, and requires directors to attend all meetings. Meeting notices, agendas, and supporting documents are distributed to directors at least seven days prior to each meeting to allow sufficient time for review. Regular attendance at Board meetings is in accordance with the Corporate Governance Code and reflects the strength

of the Company's governance practices under the ESG framework, and is used as one of the criteria for evaluating the performance of the Board.

Meeting attendance of the board of directors

Efficiency Evaluation of the Board Meetings

The Company has organized efficiency evaluation of every Board meeting on a yearly basis. In 2025, there were 12 Board meetings. The criteria used for efficiency evaluation of the Board meetings consist of the following 10 items:

1. Notifying the meeting at least 7 days before the date of the meeting.
2. Receiving documents in full along with letter of invitation.
3. Beginning on time with time control.
4. Appropriateness and clear details of each agenda.
5. Participation of Directors.
6. The management provides sufficient information to the Board of Directors to make decisions.
7. Taking into consideration the benefits of stakeholders.
8. Summary of clear resolutions of the meeting.
9. Control and management of conflicts by the Chairman in the meeting.
10. Attendees rate.

Efficiency Evaluation Criteria of the Board Meetings

Level of Assessment (%)	Level
90 - 100	Excellent
80 - 89	Very Good
70 - 79	Good
60 - 69	Fair
Less than 50	To be improved

From the full score of 100%, the average efficiency evaluation of the Board meeting in 2025 was 98.31%, an excellent outcome.

Number of the board of directors meeting over the past year (times) : 12

Date of AGM meeting : 22 Apr 2025

EGM meeting : No

Details of the board of directors' meeting attendance

List of directors	Number of Board Meeting			AGM meetings			EGM meetings		
	Meeting attendance (times)	/	Meeting attendance rights (times)	Meeting attendance (times)	/	Meeting attendance rights (times)	Meeting attendance (times)	/	Meeting attendance rights (times)
1. Dr. Prateep Tangmatitham (Chairman of the board of directors)	12	/	12	1	/	1	N/A	/	N/A
2. Mrs. Ajchara Tangmatitham (Vice-chairman of the board of directors)	12	/	12	1	/	1	N/A	/	N/A
3. Mr. Tritecha Tangmatitham (Director)	12	/	12	1	/	1	N/A	/	N/A
4. Assoc. Prof. Dr. Virach Aphimeteetamrong (Director, Independent director)	11	/	12	1	/	1	N/A	/	N/A
5. Assoc. Prof. Dr Somjai Phagaphasvivat (Director, Independent director)	11	/	12	1	/	1	N/A	/	N/A
6. Mr. Anant Gatepithaya (Director, Independent director)	12	/	12	1	/	1	N/A	/	N/A
7. Assist. Prof. Aswin Bijayayodhin (Director, Independent director)	12	/	12	1	/	1	N/A	/	N/A
8. Mr. Atip Bijanonda (Director)	12	/	12	1	/	1	N/A	/	N/A
9. Mr. Prasas Tangmatitam (Director)	12	/	12	1	/	1	N/A	/	N/A
10. Mr. Krid Chancharoensuk (Director)	12	/	12	1	/	1	N/A	/	N/A

Summary of the board of directors' meeting attendance rate

List of directors	Board of directors' meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Dr. Prateep Tangmatitham (Chairman of the board of directors)	12/12 (100.00%)	1/1 (100.00%)	N/A
2. Mrs. Ajchara Tangmatitham (Vice-chairman of the board of directors)	12/12 (100.00%)	1/1 (100.00%)	N/A
3. Mr. Tritecha Tangmatitham (Director)	12/12 (100.00%)	1/1 (100.00%)	N/A
4. Assoc. Prof. Dr. Virach Aphimeteetamrong (Director, Independent director)	11/12 (91.67%)	1/1 (100.00%)	N/A
5. Assoc. Prof. Dr Somjai Phagaphasvivat (Director, Independent director)	11/12 (91.67%)	1/1 (100.00%)	N/A
6. Mr. Anant Gatepithaya (Director, Independent director)	12/12 (100.00%)	1/1 (100.00%)	N/A
7. Assist. Prof. Aswin Bijayayodhin (Director, Independent director)	12/12 (100.00%)	1/1 (100.00%)	N/A
8. Mr. Atip Bijanonda (Director)	12/12 (100.00%)	1/1 (100.00%)	N/A
9. Mr. Prasas Tangmatitam (Director)	12/12 (100.00%)	1/1 (100.00%)	N/A
10. Mr. Krid Chancharoensuk (Director)	12/12 (100.00%)	1/1 (100.00%)	N/A
Average meeting attendance rate	**(98.33%)**	**100.00%**	**N/A**

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

Over the past year, some directors were unable to attend certain meetings due to health issues. The Company places primary importance on the appropriateness and well-being of its directors.

As for another director, they had an important pre-scheduled commitment overseas and informed the Company in advance. Nevertheless, the director was informed of the meeting agenda beforehand and provided comments and/or recommendations to the management or the Chairman for consideration at the meeting.

Remuneration of the board of directors

Types of remuneration of the board of directors

Compensation for Directors and Executives

The Company specified the policy on rules of presentation and consideration for compensation of directors to create the incentives of assigned performance to achieve goals effectively. The Nomination and Compensation Committee is assigned to carefully consider the Compensation rates of the committee, scrutinize the suitability of various reasons thoroughly, compare and refer by the same business including consideration from the expanding business, where shall be presented to the Board of Directors and the meeting of shareholders.

1. The directors receive monthly remuneration and pension. Such remuneration is set to be the level comparable to the same industry group.
2. Directors who are assigned to perform additional duties and responsibilities (such as being a member of the sub-committee) will receive additional remuneration which relates to the level of assigned responsibility, except the executive directors.
3. The Company shall not pay any money or other property to directors unless the remuneration is paid as the rights and benefits habitually as being the Company's director.
4. The remuneration of directors shall be paid in accordance with the resolutions of the shareholders' meeting which comprise a vote not less than two in thirds of the total votes of shareholders who join the meeting.

Remuneration Policy for Directors

The Company has the criteria for providing remuneration to the Board of Directors and Sub-Committees clearly and transparent, which shall be considered the same industrial sector and business expansion. It's believed that such remuneration could attract, retain and motivate the directors to perform their roles and carry out their responsibilities to accomplish the Company's goals efficiently.

In 2025, The Annual General Meeting on April 22, 2025, resolved that approve the Remuneration for Board of Directors, as detail below

Remuneration for the Board of Directors	
1. Remuneration/month	Chairman, Director 45,000 Baht/person/month
2. Special Remuneration/year	Chairman, Director 800,000 Baht/person/year
3. Other benefits (not including general welfare to employees)	1. Directors and Officers Liability Insurance (D&O Insurance) 2. The right to attend training courses and seminars organized by the Thai Institute of Directors Association (IOD) and other relevant institutions 3. Privileges for purchasing products and services of the Group's companies
Remuneration for the Audit Committee	
1. Chairman	35,000 Baht/person/month
2. Director	30,000 Baht/person/month
Remuneration of –Sub-Committee: Meeting allowance will be paid only once at the meeting (Sub-Committees comprise of (1) The Nomination and Compensation Committee (2) The Corporate Governance and Sustainability Development Committee (3) The Risk Management Committee and the other sub-Committee appointed by the Committee. (not including Executive Director)	
1. Chairman	35,000 Baht/person/meeting
2. Director	30,000 Baht/person/meeting

Remuneration of the board of directors (1)

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. Dr. Prateep Tangmatitham (Chairman of the board of directors)			**1,340,000.00**		**675,000.00**
Board of Directors (Chairman of the board of directors)	540,000.00	800,000.00	1,340,000.00	Yes	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Executive Committee (The chairman of the executive committee)	0.00	0.00	0.00	Yes	
2. Mrs. Ajchara Tangmatitham (Vice-chairman of the board of directors)			**1,340,000.00**		**185,000.00**
Board of Directors (Vice-chairman of the board of directors)	540,000.00	800,000.00	1,340,000.00	Yes	
Executive Committee (Vice-chairman of the executive committee)	0.00	0.00	0.00	Yes	
The Nomination and Compensation Committee (Member of the subcommittee)	0.00	0.00	0.00	Yes	
3. Mr. Tritecha Tangmatitham (Director)			**1,340,000.00**		**120,000.00**
Board of Directors (Director)	540,000.00	800,000.00	1,340,000.00	Yes	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	Yes	
The Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	Yes	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
The Corporate Governance and Sustainability Development Committee (Member of the subcommittee)	0.00	0.00	0.00	Yes	
4. Assoc. Prof. Dr. Virach Aphimeteetamrong (Director, Independent director)			**1,440,000.00**		**0.00**
Board of Directors (Director)	540,000.00	800,000.00	1,340,000.00	Yes	
Audit Committee (Chairman of the audit committee)	35,000.00	0.00	35,000.00	Yes	
The Nomination and Compensation Committee (The chairman of the subcommittee)	65,000.00	0.00	65,000.00	Yes	
The Independent Directors Committee (The chairman of the subcommittee)	0.00	0.00	0.00	Yes	
5. Assoc. Prof. Dr Somjai Phagaphasvivat (Director, Independent director)			**1,770,000.00**		**0.00**
Board of Directors (Director)	540,000.00	800,000.00	1,340,000.00	Yes	
Audit Committee (Member of the audit committee)	340,000.00	0.00	340,000.00	Yes	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
The Corporate Governance and Sustainability Development Committee (The chairman of the subcommittee)	35,000.00	0.00	35,000.00	Yes	
The Nomination and Compensation Committee (Member of the subcommittee)	55,000.00	N/A	55,000.00	Yes	
The Independent Directors Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
6. Mr. Anant Gatepithaya (Director, Independent director)			**1,790,000.00**		**0.00**
Board of Directors (Director)	540,000.00	800,000.00	1,340,000.00	Yes	
Audit Committee (Member of the audit committee)	395,000.00	0.00	395,000.00	Yes	
The Risk Management Committee (Member of the subcommittee)	55,000.00	0.00	55,000.00	Yes	
The Independent Directors Committee (Member of the subcommittee)	0.00	0.00	0.00	Yes	
7. Assist. Prof. Aswin Bijayayodhin (Director, Independent director)			**1,680,000.00**		**0.00**

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	540,000.00	800,000.00	1,340,000.00	Yes	
Audit Committee (Member of the audit committee)	340,000.00	0.00	340,000.00	Yes	
The Independent Directors Committee (Member of the subcommittee)	0.00	0.00	0.00	Yes	
8. Mr. Atip Bijanonda (Director)			**1,435,000.00**		**0.00**
Board of Directors (Director)	540,000.00	800,000.00	1,340,000.00	Yes	
The Risk Management Committee (The chairman of the subcommittee)	65,000.00	0.00	65,000.00	Yes	
The Corporate Governance and Sustainability Development Committee (Member of the subcommittee)	30,000.00	0.00	30,000.00	Yes	
9. Mr. Prasas Tangmatitam (Director)			**1,370,000.00**		**0.00**
Board of Directors (Director)	540,000.00	800,000.00	1,340,000.00	Yes	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
The Corporate Governance and Sustainability Development Committee (Member of the subcommittee)	30,000.00	0.00	30,000.00	Yes	
10. Mr. Krid Chancharoensuk (Director)			**1,340,000.00**		**0.00**
Board of Directors (Director)	540,000.00	800,000.00	1,340,000.00	Yes	
The Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	Yes	

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	5,400,000.00	8,000,000.00	13,400,000.00
2. Audit Committee	1,110,000.00	0.00	1,110,000.00
3. Executive Committee	0.00	0.00	0.00
4. The Nomination and Compensation Committee	120,000.00	0.00	120,000.00
5. The Corporate Governance and Sustainability Development Committee	95,000.00	0.00	95,000.00
6. The Risk Management Committee	120,000.00	0.00	120,000.00
7. The Independent Directors Committee	0.00	0.00	0.00

Remark : *(1) Other Non-Monetary Compensation and Benefits of Directors*

1. *Directors and Executives Liability Insurance*
2. *Privileges to attend training courses and seminars organized by the Thai Institute of Directors (IOD) and other relevant institutions*
3. *Privileges for purchasing products and services of the Group of the Company*

Remunerations or benefits pending payment to the board of directors

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

8.1.3 Supervision of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated companies	:	Yes
Mechanism for overseeing subsidiaries and associated companies	:	Yes
Mechanism for overseeing management and taking responsibility for operations in subsidiaries and associated companies approved by the board of directors	:	The appointment of representatives as directors, executives, or controlling persons in proportion to shareholding, Disclosure of financial condition and operating results, Transactions between the company and related parties, Internal control system of the subsidiary operating the core business is appropriate and sufficient in the subsidiary operating the core business

Supervision of the Subsidiaries' Operations

The Company has established a policy for overseeing the operations of its subsidiaries. This includes selecting directors with the appropriate knowledge, capabilities, qualifications, and experience relevant to the nature of the subsidiary's business to serve as directors with controlling authority in the subsidiary. These selections have been approved by the Company's Board of Directors. In cases where a subsidiary has significant matters, such as approval of capital increases or decreases, dissolution of the subsidiary, and joint ventures, approval from the Company's Board of Directors is required in all instances. The Board of Directors has resolved to appoint directors with the following scope of authority, duties, and responsibilities:

Financial reporting

- The Board of Directors oversees the Company and its subsidiaries to ensure transparency. Therefore, it requires the use of the same external auditor as the Company. This enables the auditor to examine various transactions and obtain sufficient appropriate evidence to express an opinion on the consolidated financial statements.

Resources

- The Board of Directors allocates and manages the resources of the Company and its subsidiaries efficiently and effectively. These include the SAP (PRD) system and the 1720 complaint channel, aimed at supporting operations to ensure convenience, speed, and enhanced work efficiency.

Legal compliance

- A dedicated department oversees the operations of the Company and its subsidiaries to ensure adherence to relevant regulations and rules. This department is responsible for safeguarding the interests of shareholders, contributing to the sustainable value creation of the business.

Internal control system

- The Board of Directors ensures that an appropriate and effective internal control system is in place. The Audit Committee approves the internal audit plan, which includes reviewing operational and internal control systems, and reports directly to the Audit Committee and the Board of Directors.

Regarding adherence to the Code of Conduct

- The Board of Directors oversees that directors, executives, and employees of the Company and its subsidiaries comply with the Code of Conduct and various policies in accordance with good corporate governance principles. It also monitors compliance with corporate governance policies and practices.

8.1.4 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

Prevention of Conflicts of Interest

The Company adheres to a conflict-of-interest policy, which all directors, executives, and employees, including those in subsidiaries and affiliates, must strictly comply with. All employees are required to report any conflict-of-interest situations upon commencement of employment, during annual reporting periods, and whenever there is a change in circumstances that may lead to a conflict of interest.

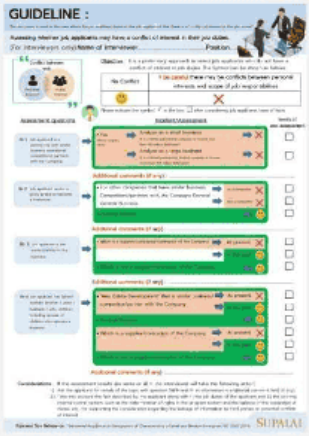
In cases where an employee suspects a potential conflict of interest, or if there is something that could lead others to perceive a conflict of interest, they must immediately report it to their supervisor and submit a report to the corporate governance unit. This reporting process is a key internal control mechanism for the Company. The audit committee has assigned the internal audit unit to oversee, monitor, and report on these situations, submitting findings to the audit committee and the board of directors by February of each.

Results of the Implementation of the Policy on Conflict of Interest Disclosure for the Year 2025

Time period

The situations upon commencement of employment





Reporting channels

- Application form
- The interviewer / supervisor completes an interview assessment evaluating various situations that could potentially lead to conflicts of interest.

Operational results

There were no conflicts of interest identified.

Time period

" During annual reporting periods "



Reporting channels

Executives and employees responded to a conflict of interest questionnaire via Supalai Skill Platform

Operational results

It was found that no executives or employees had breached the conflict of interest rules.

Time period

A change in circumstances that may lead to a conflict of interest

Reporting channels

Responded to a conflict of interest questionnaire via Supalai Skill Platform on the Company's Intranet.

Operational results

There were no conflicts of interest identified.

Details related to the Conflict of Interest Policy are available on the Supalai Public Company Limited website.

https://sustainability.supalai.com/en/document/viewer/62/policy-on-conflict-of-interest

Number of cases or issues related to conflict of interest

	2023	2024	2025
Total number of cases or issues related to conflict of interest (cases)	0	0	0

Prevention of the use of inside information to seek benefits

Operations for prevention of the use of inside information to seek benefits over the past year

Has the company operated in preventing the use of inside information to seek benefits over the past year : Yes

Exploitation of Insider Trading

The Company adheres to the policy on the use of inside information, which all directors, executives, and employees, including those in subsidiaries and affiliates, must strictly comply with. The policy requires directors and executives to report as follows:

- Reporting the first shareholding of the Company and the change in securities holding, which includes spouses and children who are not sui juris as well as related persons under Section 59 of the Securities and Exchange Act, B.E. 2535 (1992), within 3 business days from the date of purchase, sale, transfer or acceptance of transfer to the Office of the Securities and Exchange Commission, Thailand. In addition, they are not allowed to trade in the Company's securities for 1 month prior to the publishment of the financial statements for the public.
- Reporting the change in securities holding to the Office of the Securities and Exchange Commission of Thailand and submitting a copy of such report to the Company on the same date as the date of reporting to the Office of the Securities and Exchange Commission, Thailand.
- When receiving material inside information that affects the change in securities price, the trading of the Company's securities must be suspended for one month prior to the publishment of the financial statements or such inside information for the public. Such material information must not be disclosed to any third parties.
- If the directors and senior executives (executives as defined by the Securities and Exchange Commission, Thailand (SEC)) wish to trade-sell securities, the notice of intent shall be made at least 1 business day prior to the securities trading. The Board of Directors shall be informed by the Company Secretary. The securities holding report shall be prepared and submitted to the Securities and Exchange Commission, Thailand (SEC) within the specified period.

Results of the Implementation of the Policy on the Use of Inside Information for the Year 2025

Targets	Operational results
once a quarter, **total 4 times a year** During two weeks before the closing date of financial statements, the Company Secretary will prepare a letter of notification to directors, executives and departments that acknowledge inside information to inform that they are not allowed to disclose inside information to any third parties or non-related persons and trade in the Company's securities for 1 month prior to the publication of the financial statements for the public and notify everyone in the Company via e-mail.	**Achieved the target** **(Total 4 times a year)** There were no findings of violations or non-compliance with the regulations regarding insider trading and asset trading as stipulated by the Stock Exchange of Thailand and the Securities and Exchange Commission.
once a quarter, **total 4 times a year** The Board of Directors and executives report their securities holdings to the Board of Directors for acknowledgment in January, April, July, and October of each year, for a total of 4 times per year.	**Achieved the target** **(Total 4 times a year)**

Furthermore, all directors, executives, and employees of subsidiaries and affiliates have signed acknowledgments and consents for the Company to use or disclose their personal data through the Employee Self Service (ESS) system. The Company places importance on and complies with the Personal Data Protection Act, B.E. 2562. The Board of Directors has reviewed and approved a Personal Data Protection Policy for directors, executives, and employees to enhance operational standards in accordance with external regulatory agencies and to align with good corporate governance principles. Additionally, the Company has no transactions involving financial assistance, such as loans or loan guarantees, to general companies that are not subsidiaries. Directors or executives of the company have not engaged in insider trading and have not violated or failed to comply with the rules on related party transactions and asset trading.

Details related to the Use of Inside Information Policy are available on the Supalai Public Company Limited website.

https://sustainability.supalai.com/en/document/viewer/215/policy-on-the-use-of-inside-information

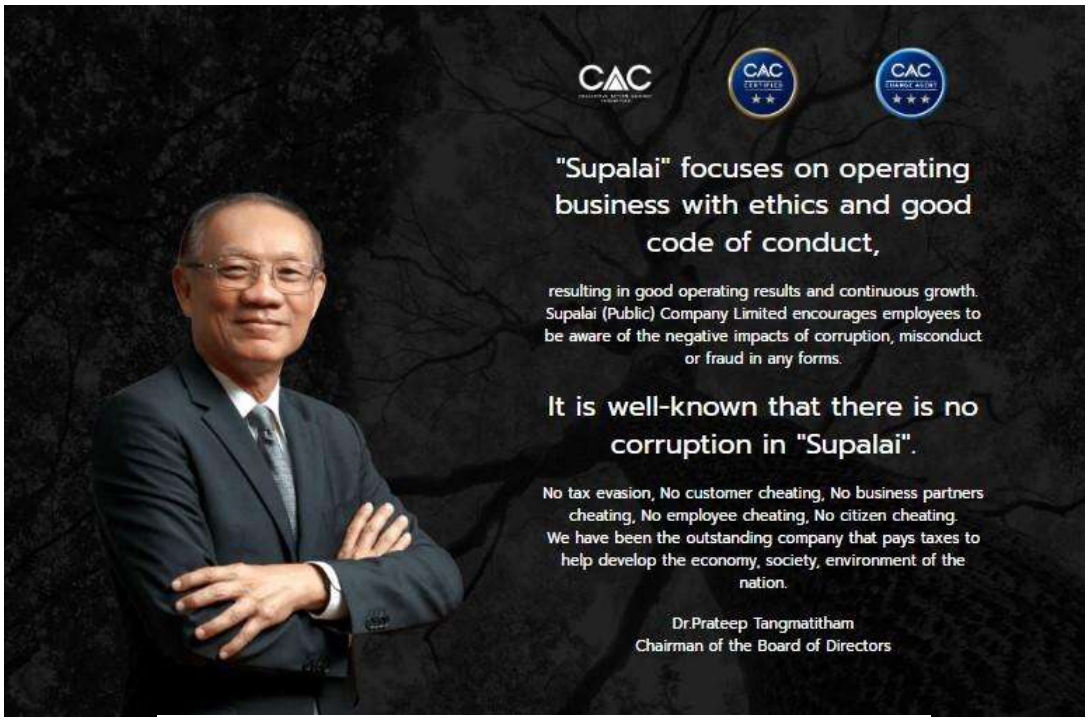
Number of cases or issues related to the use of inside information to seek benefits

	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



Messages from the Chief Executive Officer on Anti-Corruption Measures

The Company recognizes that "corruption" is a social menace that adversely affects the Company's sustainability, as well as the economy, society, politics, and international confidence. Therefore, the Company has established eight policies related to anti-corruption measures, focusing on instilling awareness in employees and executives at all levels about the dangers of corruption and creating the right values to develop a transparent organization. This also aims to build confidence in conducting business together between the organization, investors, financial institutions, and business partners, which will increase the organization's competitiveness in both the short and long term. These policies have been approved by the Board of Directors, which has assigned the Audit Committee to oversee compliance with anti-corruption measures and designate those responsible for establishing written rules, methods, monitoring, and reporting with transparent disclosure and readiness for inspection in all processes, ensuring sufficient and effective measures to reduce potential risks from corruption.

The Company communicates its policies related to anti-corruption measures to directors, executives, supervisors, and employees of the Company and its subsidiaries through e-mail, Group Line, and bulletin boards at various locations within the head office and at all project offices. New employees are informed of the anti-corruption policies and practices immediately upon commencing work and receive training during every new employee orientation. The

Company also disseminates information to external parties and all business partners and provides channels for reporting or complaining about corrupt practices, with measures to protect whistleblowers who report such activities. The Company has established eight policies related to anti-corruption measures, as follows:

1. Policy on Anti-Corruption

The Company complies with the anti-corruption policy. The Company operates its business by using fair and transparent business competitive strategies and mainly adhering to the good quality of products. The Company does not accept any corruption at all, whether by presenting, promising, asking, claiming, offering, or receiving bribery, inducing an illegal act, or destroying trust. Officers at all levels, including directors, executives, supervisors, and employees working for the Company, its subsidiaries, or other companies controlled by the Company, including persons involved in the business operation, are required to comply with such anti-corruption policy in all relevant departments and all localities where the Company operates its businesses.

In addition, the Company also establishes detailed procedures for anti-corruption so that the implementation is in accordance with the policy. However, the Company will review the procedures regularly to be in line with changes in laws and businesses and also maintain the Company's reputation.

2. Policy on Gift and Hospitality

The Company legally operates its business with integrity to maintain its reputation. The Company establishes a no gift policy regarding accepting and offering gifts, assets, or other benefits that can be done according to tradition and morality to express gratitude or maintain a normal business relationship. However, if the acceptance and the offering of a gift, asset, or other benefits are inappropriate, which may affect the decision of the performance of duties and cause the Company to lose benefits, the Company will not support such action.

3. Policy on Provision of Financial Support

The Company abides by the policy on the provision of financial support with commitment to business operations together with continuous corporate social responsibility to conduct business transparently. The Company establishes procedures and supervises the provision of financial support by reviewing the transaction approval from the Company's authorized persons, including reporting results and following up on the results of the provision of financial support to ensure that the financial support provided by the Company has been used according to the purpose of the financial support request.

4. Policy on Charitable Donation

The Company complies with the policy on charitable donation by focusing on business operations together with continuous corporate social responsibility to conduct business transparently. The Company establishes procedures and supervises transactions of charitable donation by reviewing the transaction approval from the Company's authorized persons, including reporting results and following up on the results of charitable donation to ensure that the financial support provided by the Company has been used according to the purpose of the charitable donation request.

5. Policy on Whistleblowing and Making Complaints

The Company establishes and complies with the policy on whistleblowing or making complaints by providing a channel for whistleblowing or making complaints due to an illegal or unethical act and behavior possibly implying corruption or misconduct of persons in the organization, including employees and all groups of stakeholders. In addition, the Company provides a mechanism to protect informants and pays attention to the confidentiality of complaints to build the confidence of complainants. Procedures, fact investigations, and summaries, including protection measures for whistleblowers or complainants, are clearly established for not suffering from trouble. They can perform whistleblowing or make complaints via e-mail: anti-corruption@supalai.com or a suggestion box installed at the fire exit of each floor at Supalai Grand Tower Rama III, which is reported directly to the independent directors.

6. Policy on Political Contribution

The Company complies with the policy on political contribution and supports democracy by encouraging all directors, executives, and employees, including employees of companies controlled by the Company, to exercise their political rights in accordance with the laws as good citizens and express, join, support, and exercise political rights outside working hours by using their own resources only. The Company has no policy for supervisors and employees at all levels to instruct or influence others by any means, which causes employees and subordinates to participate in all types of political activities that may lead to internal conflicts.

7. Policy on Employment of Government Officers

The Company complies with the policy on employment of government officers by selecting and recruiting personnel who have been government officers according to the criteria set by the Company in order not to avoid the exploitation of such actions as a return for the acquisition of any benefits. In addition, information is disclosed for transparency and traceability.

8. Policy on Conflict of Interest

The Company complies with the policy on conflicts of interest by providing a channel for the Company's personnel to report conflicts of interest to the Audit Committee to ensure that the Company's personnel perform their duties by adhering to the Company's benefits under lawfulness and ethics. The Company's personnel must strictly avoid having any personal interests that will adversely affect the performance of duties for the benefit of the Company according to the specified policy on the prevention of conflicts of interest.

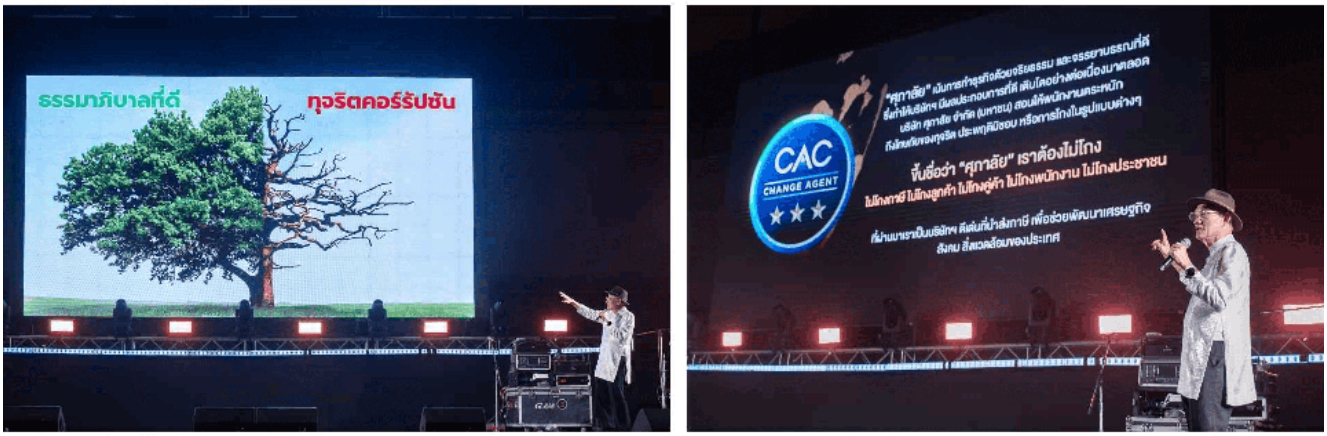
In 2025, the executives and employees of the Company and its subsidiaries signed acknowledgments of the anti-corruption policy through the SPL Consent Management system, an online signing system. This system allows for the retrieval of various reports, such as the number of policy acknowledgments, the number of users who accessed the Company's policy information, and more. It serves as a management tool to raise employee awareness and foster a unified approach to combating corruption, passing down practices from generation to generation until it becomes a strong corporate culture. Details related to the aforementioned policies can be found on the Supalai Public Company Limited website.



Provision of Knowledge of Anti-Corruption Measures to All Directors, Executives, Supervisors and Employees

The Company offers training to all new employees to provide knowledge on anti-corruption measures at the employee orientation and issues press releases to provide knowledge on anti-corruption through public relation boards, Line Group, and e-mails to employees of the Company and its subsidiaries. In addition, activities are held to create a culture that supports the organization's anti-corruption, such as an annual anti-corruption knowledge test, bulletin board decoration for providing knowledge, which receives positive feedback from employees. The managing director also emphasizes that all employees must acknowledge the benefits of anti-corruption at the Company's annual New Year's party. Regarding the provision of knowledge on anti-corruption measures to directors and senior executives, information on anti-corruption policy, practices, results of policy implementation, manual on implementation of policies on anti-corruption measures, and benefits are presented to the Management Committee, the Executive Committee and the Board of Directors.

Chairman of the Executive Committee gave the speech about the benefits of anti-corruption at the Company's New party



Communication and Training to Employees and Stakeholders

The Company disseminates anti-corruption measures to all employees via public relations boards, e-mail, the Company's Intranet and also communicates such measures to all groups of stakeholders, such as shareholders, business partners, competitors, customers, contractors and stores, through the Company's website (www.supalai.com). It is considered to compliance with the policy on the treatment of customers and business partners. The Company does not request or receive any dishonest benefits and accept gifts in any festivals. In addition, risk management on corruption is also provided. The Management sends a letter to suppliers so that they can use such channel to perform whistleblowing via the e-mail: anti-corruption@supalai.com. However, this is to communicate the Company's policies and practices on corruption prevention to stakeholders and allow them to know the channels for whistleblowing and create participation from stakeholders to make the Company's commitment to corruption prevention achieve its specified objectives. Not only are the employees of the Company aware of the practices on anti-corruption, but the Company also provides communication to applicants who are interested in working with the Company in the job application form and when interviewing applicants about attitudes on anti-corruption.

Communicating anti-corruption policy and measures and whistleblowing channels through the Intranet system





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ประกอบด้วย

1.นโยบายว่าด้วยการต่อต้านทุจริตคอร์รัปชัน
2.นโยบายว่าด้วยการสนับสนุนการเมือง
3.นโยบายว่าด้วยการรับ การให้ของขวัญ การเลี้ยงรับรอง ทรัพย์สิน หรือผลประโยชน์อื่นใด
4.นโยบายว่าด้วยการแจ้งเบาะแส หรือ ข้อร้องเรียน
5.นโยบายว่าด้วยการให้หรือรับความสนับสนุน
6.นโยบายว่าด้วยการบริจาค
7.นโยบายความขัดแย้งทางผลประโยชน์
8.นโยบายว่าด้วยการจัดจ้างพนักงานรัฐ

Assessment of Risk on Business Corruption

The Company conducts a corruption risk assessment in all departments of the Company and its subsidiaries. Each department identifies risks possibly arising from corruption, score level of opportunity and impact of risks, including approaches to minimize risks and measures on corruption prevention or anti-corruption. The risk assessor considers risks from the nature of business activities, operational processes, situations of the industry, business terms, including policies relating to anti-corruption measures and a manual on policies relating to anti-corruption measures that identify the specific procedures of each policy, such as receiving or offering gifts, providing subsidies or political actions. All directors, executives, supervisors and employees of the Company and its subsidiaries must strictly comply with these rules and policies communicated by the Company and trained employees.

In 2025, the Company did not detect any significant issues or defects regarding litigation on anti-competition, destruction of credibility, monopoly of trade, incidents of discrimination, and corruption. In addition, there were no fines or non-fine penalties due to inconsistent operations with applicable laws or regulations and violations of the Code of Conduct.



6 Steps for Risk Assessment

1. Risk Identification

Supervisors identify the potential corruption risks by taking the results into action

- When planning an internal audit plan
- When there is an Audit Checklist in the system audit process

2. Risk Identification

The assessor identifies the severity of the risk and how it affects the achievement of the objective by considering the level of likelihood and impact that may arise from risks. When encountering issues / findings that the risk is medium, high, or very high, the risk management plan and risk appetite shall be reported to the Audit Committee, Risk Management Committee, Corporate Governance and Sustainability Development Committee.

3. Risk Management

Defining strategies or activities to manage risks in accordance with risk appetite of the Company.

4. Control Activities

A policy or practice is applied to implement a control, such as approval, review, reconciliation, separation of duties, to ensure that risk management has been performed appropriately and timely.

5. Risk Management Monitoring and Reporting

Monitoring and improving risk management activities to ensure continuity and appropriateness of the situation by collecting and presenting corruption risk information to the Audit Committee, the Risk Management Committee, and the Board of Directors for consideration and approval at least once a year.

6. Communication

Risk management is communicated according to the opinions of the Audit Committee and the Board of Directors and then notified to the relevant department. Issues / findings are communicated to each department as follows:

- Internal Audit and Corporate Governance Section
- Risk Management Section
- Quality System Section

Establishment of Guidelines for Control, Prevention, and Monitoring of Risks on Corruption

The Chief Executive Officer leads the organization by setting an example in the serious implementation of anti-corruption policies. By demonstrating exemplary behavior, they build confidence among all employees, encouraging collective efforts in combating corruption. All employees strictly adhere to the anti-corruption policy, demonstrating the company's commitment. This is achieved through the following actions:

- Message from the Chief Executive Officer on Anti-Corruption Measures is informed to all groups of stakeholders to demonstrate their commitment to anti-corruption action.
- Supports the Company's online knowledge test on anti-corruption measures and offers rewards to employees who obtain the highest score.
- Supervising executives and supervisors to communicate corruption risks through project meetings, and providing cooperation in responding to survey forms and interviews with private companies on corruption issues of the Thai Institute of Directors (IOD).
- It also establishes the procedures for recording and collecting statistical data on the number of whistleblowing, type of whistleblowing, number of whistleblowing being investigated and implemented, summary of investigation results of each complaint, including annual statistical reports on whistleblowing or complaints to the Audit Committee and the Board of Directors in writing. This is for the benefits of monitoring progresses and improvement of the Company's operational processes that may cause all forms of corruption.

Driven by the commitment of the Chairman of the Executive Board under the supervision of the Audit Committee, as assigned by the Board of Directors, the Company has been certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC). Furthermore, the Company has declared its participation as a CAC Change Agent member. Notably, the Company has been honored with the "CAC Change Agent Award" for the fourth consecutive year. The details of the anti-corruption operational guidelines are as follows:

Disclosure of anti-corruption practices

Over the past three years, anti-corruption operations have led to significant developments, as follows:

2023

- The Company received the 2nd renewal certification as a member of the Thai Private Sector Collective Action Against Corruption (CAC).
- The Company received the CAC Change Agent Award 2023 for two consecutive years.



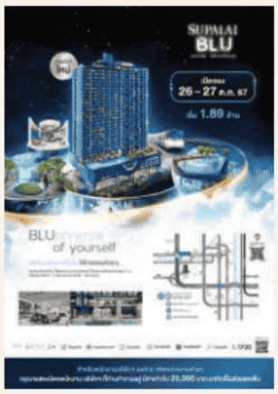
The Company organized the seminar, "SPALI Supplier Day 2023", to communicate sustainable business practices to business partners by focusing on business operations based on Environmental and Corporate Governance (ESG) and awareness of problems, including risk prevention and corruption solutions.





2024

The Company provides privileges to trade partners who express their anti-corruption commitment to the Company, offering benefits such as special residential purchase discounts for partners who declare a joint commitment with the Company.





The Company was honored to have Mr.Phrommet Bencharongkit, Director of the Thai Private Sector Collective Action Against Corruption (CAC), deliver a lecture on the topic "Thai Private Sector Collective Action Against Corruption: Private Sector Corruption Prevention." The Company invited SME business partners to attend the lecture to raise awareness of corruption issues and to provide guidance on enhancing transparent operational standards, thereby expanding the network of transparent businesses to its business partners.



2024

The Company received the CAC Change Agent Award 2024 for three consecutive years.



All directors, executives, and employees of the Company and its subsidiaries have signed acknowledgments of the anti-corruption policy through the SPL Consent Management system, achieving 100% completion.

All directors, executives, and employees of the Company and its subsidiaries take an annual test to assess their knowledge and understanding of anti-corruption measures via Google Forms, with 100% participation. Everyone passes the test with a score of more than 80%.

2025

Supalai Public Company Limited was honored to be invited by the Thai Private Sector Collective Action Against Corruption (CAC) as a speaker at the "CAC Change Agent Day. The event was held under the theme "New Guidelines, Simpler Than Ever : Building a Sustainable Business Chain," aiming to communicate the criteria for becoming a CAC Change Agent and encourage CAC-certified companies to join the program.



Supalai Public Company Limited has received the "CAC Change Agent" recognition for the fourth consecutive time from the Thai Private Sector Collective Action Against Corruption (CAC). This recognition reflects the Company's strong commitment to driving its business forward based on transparency, ethics, and robust corporate governance.



2025

Supalai and Business Partners Participate in the "Road to Certify with CAC and CAC Change Agent"Seminar on the Topic of "Transparent Business Chain for Sustainable Thai Business"



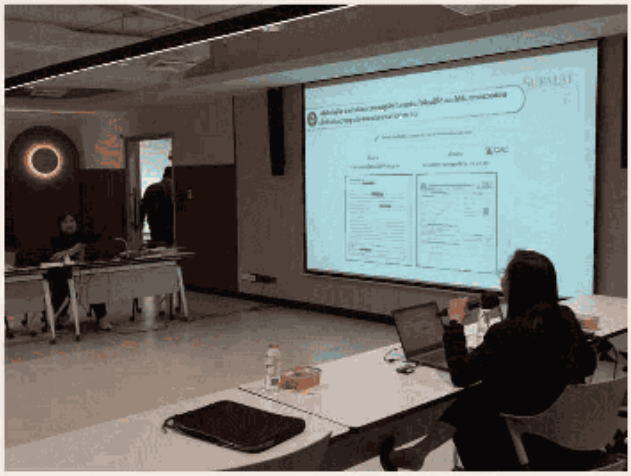


Supalai Public Company Limited receives the "CAC Change Agent Award 2025" for the 4th Consecutive Year,



2025

Supalai Public Company Limited has enhanced collaborative development with its business partners and expanded its transparency network by organizing the Supalai Coaching Clinic. This initiative serves as a partner clinic to address CAC-related requirements and provides intensive guidance for business partners, aiming to support them in achieving full certification from the Thai Private Sector Collective Action Against Corruption (CAC).



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

Channel for Whistleblowing on Corruption

The Board of Directors establishes a channel for whistleblowing or complaints on illegal acts or offenses of corruption or ethical violations or behaviors that may imply corruption or misconduct of any individuals within the organization or violations of rights by employees and all groups of stakeholders (including partners, subcontractors, and employees). The stakeholders can perform whistleblowing or report complaints through the following channels:

- E-mail: anti-corruption@supalai.com, which will be reported directly to independent directors
- Suggestion boxes are installed at the fire exit of each floor
- Making a complaint by calling 1720
- Employees make a complaint / offer a comment directly to executives via employee_feedback@supalai.com

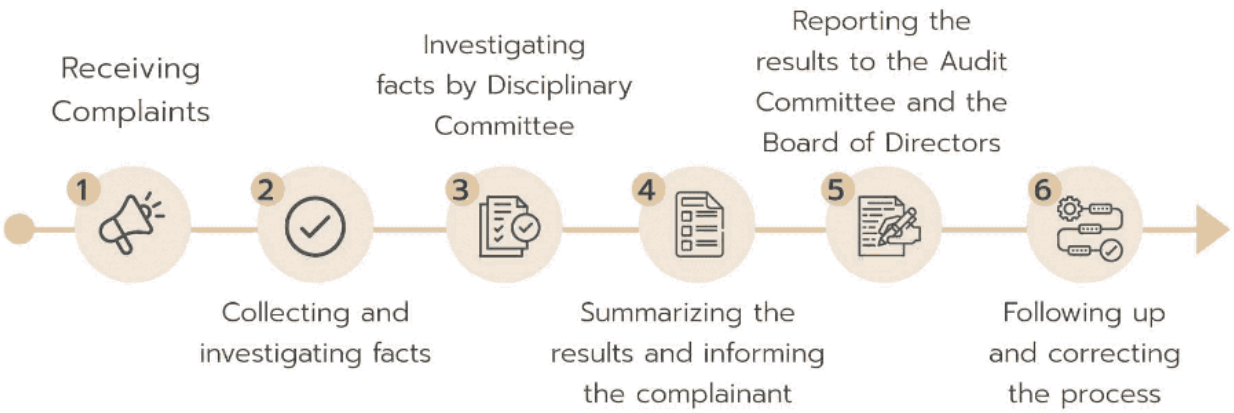




Operations related to whistleblowing over the past year

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

Complaint and Whistleblowing Process



The company established the procedures for handling complaints on corruption as follows.

1. Acceptance of Matters

When whistleblowers or complainants report any corruption matters, the coordinator registers the acceptance of matters.

1) The complainant must be the person affected by the Company's operations and show his/her identity with evidence issued by government agencies for supporting the reporting of complaints.

2) The complainant provides written details of the complaint by describing the sequence of events in detail, including the date, time, name-surname, and the affiliated department of the referring person referring to.

2. Investigation

The Investigation Committee is appointed to conduct the investigation and summarize its results and then present it to the Audit Committee.

3. Reporting Results

The Internal Audit Department summarizes details of complaints, investigations, and consideration results and presents them to the Audit Committee. The Audit Committee summarizes the consideration results and expresses opinions and reports to the Board of Directors.

4. Reporting Results to Whistleblowers or Complainants

The consideration results are notified to the whistleblowers or complainants after reporting such investigation results to the Board of Directors.

5. Monitoring and Reporting

In the case that the Audit Committee or the Board of Directors provides any suggestions or comments on the improvement of procedures for corruption prevention, the Internal Audit Department is responsible for monitoring and reporting the results of improvement and correction to the Audit Committee and the Board of Directors for acknowledgment.

Measures for Protection of Whistleblowers or Complainants

The Company established a policy on the protection of whistleblowers or complainants regarding corruption as follows:

1. The Company will keep information and identity of the whistleblower or complainant and the person being complained confidential.
2. The Company will disclose only necessary information by considering the safety and the damage of the reporter, the source of information or related persons.
3. Those affected will be mitigated through appropriate and fair procedures.
4. In the case that whistleblowers or complainants or those cooperating in the investigation think that they may be in danger or may suffer from damages, whistleblowers or complainants or those cooperating in the investigation

can request the Company to establish appropriate protection measures or the Company may establish protection measures without the request of the complainants or those cooperating in the investigation if it is considered that such matter is likely to cause damages or dangers.

5. The Company will not take any unfair action to the whistleblower or complainant, such as changing their job position, job description, place of work, suspension of work, threatening, interference with operations, termination of employment or any other acts that are unfair to the whistleblower or complainant or those cooperating in the investigation.
6. The Company does not demote, punish or give negative effects to employees who refuse to be involved with corruption in a practical manner.

Number of cases or issues related to whistleblowing

Procedures for Concrete Operations

1. Establishment of Policy: The Company establishes the written anti-corruption policy by requiring all directors, executives, supervisors and employees including employees of the Company and its subsidiaries to strictly comply with it.

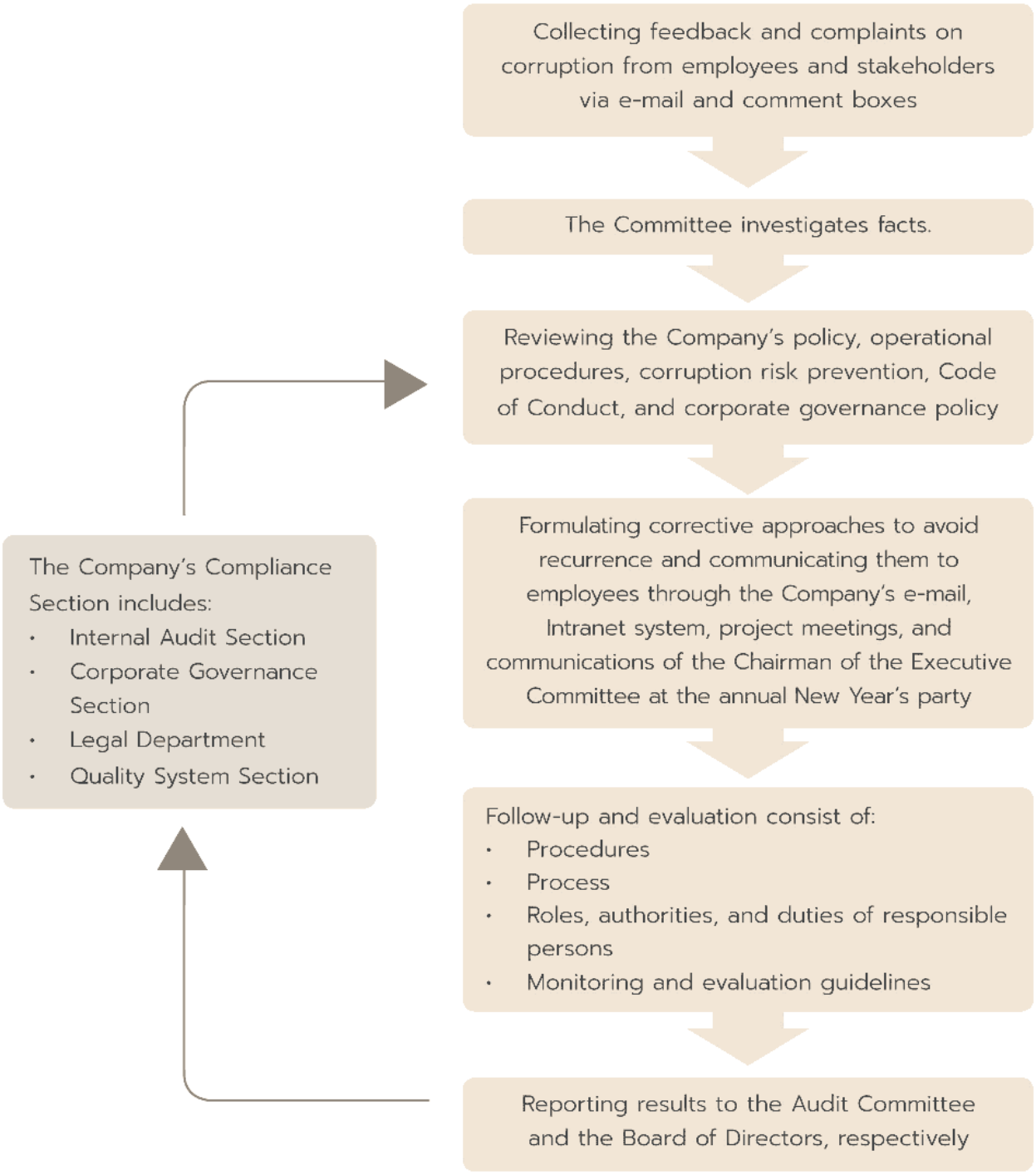
2. Monitoring and Evaluation of Performance: The Company assigns the Internal Audit Department to monitor and evaluate results and comply with anti-corruption measures, including improving operational processes in accordance with the relevant policies. Guidelines for monitoring and evaluating the compliance with anti-corruption measures are established. The work process is reviewed in each procedure to identify deficiencies in the internal control system that could potentially lead to corruption in order to seek preventive measures and establish them as practices.

3. Improvement of Work Process: In addition to the application of results of the work process review to improve procedures, the Audit Committee and the Board of Directors' opinions on the review of the completeness and sufficiency of the work process are also applied from the investigation results, complaints from the corruption risk assessment, as well as opinions of all employees through the specified e-mail channel. They are applied to the improvement of the relevant processes, practices and policies to minimize the risk from corruption.

4. Monitoring of Work Process Improvement: Following up the improvement results and summarizing the improvement results to ensure that suggestions presented to improve processes, practices and policies have been put into operation in a timely manner.

5. Results Reporting: The Internal Audit Department reports monitoring results and evaluation results of anti-corruption measures, including suggestions on the implementation and improvement results to the Audit Committee annually so that the Audit Committee can review the completeness, appropriateness, and sufficiency of the processes, practices and policies relating to anti-corruption measures. The Audit Committee is responsible for reporting the review results to the Board of Directors. However, if the Audit Committee and the Board of Directors provide any suggestions, the Company will apply them to improve the relevant processes, practices, and policies to enhance the efficiency of internal control.

Corrective procedures to prevent the recurrence of violations of the Code of Conduct



Review of Completeness and Sufficiency of Anti-Corruption

The Company assigns the Audit Committee to conduct a review of completeness and sufficiency to prevent any involvement with corruption as follows:

1. The Company establishes an anti-corruption policy which all directors, executives, supervisors and employees including employees of the Company, its subsidiaries or other companies controlled by the Company must comply with. It is also identified in the Code of Conduct for directors, executives, and employees of the Company, which must be strictly abided by.
2. The Audit Committee is responsible for supervising and reviewing the compliance with anti-corruption measures under the management's control, prevention and monitoring of risks from corruption, which policies and guidelines are clearly established and reporting the results to the Board of Directors.

3. The Company provides an efficient internal control system, covering finance and accounting and the assessment of the sufficiency of the internal control system to the Audit Committee annually and establishes procedures for storage of documents and records in accordance with the specified accounting standards.
4. The management supports the provision of knowledge on compliance with anti-corruption measures to employees and expresses the intention and commitment to corruption prevention to all employees of the Company, its subsidiaries, other companies controlled by the Company and all groups of stakeholders.
5. The Company provides the channel for whistleblowing or making complaints in the event that any corruption is found. Measures to protect whistleblowers, complainants or persons cooperating in providing such information are established. In addition, they are able to suggest, comment and ask questions about anti-corruption measures via e-mail: anti-corruption@supalai.com Employees can make complaints / express their opinions directly to executives or put suggestions in the suggestion box installed at the fire exit of each floor.
6. The Company conducts corruption risk assessments in all departments of the Company and its subsidiaries.
7. The Company appoints a working group to develop the anti-corruption system by requiring employees to participate in driving, promoting, and developing compliance with anti-corruption measures in the organization.
8. The Company organizes activities to campaign against corruption, such as disseminating anti-corruption policies to all groups of stakeholders through the company's website (www.supalai.com) and to all employees via e-mail and the company's Intranet. Additionally, the Company provides orientation to new employees to provide knowledge on anti-corruption policies and practices, issue press releases to provide knowledge on anti-corruption measures, shares case studies to enhance understanding of the policy, and provides knowledge tests on anti-corruption.

	2023	2024	2025
Total number of cases or issues received through whistleblowing channels (cases)	1	1	1

Details of cases or issues received through whistleblowing channels

Year of event	Details	Progress status
Oct 2025	**Case or issue** An employee assigned to a project demanded that the project contractor under his/her supervision provide alcoholic beverages and meals as a form of benefit in return when the contractor received a progress payment from the Company. **Topics or issues about** Whistleblowing and Protection of Whistleblowers **Investigation results** An employee assigned to a project demanded that the project contractor under his/her supervision provide alcoholic beverages and meals as a form of benefit in return when the contractor received a progress payment from the Company. **Corrective actions** Actions Taken 1. The Project Construction Manager informed the regular project meeting, attended by project staff, that such conduct constitutes a violation of the Company's Code of Conduct and is contrary to the Company's Anti-Corruption Policy. 2. The direct supervisor summoned the employee to receive a formal warning and strictly instructed him/her not to repeat the misconduct. Corrective and Preventive Measures to prevent recurrence: 1. Senior management communicated the Company's anti-corruption culture and zero-tolerance stance to all employees through the annual New Year staff event. 2. All employees are required to acknowledge and sign their compliance with the Company's Code of Conduct, including all related corporate policies. The Company has also implemented a knowledge assessment system to enhance employees' understanding and proper conduct in accordance with the Code of Conduct while reinforcing awareness of the whistleblowing channels available for reporting misconduct.	Incident no longer subject to action

The monitoring of compliance with other corporate governance policy and guidelines

Guidelines for Monitoring and Evaluating Compliance with Anti-corruption Measures

The Board of Directors and the Audit Committee are responsible for supervising the internal control system and giving opinions on the adequacy of the internal control system. The topics were evaluated based on "Internal Control System Sufficiency Evaluation Form" announced by the Office of the Securities and Exchange Commission and the

Stock Exchange of Thailand. It evaluates in accordance with the framework of the COSO ERM 2017 (The Committee of Sponsoring Organizations of the Treadway Commission - Enterprise Risk Management - Integrating with Strategy and Performance) in five categories, which are

1. Control Environment
2. Risk Assessment
3. Control Activities
4. Information & Communication
5. Monitoring Activities

In 2025, Regarding the results of the internal control system review, there were no significant disadvantages or deficiencies found in the internal control system. Each process is approved and reviewed sufficiently.

Monitoring

The Board of Directors is responsible for reviewing the appropriateness of the anti-corruption policy annually by taking into account the effectiveness of the policy, and the compliance with the good governance principles of the business, including the Board of Directors' suggestions on the development and improvement of previous policies. Each year the Internal Audit Department is responsible for reporting the results of the compliance with anti-corruption measures to the Audit Committee. The Audit Committee then gives opinions and suggestions for process improvement to the Board of Directors for consideration.

In 2025, the Company and its subsidiaries have no legal dispute or any violation of laws relating to corruption which are being investigated, prosecuted, or judged. In 2024, the Company received 1 case of whistleblowing through any channels which was the action against the Company's articles of association actions against the Company's regulations, code of conduct, policy on corporate governance, and anti-corruption policy and measures. The Company has implemented and established corrective measures for recurrence prevention.

Compliance with Good Corporate Governance Principles in Other Matters

The Board of Directors of Supalai Public Company Limited is well aware of the importance of corporate governance and social responsibility, as it is confident that good governance will contribute to the following:

1. Strengthening a good management system with transparency and accountability, which can enhance the Company's potential to compete in the short and long terms for sustainable business growth and eliminate conflicts of interest that may arise.
2. Creating confidence among investors, both in the country and abroad, as well as financial institutions, business partners, all stakeholders through clear and transparent communication on an equal basis and adding value to shareholders in the long run by significantly taking into consideration all kinds of stakeholders.
3. Being a tool to measure the operations of the Company and examine all operations to improve their efficiency.

The Company has considered the "Corporate Governance Code for Listed Companies 2017" (CG Code), which was prepared by the Securities and Exchange Commission (SEC). Securities and Exchange Commission (SEC) a.) To implement good corporate governance principles in creating sustainable value for the business, there has been a follow up on the adherence to good corporate governance principles in other areas. The follow-up results indicate that the company has fully complied with the guidelines for each issue as follows:

1. Control to ensure that there are complete and correct operations on data storage and accounting recording as well as regulations established in regard to the connected transaction, the acquisition or disposition of assets, or major transactions of the subsidiaries, and also ensure that the preparation of financial statements is based on the same accounting policies used by the Company in order that the financial statements of the subsidiaries can be

included in the consolidated financial statements properly and in a timely manner. Arrange for the reports on the operations and the financial statement of the Subsidiaries Company to be proposed to the Board of Directors for acknowledgment on a monthly basis.

2. The Company places great importance on fair and equitable human resource management by establishing policies and practices for employee welfare and care without discrimination based on gender, age, race, religion, disability, or any other status. The company aims to promote a work environment that respects human dignity and provides equal benefits and development opportunities to all employees. Welfare and benefits are regularly reviewed to ensure compliance with labor laws, international standards, and the appropriateness to economic and social conditions. Additionally, channels for receiving complaints and mechanisms for protecting whistleblowers are provided to foster trust and fairness within the organization.
3. The Company conducts its business with transparency, fairness, and adherence to the principles of fair competition. It has established a policy prohibiting directors, executives, and employees from engaging in any actions that may constitute monopolistic practices, price-fixing, the exchange of sensitive commercial information, or any other activities that limit or distort competition. The company continuously promotes understanding of business ethics and has implemented monitoring measures and disciplinary actions in case of violations to prevent legal and reputational risks to the organization.
4. The Company recognizes its responsibility toward the environment and the safety of all stakeholders by establishing systematic policies and measures for environmental, health, and safety management. These measures cover the prevention and reduction of environmental impacts and efficient resource use, and in terms of safety and occupational health, the company conducts regular risk assessments, training, and emergency drills to prevent work-related accidents and diseases, while also setting safety goals and indicators to continuously monitor and improve operational efficiency.
5. The Board of Directors supervises cybersecurity awareness with plans and installation of devices to prevent threats through cyber channels and secure information and information systems.
6. The Audit Committee assigns the Internal Audit Section to review the performance of subsidiaries by using the risk-based approach depending on each case to ensure that the subsidiaries have appropriate and sufficient internal control systems. The Internal Audit Section shall then report to the Audit Committee to further propose their opinions to the Board of Directors.
7. Each subcommittee reviews related policies and requirements of each committee and provides suggestions that are beneficial to the Company in accordance with the CG Code annually and presents them to the Board of Directors for approval accordingly.

8.2 Report on the results of duty performance of the audit committee in the past year

The Board of Directors approved the establishment of the Audit Committee on November 18, 1999, by appointing the Company's directors who possess qualifications according to the Securities and Stock Exchange Act and as set out by the Stock Exchange of Thailand. The Board of Directors' Meeting of Supalai Public Company Limited (the "Company"), No. 11/2025, held on November 11, 2025, approved the increase in the number of Audit Committee members by 1 person, from 3 to 4, by appointing Assoc. Prof. Dr. Virach Aphimeteetamrong, an Independent Director of the Company, as an additional Audit Committee member. Owing to his independence, knowledge, expertise in accounting and finance, and experience in reviewing the reliability of financial statements, this appointment is to ensure that its composition is appropriate for the scale and business complexity of the Company. Moreover, it reinforces robust corporate governance practices in accordance with the good corporate governance criteria for listed companies (CGR) and international standards (ASEAN Corporate Governance Scorecard), which require that at least one member of the Audit Committee should have recent and relevant accounting expertise or financial experience.

8.2.1 Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 12

List of Directors	Meeting attendance of audit committee			Average percentage meeting attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Assoc. Prof. Dr. Virach Aphimeteetamrong (Chairman of the audit committee)	1	/	1	1/1 (100.00%)
2. Mr. Anant Gatepithaya (Member of the audit committee)	12	/	12	12/12 (100.00%)
3. Assist. Prof. Aswin Bijayayodhin (Member of the audit committee)	12	/	12	12/12 (100.00%)
4. Assoc. Prof. Dr Somjai Phagaphasvivat (Member of the audit committee)	11	/	12	11/12 (91.67%)
			Average Attendance Rate	**97.91%**

8.2.2 The results of duty performance of the audit committee

In 2025, there were twelve Audit Committee meetings, which were reported to the Board of Directors. The meetings were held with executives in charge of accounting and finance. Additionally, there were meetings with external auditors every quarter. The auditors of the Company and its subsidiaries are EY Office Limited. Certified public

accountants have no relationship or interest with the Company, subsidiaries, executives, major shareholders, or persons related to such persons in any way. Therefore, they are independent to audit and express opinions on the Company's financial statements.

In the previous fiscal year, the Company and its subsidiaries did have any non-audit fees from the audit office where the auditors were affiliated with persons or businesses relating to the auditors. The audit office, which the auditors were affiliated with (for details, please see Section: 7.6.3 Auditing Fee), and the Company were able to comply with the requirements of external agencies and relevant laws.

Furthermore, the Audit Committee held a meeting with the external auditors without the presence of Management. This was to ensure an independent exchange of information regarding audit issues, risk assessments, and internal control systems.

Performance of Duties of the Audit Committee

In 2025, the Company held twelve Board of Directors' Meetings, covering four core roles in alignment with international standards: 1) Financial Reporting Oversight 2) Internal Control System Oversight 3) Internal Audit Function Oversight 4) External Auditor Oversight. The summaries are as follows:

Quarter	Description
1/2025	● Considering the issue of limitations arising from the audit of financial statements with auditors ● Considering and reviewing the report on the Company's performance and financial status for the year ended 31 December 2024 ● Considering and reviewing connected transactions ● Considering the selection and the appointment of the auditor and auditing fee for the year 2025 ● Considering and pre-approving non-assurance services provided by EY Office Limited for the year 2025 ● Considering and reviewing the charter of the internal audit ● Considering and reviewing non-financial performance reports ● Acknowledging the reports of lawsuits and litigation to the Office of the Consumer Protection Board ● Acknowledging the results of the risk management review ● Acknowledging the acquisition or disposal of material transactions (MT) and related party transactions (RPT) in the year 2024 ● Acknowledging performances relating to complaints received from the social network ● Acknowledging the results of conflicts of interest review for the year 2025 ● Acknowledging the results of the knowledge assessment on good corporate governance, risk management, anti-corruption, and reporting of the understanding of the company's ethics and policies ● Acknowledging and reviewing the internal audit reports and the performance following the resolution
2/2025	● Considering the issue of limitations arising from the audit of financial statements with auditors ● Considering and reviewing the report on the Company's performance and financial status for the quarter 1/2025 ● Considering and reviewing connected transactions ● Considering and reviewing non-financial performance reports ● Acknowledging the acquisition or disposal of material transactions (MT) and related party transactions (RPT) for the quarter 1/2025 ● Acknowledging of the monitoring and follow-up of complaints reported to the Audit Committee ● Considering and reviewing the internal audit reports and the performance following the resolution

3/2025	● Considering the issue of limitations arising from the audit of financial statements with auditors ● Considering and reviewing the report on the Company's performance and financial status for the quarter 2/2025 ● Considering and reviewing connected transactions ● Considering and reviewing the charter of the Audit Committee ● Considering and reviewing non-financial performance reports ● Acknowledging the acquisition or disposal of material transactions (MT) and related party transactions (RPT) for the quarter 2/2025 ● Acknowledging the reports of lawsuits and litigation to the Office of the Consumer Protection Board ● Acknowledging the verification results of legal compliance and reviewing the law register list ● Acknowledging the results of the compliance with the anti-corruption policy and measures ● Acknowledging the results of the communication of knowledge on the internal control system. ● Considering and reviewing the internal audit reports and the performance following the resolution
4/2025	● Considering the issue of limitations arising from the audit of financial statements with auditors ● Considering and reviewing the report on the Company's performance and financial status for the quarter 3/2025 ● Considering and reviewing connected transactions ● Considering and approving revisions to the Internal Audit Department's work plan for the year 2025. ● Considering and reviewing the evaluation of the adequacy of the internal control system in 2025 ● Considering and reviewing non-financial performance ● Considering and approving the report of the Audit Committee ● Considering and approving the internal audit plan in the year 2026 ● Considering and approving the plans for the annual meeting of the Audit Committee in 2026 ● Acknowledging the acquisition or disposal of material transactions (MT) and related party transactions (RPT) for the quarter 3/2025 ● Acknowledging the annual report on whistleblowing statistics, follow-up results, and corrective and preventive actions to prevent recurrence for the year 2025. ● Acknowledging the results of internal control activities related to the sharing of work experiences involving "near misses" or "lessons learned from past errors." ● Considering and reviewing the internal audit reports and the performance following the resolution

8.3 Summary of the results of duty performance of subcommittees

8.3.1 - 8.3.2 Meeting attendance and the results of duty performance of subcommittees

Meeting attendance Executive Committee

Report of the Executive Committee

The Executive Committee held seven meetings with the Management Committee to establish policies, objectives, strategies, and the annual business plan. These frameworks serve as the corporate direction throughout the year, with continuous monitoring and supervision to ensure performance aligns with the approved plans and targets. The Executive Committee is committed to driving the organization under the principles of sustainable growth, conducting business responsibly, and recognizing long-term impacts on the environment, residents, stakeholders, and competitive advantages spanning from the design and construction phases to delivery and project management.

Meeting Executive Committee (times) : 7

List of Directors	Meeting attendance Executive Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Dr. Prateep Tangmatitham (The chairman of the executive committee)	7	/	7	7 / 7 (100.00%)
2. Mrs. Ajchara Tangmatitham (Vice-chairman of the executive committee)	7	/	7	7 / 7 (100.00%)
3. Mr. Tritecha Tangmatitham (Member of the executive committee)	7	/	7	7 / 7 (100.00%)
Average Meeting Attendance Rate				**100.00%**

The results of duty performance of Executive Committee

The Executive Committee requires the Management Committee to regularly report progress and performance to the meeting, as well as to review and filter significant investment projects, including the annual budget, before presenting them to the Board of Directors. Additionally, it reviews the organizational structure and human resource management, the appointment and development of senior executives, and oversees the establishment of an appropriate and sufficient risk management system, internal control system, and operational authority manual, including approving investment items within the delegated authority.

Meeting attendance The Nomination and Compensation Committee

Report of the Nomination and Compensation Committee

The Nomination and Compensation Committee consists of at least 3 directors and more than half of them must be independent directors. The Nomination and Compensation Committee performs duties as assigned with duty of care, prudence, transparency, integrity, and reasonableness, including reviews operations in accordance with the current situation and the Company's operating strategies by mainly taking into account the highest interests of shareholders and all stakeholders. In addition, the Committee must study additional information of related matters comprehensively and encourage each director to express opinions independently and constructively based on their duties and responsibilities set out in the charter of the Nomination and Compensation Committee. In 2025, there were 2 Nomination and Compensation Committee's meetings, and the results of the meetings were reported together with opinions and suggestions to the Board of Directors for acknowledgement continuously. The key operations in 2025 can be summarized as follows:

Meeting The Nomination and Compensation Committee : 2

(times)

List of Directors	Meeting attendance The Nomination and Compensation Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Assoc. Prof. Dr. Virach Aphimeteetamrong (The chairman of the subcommittee, Independent director)	2	/	2	2 / 2 (100.00%)
2. Assoc. Prof. Dr Somjai Phagaphasvivat (Member of the subcommittee, Independent director)	2	/	2	2 / 2 (100.00%)
3. Mrs. Ajchara Tangmatitham (Member of the subcommittee)	2	/	2	2 / 2 (100.00%)
Average Meeting Attendance Rate				**100.00%**

The results of duty performance of The Nomination and Compensation Committee

Nomination of Persons to be Appointed as Directors

The nomination methods for the Board of Directors are established with criteria and transparency, adhering to good practice guidelines under the good corporate governance principles, in order to build confidence for shareholders and all stakeholders. They are disclosed in Form 56-1 e-One Report and on the Company's website.

In addition, the Nomination and Compensation Committee provides opportunities for shareholders to nominate names of persons deemed appropriate to be selected as directors. From September 10, 2024, to November 11, 2024,

there was no shareholder nominating a candidate for appointment as a director, so the Nomination and Compensation Committee proposed to consider re-electing the directors who retired by rotation for the year 2025 to be a director for another term. The Shareholders' Meeting passed the resolution to approve the appointment of new directors as proposed. The newly appointed directors meet all qualifications under the Public Limited Companies Act and do not possess the prohibited characteristics as stipulated or specified in laws that are applicable to the Company. In addition, they are qualified persons, have no interests or conflicts of interest with the Company, and possess qualifications, knowledge, and capabilities in line with the Company's business strategies. This involves overseeing the succession plan and maintaining an up-to-date succession pool of executive management to ensure business continuity and alignment with the company's corporate strategy. However, details are disclosed for transparency of the audit in this Form 56-1 e-One Report. According to the results of the assessment, it is concluded that all independent directors are independent and reviewed the Policy on Remuneration of Directors, Chief Executive Officer, and Executive Management.

Determination of Compensation for Board of Directors, Subcommittees, and Executive Committee

Guidelines for determining the compensation for the Board of Directors, sub-committee, Chairman of Executive Committee and executive management are considered. Methods and rules for determining fair and reasonable compensation are also established based on performances and operational achievements compared with Key Performance Indicators (KPIs), which are in line with the interests of stakeholders. They cover the performances on economic, social, environmental, and corporate governance aspects. Compensation consideration takes into account the responsibility of directors, size of business, business environment, overall economic situations, and performances reflected and linked to the operating results. In addition, the Company's compensation rate must be compared with that of the same industry, which is at a competitive level and reasonable. The compensation rate was proposed to the 2025 Annual General Meeting of Shareholders for approval. The compensation of directors, sub-committees as well as the Chairman of the Executive Committee and senior executives, is considered appropriately based on performances and the Company's operating results. Human resource management policy and plans are considered to be in line with the Company's business strategy. Opinions are provided to the Chairman of the Executive Committee for presenting to the Board of Directors accordingly.

Evaluation of Performances of the Board of Directors, Sub-committees and Independent Directors

Self-Assessment of the Board of Directors and the sub-committees (the whole group) is provided individually. It is reported to the Board of Directors for acknowledgment in order to apply the evaluation results to improve operations and achieve the objectives of the Company. In addition, independent directors' independence is assessed annually. In 2025, independent directors' performances are evaluated additionally. The evaluation results concluded that all independent directors met the qualifications under the rules of the Securities and Exchange Commission of Thailand and also performed duties completely based on the assigned scope of duties, expressed opinions independently, and had no conflict of interest or significant interests with the Company.

Improvement and Development of Roles and Duties of the Nomination and Compensation Committee

The charter of the Nomination and Compensation Committee is considered and reviewed annually. Any matters are screened based on roles and duties to improve the performance of duties for the highest benefits of shareholders, which are proposed to the Board of Directors for approval. In addition, the qualifications of the Chairman of the Executive Committee in the policy on the succession plan are also reviewed.

Composition and Diversity of the Board of Directors

The level of expertise of the entire Board of Directors structure is considered and determined according to the average board skill matrix of not less than 80% board diversity, and the key performance indicators (KPIs) and review the necessary qualifications and skills for the nomination of directors are considered and reviewed in order to review

the structure, composition, and expertise of the Board of Directors and sub-committees of the Company in accordance with the Company's business strategy. This served as supporting information for the consideration of the nomination of directors retiring by rotation and the selection of directors. The Nomination and Compensation Committee was of the opinion that the current composition of the Board of Directors and sub-committees is appropriate for the Company's business.

The Nomination and Compensation Committee pays attention to the meeting attendance and proposes useful opinions and information to develop nominations and determine the compensation for all related persons fairly and appropriately. The Nomination and Compensation Committee performs operations in accordance with the good corporate governance guidelines of the Stock Exchange of Thailand, which are consistent with the Corporate Governance Code and ASEAN CG Scorecard (ACGS). All opinions and suggestions of the Nomination and Compensation Committee can be used as a tool for the Board of Directors to consider with confidence and reliability.

Director Development Plan

All directors are encouraged to attend trainings or participate in activities to continuously develop knowledge by using the Company's resources. In addition, each director has to conduct the self-assessment on the board skill matrix. The skills applied for evaluation are comprehensive and consistent with the Company's business strategies.

Virach Aphimeteetamrong
(Assoc. Prof. Dr. Virach Aphimeteetamrong)
Chairman of the Nomination and Compensation Committee

The performances of the Nomination and Compensation Committee over two meetings can be summarized as follows:

No.	Description
1/2025	● Considering the determination of the special compensation rate and the salary increment rate ● Considering the nomination of new directors to replace those retiring by rotation ● Considering and reviewing special remuneration, compensation, and meeting allowances of the Board of Directors and sub-committees ● Considering and reviewing the evaluation criteria of the Executive Committee ● Acknowledging the evaluation results of committees to set out guidelines for the development of directors and enhance the efficiency of corporate governance of directors ● Acknowledging the results of training and development of the Company's directors
2/2025	● Considering and approving the performance result of the Nomination and Compensation Committee for the year 2025 ● Considering and reviewing the amendment of the charter of the Nomination and Compensation Committee ● Considering and approving the evaluation criteria for the Executive Committee, incorporating climate change indicators in accordance with FTSE Russell standards ● Considering and reviewing the Policy on Remuneration of Directors, Chief Executive Officer and Executive Management ● Acknowledging the results of the board skill diversity assessment ● Acknowledging the results of composition of directors suitable for effective performance of duties ● Acknowledging the results of the independent director's independence assessment ● Acknowledging the performance of the Human Resources Department

Meeting attendance The Corporate Governance and Sustainability Development Committee

Report of the Corporate Governance and Sustainable Development Committee

The Corporate Governance and Sustainable Development Committee comprises 4 members. Its Chairman is an independent director. In 2025, the Committee held 1 meeting. The Committee is responsible for overseeing the Company's business operations to ensure they are in accordance with the principles of good corporate governance, aligned with the principles of good corporate governance of the Stock Exchange of Thailand and the international principles of the Organization for Economic Cooperation and Development (OECD).

Meeting The Corporate Governance and Sustainability Development Committee (times) : 1

List of Directors	Meeting attendance The Corporate Governance and Sustainability Development Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Assoc. Prof. Dr Somjai Phagaphasvivat (The chairman of the subcommittee, Independent director)	1	/	1	1 / 1 (100.00%)
2. Mr. Atip Bijanonda (Member of the subcommittee)	1	/	1	1 / 1 (100.00%)
3. Mr. Prasas Tangmatitam (Member of the subcommittee)	1	/	1	1 / 1 (100.00%)
4. Mr. Tritecha Tangmatitham (Member of the subcommittee)	1	/	1	1 / 1 (100.00%)
Average Meeting Attendance Rate				**100.00%**

The results of duty performance of The Corporate Governance and Sustainability Development Committee

The Corporate Governance and Sustainable Development Committee focuses on and is committed to enhancing the effectiveness of its good corporate governance practices. Furthermore, the Committee provides strategic oversight of the Company's sustainability matters by regularly monitoring ESG performance, sustainability risks, and progress toward Environmental, Social, and Governance (ESG) targets. It reports these outcomes to the Board of Directors to ensure that business operations align with corporate strategy and international sustainability disclosure standards. Its operations are managed with transparency, fairness, and accountability. The Committee also monitors the implementation of the good corporate governance plan, adhering to the Code of Conduct for sustainable growth. The Committee's responsibilities also extend to anti-corruption efforts, ensuring fairness, and upholding responsibility towards all stakeholders, including employees, customers, trade partners, communities, contractors, shareholders, society, the environment, and government agencies. Furthermore, the Committee emphasizes sustainability management encompassing economic, environment, social, and governance aspects. The key highlights are as follows:

1. Rights of Shareholders and Equitable Treatment of Shareholders

- Supervising and offering opportunities to shareholders to propose and append agenda items and inquiries in advance and nominate a person for election of directors in advance from September 10, 2025, to November 10, 2025.
- Supervising the 2025 Annual General Meeting of Shareholders by adequately providing information, date, time, venue, agenda, and all relevant matters to be decided to the Shareholders' Meeting in advance and facilitating and encouraging all shareholders, including institutional investors, to attend the Company's shareholders' meetings and fully cast votes. As a result, the Company has received an excellent score from the AGM Checklist for 13 consecutive years from the Thai Investors Association.
- Supervising and notifying shareholders to acknowledge the rules of the meeting in advance in both Thai and English through the website and submitting the invitation letter in advance in order to provide opportunities to shareholders and institutional investors to study details of each agenda and prepare the proxy documents for not less than 28 days and publishing the notice of the Shareholders' Meeting in the newspaper or on the Company's website for 3 consecutive days at least 3 days before the date of the meeting.
- Supervising the preparation of the meeting agenda to including the objectives and reasons for each agenda and opinions of the directors of each agenda clearly.
- Supervising and requesting volunteers who independently monitor the vote counting to participate in the vote counting at the vote counting point in each agenda item of the meeting and disclose the resolution of the Annual General Meeting of Shareholders together with the voting results after the meeting by notifying the Stock Exchange of Thailand and disclosing it on the Company's website by the end of the day after the meeting.
- Facilitating foreign shareholders by preparing documents in 2 languages, Thai and English and creating a website of the Company (www.supalai.com) in 2 languages to provide publishing services to interested shareholders.
- All directors, executives, and employees are required to prepare a report on conflict of interest. In 2025, there was no significant conflict of interest.
- All directors and executives are required to be responsible for reporting their holdings and changes in securities according to laws. The Company Secretary regularly collects and reports to the Board of Directors' Meetings every quarter.
- Supervising the implementation according to practices on insider trading by prohibiting directors, executives, and employees involved in information from trading the Company's securities during 1 month prior to the publishment of the financial statements for the public.
- Information on connected transactions must be completely disclosed in the Annual Registration Statement/Annual Report (Form 56-1 One Report) However, if there is a connected transaction, such transaction must be approved by the Board of Directors before implementation. In addition, information on transaction details, transaction value, reasons and necessity is disclosed in the Annual Registration Statement/Annual Report (Form 56-1 ne Report) in accordance with the regulations of the Stock Exchange of Thailand and the Office of the Securities and Exchange Commission, Thailand. The Audit Committee also attends the meeting to consider and ensure fair and reasonably connected transactions.
- Supervising directors and executives to review and disclose information about their interests and related parties so that directors can consider the Company's transactions that may have conflicts of interest and make decisions for the overall benefit of the Company and requiring directors with interests to abstain from voting and refraining from expressing opinions.

2. Consideration of Stakeholder Roles and Sustainable Business Development

- To review the Environmental, Social, and Governance (ESG) policies to reaffirm the commitment to good corporate governance and to assure all stakeholders of the Company's ongoing commitment to sustainable development, covering key policies including:
  1. Policy on Sustainable Corporate Governance
  2. Policy on Sustainable Environment
  3. Policy on Sustainable Society
  4. Policy on Environmental Management
  5. Policy on Resource and Waste Management
  6. Policy on Climate Change Management
  7. Policy and Guidelines on Gender Equality and Women's Rights
  8. Policy on Migrant Workers Recruitment
  9. Policy on Responsible Termination
  10. Policy on Biodiversity Management
  11. Policy on Human Rights
  12. Policy on Treatment of Business Partners
  13. Policy on Treatment of Competitors
  14. Policy on Treatment of Creditors

  The Company recognizes the importance of respecting human rights throughout its business value chain, in alignment with the United Nations Guiding Principles on Business and Human Rights (UNGP). To this end, the Company has established a Human Rights Policy, a human rights risk assessment process, and grievance mechanisms to prevent and mitigate potential human rights impacts arising from its business operations.
- To oversee the preparation and dissemination of the Supalai Supplier Code of Conduct via an online platform, enabling partners to acknowledge and transparently confirm their compliance. This action reflects the Company's commitment to supporting supply chain management and ensuring its tangible development. Furthermore, this oversight includes reviewing partner self-assessments on supply chain management, ethical operations, and social responsibility. This process aims to enhance working procedures, create value for all stakeholders, and build long-term value with partners. The Company encourages its business partners to adhere to Environmental, Social, and Governance (ESG) principles through the Supplier Code of Conduct, which encompasses human rights, labor practices, environmental management, and business ethics. Furthermore, the Company consistently monitors and evaluates compliance with these criteria to foster a responsible and sustainable supply chain.
- Ensuring that there is a channel for reporting clues or complaints from illegal acts or corruption offences or offences of violation of business ethics or any violation of human rights; complaints can be made via telephone number 1720 or by e-mail: anti-corruption@supalai.com, which are reported directly to the Independent Director Committee.
- The Company is committed to developing the Company and its stakeholders in all aspects to grow sustainably together by focusing on environment, society, and governance and adhering to the principles of operation in accordance with sustainability criteria (SET ESG Ratings). In 2025, a staff the training program on the topic "ESG Journey: First Step Towards Sustainability" Plus, a measure of employee awareness on ESG was implemented to support and improve the development of an organizational culture with ethical standards and social and environmental responsibility.
- The Company encourages and supports its SME partners in declaring their intention to join the CAC, aiming to build a sustainable supply chain network. In 2025, the Company invited its SME partners to attend the seminar,

"CAC Change Agent: A Key Mechanism for Driving the Thai Private Sector Collective Action Against Corruption." Furthermore, the Company received the "CAC Change Agent" award from the Thai Private Sector Collective Action Against Corruption (CAC) for the 4th consecutive year.

3. Information Disclosure and Transparency

- Providing the disclosure of Form 56-1 e-One Report as well as the report of quarterly operating results, financial statements, and important information for shareholders, investors, and the general public, which contain all complete, adequate, and reliable substances in a timely manner through various channels, such as the Stock Exchange of Thailand system and the Company's website (www.supalai.com) in both Thai and English versions.
- Supervising and disclosing the performance of sustainable development through the Form 56-1 e-One Report on the topic of sustainable business driving under Global Reporting Initiative (GRI) Standards - Core Option in order to reflect the factors affecting the Company's sustainable business operations in economic, environmental, soci and corporate governance.
- To oversee the disclosure of performance in line with the FTSE Russell ESG Scores framework across all 3 dimensionsEnvironmental, Social, and Governance (ESG)via the Form 56-1 e-One Report, the Company's website, or other public disclosure channels, to enhance operational transparency and build trust with shareholders, investors, and all stakeholders, as well as to further align the Company’s sustainability performance with international standards.

4. Responsibilities of the Committee

- Supervising the formulation of sustainability directions and strategies to be in line with business goals that represent social and environmental responsibility, as well as supporting sustainability action plans to balance 3 dimensions in an integrated manner, including economic, social, and environmental aspects, underon good governance, and also collaborating with stakeholders to drive operations to achieve sustainability.
- Supervising relevant sustainability plans and performances to support the Company's sustainability strategic plan to demonstrate social and environmental responsibility by following up on outcomes and providing advice.
- Supervising IT governance and reviewing the personal information protection management process to be suitable for the nature of the Company's business and in accordance with legal requirements.
- Supervising the meeting among non-executive directors without the participation of the Management to give the independent directors an opportunity to express their opinions.
- Review and update the Good Corporate Governance Policy Handbook and Code of Conduct Handbook for employees to be clear, concise, and easy to understand. Employees are aware of the Code of Conduct and policies through the Supalai Skills.
- Encouraging the Company's directors to attend training.

5. Corporate Governance Awards

The Company was ranked in the category of “Excellence” for the 13th consecutive year based on the survey results of the Good Corporate Governance of Listed Companies in 2025 organized by the Thai Institute of Directors Association collaborating with the Stock Exchange of Thailand and the Office of the Securities and Exchange Commission, Thailand. Additionally, the Company was recognized as an "ASEAN Asset Class PLC" from the ASEAN Corporate Governance Scorecard (ACGS) assessment for 2024.

The Corporate Governance and Sustainability Development Committee is still committed to developing transparent operations on corporate governance to be a good model, as the Corporate Governance and Sustainability Development Committee absolutely believes that the management based on the rule of law,

integrity, transparency, traceability, and continuous improvement of good corporate governance, including the emphasis on the highest responsibility with the stakeholders, will cause the organization to grow sustainably and build confidence to shareholders and all stakeholders.

Somjai Phagaphasvivat

(Assoc. Prof. Dr. Somjai Phagaphasvivat)

Chairman of the Corporate Governance and Sustainable Development Committee

The performances of the Corporate Governance and Sustainability Development Committee which convened one meeting can be summarized as follows:

No.	Description
1/2025	● Consideration of the calculation methodology for Scope 3 greenhouse gas emissions, Category 11: Use of Sold Products. ● Consideration of the expense management for the "Happy Glasses" Project for the year 2025 ● Considering and reviewing the charter of the Corporate Governance and Sustainability Development Committee ● Considering and approving the performance result of the Corporate Governance and Sustainability Development Committee for the year 2025 ● Considering and approving the Corporate Governance Plan for the year 2026 and the performances of corporate governance for the year 2025 ● Acknowledging the results of the employee awareness test regarding ESG issues for the year 2025 ● Acknowledging the performance regarding sustainability (ESG) for the year 2025 and the FTSE Russell Gap Analysis ● Acknowledging the gap analysis results for CGR and ASEAN CG Scorecard criteria

Meeting attendance The Risk Management Committee

Report of the Risk Management Committee

The Risk Management Committee performs duties as assigned by the Board of Directors. Its scope of duties and responsibilities is specified in the Charter of the Risk Management Committee.

Meeting The Risk Management Committee (times) : 2

List of Directors	Meeting attendance The Risk Management Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mr. Atip Bijanonda (The chairman of the subcommittee)	2	/	2	2 / 2 (100.00%)
2. Mr. Anant Gatepithaya (Member of the subcommittee, Independent director)	2	/	2	2 / 2 (100.00%)
3. Mr. Tritecha Tangmatitham (Member of the subcommittee)	2	/	2	2 / 2 (100.00%)
4. Mr. Krid Chancharoensuk (Member of the subcommittee)	2	/	2	2 / 2 (100.00%)
Average Meeting Attendance Rate				**100.00%**

The results of duty performance of The Risk Management Committee

In 2025, two Risk Management Committee's meetings were held to determine, review, and update the Risk Management Policy, Charter of the Risk Management Committee, Corporate Risk Management Framework, and Corporate Risk Management Process to the rapidly changing situations and the business operations, and also to provide recommendations on risk management guidelines that are consistent with the strategic direction of the business plan. This is to allow the risk owner to manage significant risks to risk appetite and to ensure that the Company has adequate and effective risk management in accordance with the Enterprise Risk Management Framework (COSO ERM 2017), as well as to continuously support the development of risk management at all levels to create the organizational culture of risk management.

In addition, there is follow-up, evaluation, review, and approval for the risk management plan, which covers various types of major risks, including Strategy Risk, Operation Risk, Financial Risk, Compliance Risk, Corruption Risk, Market Risk, Cybersecurity Risk, Emerging Risk, and Risks on the Company's sustainability issues covering Environmental, Social, and Corporate Governance Risk (ESG Risk), including Climate Risk and reporting the results of the risk management to the Board of Directors.

According to the performance of duties of the Risk Management Committee in the previous year, the Risk Management Committee had taken steps to ensure that risk management was adequate and appropriate, which had been implemented continuously until the risk was at an acceptable level for the Company. The implementation was as follows:

- Holding two Risk Management Committee meetings, the Chairman of the Risk Management Committee summarized the opinions of the meeting and presented them to the Board of Directors for acknowledgement and/ or consideration.

- Reviewing the Risk Management Policy and the Charter of the Risk Management Committee.
- Considering the Risk Map and Risk Radar Chart.
- Determining, reviewing, approving, and suggesting risk management guidelines relating to the Company's business operations by issuing a resolution from the meeting to the risk owner to conduct risk management and providing an internal control system covering various types of risks, including:
  - Strategy Risk
  - Operation Risk
  - Financial Risk
  - Compliance Risk
  - Corruption Risk
  - Market Risk
  - Cybersecurity Risk
  - Emerging Risk by assessing the likelihood of unprecedented future risk to plan and manage risks in advance, such as technology, economic conditions, politics, wars, social trends, etc., and
  - Risks on the Company's sustainability issues covering Environmental, Social, and Corporate Governance Risk (ESG Risk), including Climate Risk.

  The Risk Management Unit shall conduct monthly follow-up on risk management and report to the Risk Management Committee.
- Considering the assessment of likelihood and impact to assess the organization's risk appetite.
- Determining key materiality on sustanability on the Company by assessing the impact of sustainability issues on the Company and stakeholders, covering Environmental, Social, and Corporate Governance Risk (ESG Risk), including Climate Risk and prioritizing.
- Determining key risks in key materiality on the sustainability of the Company and assessing the risk level, likelihood, and impact, defining risk appetite, key risk indicators (KRIs), and a risk matrix showing the prioritization or severity of risks, and providing recommendations/formulating policies/proposing additional risk mitigation plans to line executives.
- Organizing a forum to listen to opinions from stakeholders and external experts to obtain information and suggestions covering the topics of products, services, sustainability, good governance, and real estate leadership; in 2025, the Company invited key partners in the high-rise building construction industry and representatives from its major construction material suppliers.
- Supervising and providing risk management training courses for employees and supervisors through an online self-learning system and offering training to provide basic risk knowledge to new employees to have an understanding of risk-based thinking and apply it in their operations.
- Supervising and providing the evaluation of risk management through an online system for all employees in the Company and its subsidiaries to enhance and improve their knowledge and understanding of risk management.
- Supervising and providing communication channels on risk management that everyone in the Company can access by using information efficiently and effectively.
- Reviewing the Risk Management Handbook to guide employees in managing the organization's risks.
- Supervising and providing a Business Continuity Plan (BCP) to enable the Company to operate its business continuously and enhance the organization's image in terms of good management, consisting of
  - Business Continuity Plan in case of accident at the construction project
  - Business Continuity Plan in case of flooding at the construction project
  - Business Continuity Plan in case of crisis at the construction project
  - Business Continuity Plan in case of crisis at the head office
  - Disaster Recovery Plan (DRP) in case of data loss on cloud computing

The Risk Management Committee has the following key action plans in 2025:

- Holding two Risk Management Committee meetings, the Chairman of the Risk Management Committee summarized the opinions of the meeting and presented them to the Board of Directors for acknowledgement and/or consideration.
- Reviewing and updating the Risk Management Policy and the Charter of the Risk Management Committee in accordance with the business strategy and vision.
- Considering key materiality on the sustainability of the Company.
- Determining, analyzing, and assessing corporate risks to cover all major risks and assessing risk level, defining risk appetite, key risk indicators, and risk matrix showing the prioritization or severity of risks by assessing likelihood and impact, and providing advice/formulating policies/proposing additional risk mitigation plan to line executives to manage risk appetite.
- Consistently providing communication and knowledge on risk management to employees at all levels, such as communication through the risk handbook in comic version, communication of news and warnings about potential risks and knowledge about risk management in the company's intranet system, e-mail, Line Group, etc.
- Establishing and reviewing a Business Continuity Plan (BCP) to enable the Company to operate its business continuously and enhance the image of the organization in terms of good management.
- Providing risk management training courses for employees and supervisors through an online self-learning system and orientation for new employees to have a basic understanding of risk-based thinking so that they can apply the risk management concept to their operations.
- Developed guidelines for assessing nature and biodiversity risks, providing criteria for evaluating such risks in line with ESG standards for projects in various locations.
- Prepared information on the financial impacts of climate-related risks and opportunities, adhering to the TCFD (Task Force on Climate-related Financial Disclosures) framework, to serve as key data for climate risk management and compliance with external regulatory standards.
- Developed Human Rights Due Diligence (HRDD) guidelines and conducted Human Rights Risk Assessments (HRRA), establishing a standardized framework to identify, analyze, prevent, and mitigate potential human rights impacts, thereby strengthening our corporate social responsibility and reinforcing good governance.

According to the implementation of risk management, the Company is confident that it will be able to achieve its business goals in order to maximize the benefits of shareholders and all groups of stakeholders.

Atip Bijanonda
(*Mr. Atip Bijanonda)*
Chairman of the Risk Management Committee

The performances of the Corporate Governance and Sustainability Development Committee which convened one meeting can be summarized as follows:

No.	Description
1/2025	● Acknowledging the progress of the implementation according to the resolutions of the Risk Management Committee's meetings and the Risk Management sub-committee's meetings ● Considering and approving the list of external stakeholders (business group/company name) for attending the 2025 Focus Group Meeting and approving the external stakeholder group for the 2026 Focus Group Meeting ● Consider and approve the management of emerging risks ● Acknowledge the results of the 2024 annual knowledge assessment on risk management ● Acknowledge The Global Risks Report 2025 from the World Economic Forum ● Acknowledge the results of the ESG risk assessment for suppliers and external contractors of Supalai Public Company Limited ● Acknowledge the results of the Disaster Recovery Plan (DRP) test for data loss on cloud computing affecting the company's core systems ● Workshop on Risk Management, Digital and AI Strategy Alignment Business Growth to ensure consistency with the company's growth strategy
2/2025	● Acknowledging the progress of the implementation of the resolutions of the Risk Management Committee's meetings and the Risk Management sub-committee's meetings ● Considering and reviewing material issues on sustainability and risk management results on sustainability ○ Identifying material issues on sustainability ○ Assessment of the impact of sustainability issues on stakeholders ○ Prioritization of material sustainability issues ○ Alignment with SDGs 17 Goals ○ Goals / Strategies / Action Plans ○ Identification of risks and opportunities ○ Determination of risk level for each sustainability issue (risk level) ○ Table showing likelihood and impact assessment (risk matrix) ○ Assessment of risk appetite ○ Definition of key risk indicators (KRIs) and KRI results. ○ Risk Management Guidelines ● Considering and reviewing the risk map and risk radar chart of the organization ● Considering and reviewing the disclosure of management and operational risks (according to the topics specified by the SET) ● Considering and reviewing the policy on risk management ● Considering and reviewing the Charter of the Risk Management Committee ● Considering and approving the report of the Risk Management Committee ● Considering and approving the risk management plan for the year 2026 ● Acknowledging the risk management performance for the year 2025

Meeting attendance The Independent Directors Committee

Report of the independent committee

The Independent Committee consists of 4 members.

Meeting The Independent Directors Committee (times) : 1

List of Directors	Meeting attendance The Independent Directors Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Assoc. Prof. Dr. Virach Aphimeteetamrong (The chairman of the subcommittee, Independent director)	1	/	1	1 / 1 (100.00%)
2. Assoc. Prof. Dr Somjai Phagaphasvivat (Member of the subcommittee, Independent director)	1	/	1	1 / 1 (100.00%)
3. Mr. Anant Gatepithaya (Member of the subcommittee, Independent director)	1	/	1	1 / 1 (100.00%)
4. Assist. Prof. Aswin Bijayayodhin (Member of the subcommittee, Independent director)	1	/	1	1 / 1 (100.00%)
Average Meeting Attendance Rate				**100.00%**

The results of duty performance of The Independent Directors Committee

In 2025, the Independent Committee held an internal meeting as appropriate, once on August 13, 2025, to discuss various issues related to the management of the company's business or other matters of interest that benefit the company. They considered the best interests of all shareholders and stakeholders, especially minority shareholders, and oversaw the risk management system, internal controls, and timely and complete information disclosure to build investor and capital market confidence. The issues discussed in the meeting were reported to the company's board meeting No. 9/2025 on September 9, 2025, by Assoc. Prof. Dr. Virach Aphimeteetamrong is the chairman of the Independent Committee. The meeting results are reported to the company's board of directors for their information.

9. Internal control and related party transactions

9.1 Internal control

Supalai Public Company Limited prioritizes robust Internal Control and Internal Audit systems, ensuring they are appropriate, adequate, and effective. These systems are aligned with international frameworks, specifically the COSO Internal Control Framework and COSO Enterprise Risk Management Framework, as well as the IIA Global Internal Audit Standards and the IIA Three Lines Model. These measures are designed to enhance confidence in the effectiveness of the organization's corporate governance, risk management, and internal control systems.

The company establishes comprehensive internal control standards, including oversight of anti-corruption measures. It also conducts risk assessments and engages in consultations with auditees to collaboratively define preventive and corrective actions. An independent Internal Audit unit is responsible for reviewing the effectiveness of the internal control system and regularly reporting audit findings regarding anti-corruption measures to the Audit Committee and the Board of Directors. Furthermore, the unit ensures compliance with the Securities and Exchange Act, regulations of the Securities and Exchange Commission (SEC), and requirements of the Stock Exchange of Thailand (SET), as well as other laws pertinent to business operations. This ensures accurate financial reporting and adequate disclosure, enabling the company to maximize business benefits while maintaining fairness for all stakeholders.

The Company has prepared work manual and regulations in which the authorities and duties are clearly defined and have been communicated to employees. The policies and personnel management procedures regarding internal control of the Company have also been adopted. Controlling activities for internal control, which comprise both financial and non-financial audits, protection of high-risk assets and controls of information systems, as well as oversight during work performance and continual evaluation on a case-by-case basis, have been established to ensure that the internal control system is sufficient, suitable, efficient and practically implementable. This is in accordance with the guidelines advocated by the Committee of Sponsoring Organizations of the Treadway Commission (COSO).

In addition, the Company also pays attention to the sustainability risk management (ESG), including Environmental, Social and Governance, to prepare for the prevention and adaptation to various risks. This also involves seeking opportunities to conduct business in response to those risks to build the confidence of key stakeholders.

The Board of Directors has mandated the establishment of an Internal Audit Department within the Company. To ensure the department's independence from executive management, the Board has stipulated that the Internal Audit Department shall report directly to the Audit Committee. Furthermore, to enable the Board of Directors to monitor the Company's operations effectively, the Internal Audit Department has formally defined its objectives, missions, scope of work, authorities, and responsibilities in a written Internal Audit Charter, which has been approved by the Chairman of the Audit Committee. The details of the Internal Audit Charter are as follows:

Internal Audit Charter

The Internal Audit Charter has been established as guidelines for operating personnel of the Company at all levels to understand lines of command, objectives, scope of work and responsibilities of the Internal Audit Section, and liabilities of audited units by taking into consideration the importance of the good corporate governance as an important tool in supervising and managing the operations, and to ensure that there are correct standards and trustworthiness by maintaining pure and fair standards according to prescribed practical professional dignity of internal auditing.

1. Objectives

The Internal Audit Department is established to provide independent assurance and advisory services to the Board of Directors, the Audit Committee, and executive management. Its mandate covers evaluating the effectiveness of risk management systems, internal controls, and corporate governance processes. This includes oversight of ESG risk management and ESG disclosure processes to ensure the accuracy, transparency, and reliability of both financial and ESG-related information.

2. Line of Command

1. The Internal Audit Section is an independent unit reporting directly to the Audit Committee.
2. The head of Internal Audit Section is the top senior personnel of the Department and report directly to the Audit Committee.
3. The head of Internal Audit Section shall propose the Risk-Based Audit Plan to the Audit Committee.
4. The head of Internal Audit Section directly reports the result of the audit to the Audit Committee, and the Audit Committee must report every audit result to the Board of Directors accordingly.

3. Main Engagement

1. Provide advice and information relating to the audit, assess risk management and internal control including standards of operations, generally accepted accounting principles, policies, laws, rules, regulations for enhancing efficiency and effectiveness in governing process to add value and ensure the creditability of the financial information system and the operations of internal departments.
2. Support the governance and management of ESG (Environmental, Social, and Governance) risks; including assessing the adequacy of internal control systems related to ESG data, reviewing the preparation and disclosure processes of sustainability reports, and providing assurance regarding the accuracy, completeness, and consistency of ESG information disclosed to stakeholders.
3. Be committed to practice to enhance their own knowledge and also the organization's on the internal audit and various technical matters relating to the provision of advice and suggestions to build confidence in operating work.

4. Scope of Operations

1. The Scope of Operations of the Internal Audit Section includes providing advice and information regarding the audit, operations, assessment and improvement of risk management, internal control, generally accepted accounting principles, policies, rules, regulations and laws as well as supervising process and all relating procedures to the departments in the organization to add value and improve the operations of the audited units as well as relevant units to achieve the set goals and objectives.
2. The performing of any other non-audit tasks must always be approved by the Audit Committee.

5. Powers and Duties

1. The Internal Audit Section is independent in auditing the operations of all departments within the organization.
2. Internal Audit Section can have access to personnel, information, documents and assets of the employees in connection with the audit except for information on salary of the personnel in the Company.
3. The Internal Audit Section has no authority to set policy, working methods and internal control systems or modify the internal control system because such duties are under the responsibilities of related executives. The internal auditor's duties are only providing advice and recommendations. However, the Internal Audit Section has the rights and duties to review the compliance with the Company's policies in order to assess the adequacy and effectiveness of the control so as to respond to the risks.
4. The Internal Audit Section shall carry out the audit in accordance with the International Standard for the Professional Practice of Internal Auditing.
5. Internal Audit Section has the right to attend training courses or participating in activities to increase their relevant knowledge by using the resources of the Company.
6. In case of the internal audit performance on any matters or any other performance of the internal audit is necessary to rely on the expertise of specialists, the head of Internal Audit shall present the Audit Committee and the Board of Directors respectively in order to be considered for an invitation or engaged specialists.

6. Duties and Responsibilities

1. To prepare the annual audit plan to the Audit Committee for approval and shall comply with the annual audit plan.
2. To review the internal audit charter at least once a year, so that it is consistent with the scope of responsibilities for the operations of the Company and shall be approved by the Audit Committee.

3. Verify the accuracy, completeness, and reliability of financial and ESG data using generally accepted auditing techniques and procedures, applied in such scope and frequency as deemed necessary and appropriate. This process shall account for the effectiveness of internal control systems and the materiality of the subject matter. Furthermore, analyze and evaluate the operational and management performance of the audited units by prioritizing audit activities and timelines based on significant risks. This ensures that disclosures made to stakeholders maintain full traceability and comply with international disclosure standards.
4. Preparation of risk-bases audit programs on strategic risk, operational risk, financial risk, regulatory risk, and social and environmental risks. This includes the integration of ESG risks into the Company's comprehensive Risk Universe encompassing both current and emerging risksand ensuring their inclusion within the Annual Audit Plan.
5. Provide assessment of the conflict of interest of the Company on a yearly basis and audit the connected transactions or operational activities to ensure the compliance with policies, laws, regulations, orders including the segregation of tasks, maintenance of properties and the use of all resources taking into account the efficiency and effectiveness of the operations.
6. Evaluating the performance and reporting the results of the audit and suggesting improvements in order to ensure the efficiency and effectiveness of the performance of the audit unit In accordance with the internal control framework of COSO-ERM (Enterprise Risk Management Integrating with Strategy and Performance).
7. Providing the performance evaluation of the internal audit section whereby the auditor uses the suggestions to improve the service in order to achieve internal audit objectives efficiently and effectively.
8. Monitor and evaluate the implementation of the jointly discussed conclusions to ensure the audited units have improved the operations as discussed.
9. Coordinate with persons involved to facilitate the audit to achieve the goals and to be efficient.
10. Assess risks in all processes of the Company relating to measures against corruption and provide appropriate risk management procedures.
11. Audit the compliance with measures, practical principles and the internal control relating to anti-corruption measures for all tasks assigned including financial and accounting internal controls and record-keeping to ensure that control relating to prevention on corruption is in place.
12. To receive corruption complaints and search additional information as assigned by the Audit Committee or the Senior Executive used supporting the consideration.
13. Perform other auditing work as assigned by the Audit Committee.

Summary of the opinion of the board of directors regarding the internal control of the company

The Board of Directors attaches importance to the internal control system of every process. The Company has established policies, regulations, and manuals on the Code of Conduct, which directors, executives and employees shall comply with, including the disclosure of conflicts of interest. Operating authority, duties, and responsibilities are determined clearly by specifying Key Performance Indicators (KPIs). It also provides sufficient number of personnel to implement the system effectively. The organization structure is appropriately designed with high flexibility and efficient collaboration. There is division of duties in various departments and work positions, along with decentralization and an anti-corruption program. All these tasks have been empowered property to the authority of executives and operators, with the checks and balances in place to protect shareholders' capital and the company's assets.

In 2025, the Internal Audit unit successfully discharged its duties and responsibilities in full compliance with its Internal Audit Charter. These operations were conducted with complete independence and objectivity and in strict adherence to the Code of Ethics and the unit's established mission and commitment. During the Board of Directors' Meeting No. 11/2025, held on November 4, 2025, the Board passed a resolution affirming that the Company maintains adequate internal control systems and effective monitoring of business operations.

9.1.1 Adequacy and appropriateness of the company's internal control system

COSO - Enterprise Risk Management Framework (ERM)

The Board of Directors had assigned the Audit Committee to assess the sufficiency of the Company's internal control annually in various aspects according to 5 elements and 17 principles based on approaches of the COSO, namely, control environment, risk assessment, control activities, information and communication, and monitoring by using the internal control self-assessment form provided by the Securities and Exchange Commission of Thailand (SEC) and the Stock Exchange of Thailand (SET). In addition, various issues were discussed according to the sufficiency assessment form of the internal control system as well as the report of the Audit Committee.

The Company also has an internal control system that controls various matters as follows:

1. Monitoring the operations of both the Company and subsidiaries to protect the assets from undue or unauthorized use by employees or executives.

2. Conducting transactions with persons with conflict of interest or related persons sufficiently.

3. Whistleblower channels are also provided via e-mail: anti-corruption@supalai.com, and complaints for products and services are available through the 1720 call center.

4. There is also an internal control system covering financial reporting, operations, asset maintenance, the prevention or reduction of errors, damages, leakage, waste, corruption, compliance with laws, and relevant regulations. In 2025, two engagement activities were conducted via the 'Coin Next' system, allowing employees to provide feedback on internal control systems. These activities aimed to monitor compliance with the Inside Information Policy and the implementation of internal control measures designed to prevent operational errors. The Internal Audit Department will analyze this feedback to identify underlying issues and impacts, which will then inform the development of the audit plan. Furthermore, the department will review and follow up on corrective actions to ensure the continuous maintenance of a robust internal control environment.





5. Report and monitoring: The Board of Directors assigns the Audit Committee to review the internal control assessment result and monitor the implementation of the resolutions of the Audit Committee by focusing on the efficiency, effectiveness, adequacy, and suitability of business operations to ensure that all assets are maintained and resources used efficiently to prevent possible damage or dishonesty.

6. Regarding Information Technology (IT) Security, the Company recognizes the critical importance of technology integration and has consequently established a comprehensive IT Security Policy. This policy outlines essential measures and guidelines, including the handling of personal data, and has been formally approved by the Board of

Directors. To ensure effective implementation, the Company conducts regular training sessions, disseminates updates via internal email communications, and publishes the policy on both the corporate website and the internal intranet. These actions are meticulously aligned with the ISO 27001 Information Security Management Standard, fostering a secure and compliant technological environment.

6.1 Information Security Management in Accordance with International Standards (ISO/IEC 27001:2022)

In 2025, the Company elevated its information security management standards, striving towards ISO/IEC 27001:2022 certification. The key operational achievements are as follows:

Implementation Roadmap for the ISO/IEC 27001 Information Security Framework	2025 Strategic Measures and Operational Performance
1. International Standard Gap Assessment and Advisory Project The Company initiated a comprehensive Gap Assessment project, which included receiving specialized technical advisory services. This project aimed to enhance and align the Company's systems with the updated ISO/IEC 27001:2022 requirements. The project scope spanned from May 1, 2025, to July 31, 2025.	**Capacity Building and Knowledge Enhancement:** Conducted hands-on workshops on the requirements and criteria of the ISO/IEC 27001:2022 standard for relevant teams. This initiative aimed to ensure a thorough understanding and the accurate practical application of these standards. **Cybersecurity Awareness Initiatives:** Organized organization-wide Cybersecurity Awareness campaigns and training programs aligned with international frameworks. These activities were designed to mitigate cyber risks arising from human factors. **Gap Remediation and Standard Alignment:** Executed improvements to policies, operational processes, and **technical controls** to address and close gaps identified during the **Gap Assessment**. These actions ensure full compliance with the mandated international standards.
2. Gap Remediation and ISO/IEC 27001:2022 Readiness Project The Company has systematically enhanced its Information Security Management System (ISMS) to align with international standards. This initiative aims to bolster organizational security and ensure the Confidentiality, Integrity, and Availability (CIA) of information assets, thereby fostering greater confidence among all stakeholders.	**Establishment of the ISMS Working Group:** Appointed the Information Security Management System (ISMS) Working Group to drive policy implementation and oversee operations, ensuring strict adherence to defined standards. **Development of Documentation and Operational Procedures:** Formulated and updated Work Instructions (WI) and relevant supporting documentation to ensure that all operational processes align with organizational objectives and the requirements of the new standard. **Enhancing Internal Audit Expertise:** Provided ISO/IEC 27001:2022 Internal Audit training for relevant personnel to build internal capacity for self-assessment and effective system performance evaluation. **Internal Audit Execution:** Conducted an Internal Audit within the Digital Technology Department to assess readiness and the effectiveness of control systems prior to the official certification audit. **Certification Audit Readiness:** Coordinated with and submitted an application for ISO/IEC 27001:2022 certification to an external Certification Body, aiming to achieve formal official accreditation.

6.2 Data Privacy Management

The Company highly values the privacy of its customers, service users, and all stakeholders who interact with the Company and its official website. Consequently, a Personal Data Protection Policy has been established to ensure that the management of personal data is conducted securely and appropriately. The Company has appointed a Data Protection Officer (DPO) with the authority and responsibility to oversee operations in strict accordance with the Personal Data Protection Act (PDPA). Furthermore, the Company has implemented a personal data storage system equipped with appropriate mechanisms and technical measures. This includes restricted access to the personal information of customers, service users, and stakeholders by directors, executives, staff, employees, and corporate agents. These protections extend to all services accessed via the Company's website, aiming to prevent unauthorized use, disclosure, destruction, or access to personal data. To ensure transparency and support, the Company provides dedicated communication channels for consultations covering the following key areas:

1. Types of Personal Data collected.
2. Purposes for the collection, storage, use, and disclosure of personal data.
3. Security measures for personal data protection.
4. Retention periods for personal data.
5. Cookie Policy (Collection and usage).
6. Rights and Exercise of Rights by Data Subjects.
7. Entities or Individuals to whom the Company may disclose personal data.
8. Service Channels for exercising Data Subject rights.
9. Grievance and Complaint Procedures regarding personal data.

6.3 Monitoring Compliance with Cybersecurity Policies

- **Technology Infrastructure Certified by Cybersecurity Standards**

The Company focuses on maintaining the security of its information technology infrastructure in alignment with international standards by establishing Key Performance Indicators (KPIs) and continuously monitoring performance as follows:

Target	2023 Performance	2024 Performance	2025 Performance
100% Use of products/systems certified under ISO 27001 standards	90%	100%	100%

Key Activities in 2025:

- **Enhancement of Threat Surveillance:**

The Company has implemented a project to outsource a Security Operations Center and Network Operations Center (SOC/NOC Monitoring). This initiative focuses on the surveillance and forensic identification of cyber threats, enabling real-time threat detection and response to effectively intercept and mitigate any anomalies.



- **Cybersecurity Awareness & Training Enhancements**

The Company prioritizes the cultivation of an information security culture, focusing on ensuring that personnel at all levels possess the knowledge and understanding required to protect corporate and customer data in the digital age. The comparative performance results are as follows:

Target	2023 Performance	2024 Performance	2025 Performance
100% Employees must receive cybersecurity training	100%	100%	100%
100% Employees must receive personal data protection (PDPA) training	100%	100%	100%
80% Employee Cybersecurity Awareness score	70%	80%	93.4%
Phishing Simulation Awareness : At least 85% of the total workforce successfully passed the phishing simulation test.	-	70.85%	84.28%

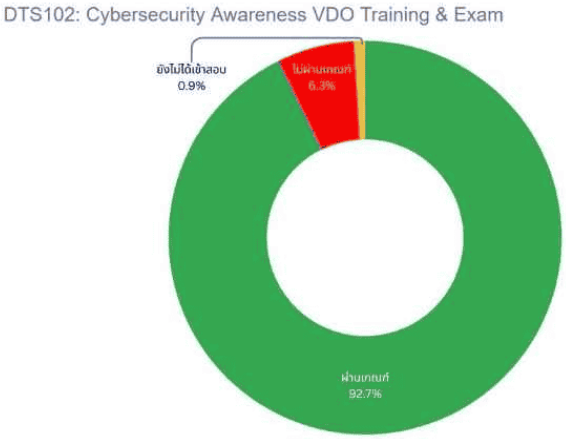
- **Highlights from the 2025 Cybersecurity Training Sessions**

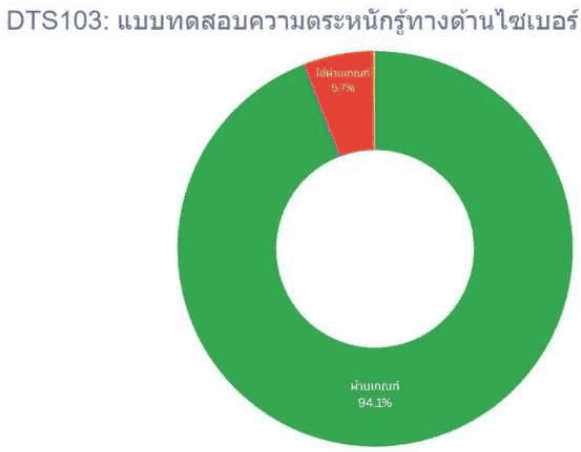


- **Cybersecurity Awareness Assessment Results**

The Company conducts annual assessments of personnel's knowledge and understanding of information security to evaluate the effectiveness of internal communications and training programs.







- **Cybersecurity and Data Privacy Incident Statistics**

The Company remains committed to information security principles in accordance with international standards. We maintain 24/7 monitoring and anomaly detection systems (SOC/NOC Monitoring) to effectively prevent and deter threats. The summary of incidents over the past three years is detailed below:

Target	2023 Performance	2024 Performance	2025 Performance
0% Cybersecurity attacks or incidents against the Company	0%	0%	0%
0% Data breaches or personal data leakages	0%	0%	0%
The Company has established a dedicated communication channel for reporting incidents via dpo@supalai.com.			

Cybersecurity Strategic Direction and Objectives for 2026

To elevate information security to international standards and ensure continuous confidence, the Company has established the following strategic objectives for 2026.

1. Enhancing Secure Software Development and Infrastructure (Secure by Design)

Focus on strengthening specialized skills for digital and information technology personnel in Secure Software Development Life Cycle (Secure SDLC) and Secure Infrastructure Architecture to mitigate system vulnerabilities from the initial stages.

2. Scaling Organization-wide Security Awareness

Set a target for **at least 85% of all employees** across all levels to complete intensive cybersecurity training courses to cultivate an effective "Human Firewall" network.

3. Proactive Testing and Evaluation against

- Increase the frequency of cybersecurity awareness tests to **twice per year.**
- Enhance testing methodologies through highly complex and diverse threat simulations, such as AI-generated phishing, to ensure personnel responses remain resilient against the evolving dynamics of modern cybercrime.

4. Send Company e-mails to raise awareness on fraud prevention and various online threats

To ensure that information security policies and guidelines are communicated to all employees comprehensively and consistently, the Company has established various communication channels under the core concept: 'Security is Everyone's Responsibility.





Communicate updates via the Company's Line Connect system	Send Company e-mails to raise awareness on fraud prevention and various online threats

6.4 Cyber Threat Response

The Company applies cloud computing to systems that are important to its businesses to reduce risks and ensure business continuity. In addition, the Company also focuses on cybersecurity by planning and installing devices to prevent threats in several channels, such as the use of Virtual Private Network (VPN), access right review, assigning access to a website with a firewall, logs, phishing attack tracking, anti-virus for personal computers and endpoints, and including the implementation of Multi-Factor Authentication (MFA) for certain critical systems.

Furthermore, the Board of Directors and the Audit Committee receive regular reports regarding Cybersecurity risks and relevant control measures. This ensures robust and appropriate IT risk governance and oversight across the organization.

6.4.1 Risk Supervision and Detection

- The Cybersecurity Committee is appointed to effectively supervise data security to meet cybersecurity standards, establish criteria and cyber risk assessment forms for external contractors, encourage employees at all levels to be aware of cyber threats, processes that will cause data leakage, and the possibility of data leakage from events and contexts of work, as well as perform the test on Cybersecurity Awareness, and manage information technology gaps in order to analyze, monitor, and alert unusual events to determine preliminary corrective measures in a timely manner.
- Data Governance Working Group to oversee the process of establishing internal data control systems, preventing data leaks, and addressing potential data leaks from various operational events and contexts, including conducting cyber security awareness tests.
- The Personal Data Protection Committee has the scope of duties as stipulated in the personal data protection laws to handle personal data in the company's possession

6.4.2 Handling with Damage and Rehabilitation

A Disaster Recovery Plan (DRP) system is established to support situations where there is damage to the system or data. This causes the system to resume its operation within a short period of time 2 hours by recovering from existing data. There are backups in place according to the backup plan to prevent business disruption, including regular backup drills and recovery, to be prepared at all times, and to perform operations efficiently.

9.1.2 Deficiencies related to the internal control system

	2023	2024	2025
Total number of deficiencies related to the internal control system (cases)	0	0	0

9.1.3 Opinions of the audit committee and auditor's observations on internal control

Throughout 2025, no material weaknesses or significant deficiencies in the internal control systems were identified

Does the audit committee have opinions on internal control different from the board of directors' opinions? : No

Does the auditor have any observations on the company's internal control? : No

9.1.4 Opinions of the audit committee on the position of the head of the internal audit unit

Head of the internal audit unit : Internal personnel

The Company's Board of Directors has prescribed the establishment of the Internal Audit Section. At present, Miss Toopthong Hirunyanulak has been appointed as the Chief of Internal Audit. With 18 years of experience in internal audit and in-depth expertise and understanding of the Company's business, she is considered highly qualified for the role.

At the Audit Committee Meeting No. 8/2008, held on September 9, 2008, Ms. Toopthong Hirunyanulak has been appointed to be the supervisor of the internal auditor since August 18, 2008, as she has knowledge and good business understanding, including skills, qualifications, and experiences in performing internal audit work, corruption detection, assessment of internal control systems, and risk management in accordance with COSO ERM guidelines. As a result, she is suitable for performing such duties adequately and appropriately. Roles, duties, and responsibilities are as follows:

1. Perform duties as "Internal Auditor," responsible for assignments in accordance with the Audit Committee Charter approved by the Audit Committee.

2. Act as the "Secretary of the Audit Committee" by organizing meetings, preparing meeting documents, and taking note of the minutes of the Audit Committee meetings.

9.1.5 Appointment, discharge, and transfer of the head of the internal audit unit

Does the appointment, discharge, and transfer of the head of the internal audit unit require the audit committee approval? : Yes

The consideration and approval of appointment, removal and performance assessment of the Chief of Internal Audit of the Company must be approved by the Audit Committee according to the Audit Committee Charter.

9.2 Related party transactions

Related party transactions

Does the company have any related party transactions? : Yes

9.2.1 - 9.2.2 Names of the group of persons who may have a conflict of interest, nature of relationship, and information on related party transactions

Persons/entities with potential conflicts

Name of person or entity/type of business	Nature of relationship	Information as of date
Duraflor Co.,Ltd. Distribution of wallpaper and Durafloor floor coverings.	The Company shares a common director with SPALI, namely Dr. Prateep Tangmatitham.	31 Dec 2025

Details of related party transactions

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
Duraflor Co.,Ltd.			
Transaction 1 Nature of transaction Purchase of construction materials. Details Purchase of construction materials (Wallpaper and Durafloor) based on specified models determined by SPALI. Necessity/reasonableness Such transaction included commercial terms in the same manner as an ordinary person would agree with any general counterparty under similar circumstances at normal prices and terms that the seller offers to regular customers with trade bargaining power without the interference power resulted from the status of directors, executives or related persons. Audit committee's opinion Based on the Audit Committee's assessment, the purchase price of the aforementioned materials is considered fair and reasonable, and is in the ordinary course of business.	175.00	158.00	115.00

9.2.3 Policy and future trends of related party transactions and the compliance with the obligations specified in the prospectus of the company

Measures and procedures for approving related party transactions or connected transactions

Measures or Procedures for Approval of Connected Transactions

According to Section 89/12 of the Securities and Exchange Act (No. 4) B.E. 2551, stipulating that "Directors, executives or related persons may enter into any transaction with the company or subsidiary only after obtaining approval from the shareholders' meeting of the company, unless such transaction is the commercial terms in the same manner as an ordinary person would agree with any general counterparty under similar circumstances with trade

bargaining power without the interference power resulted from the status of directors, executives or related persons, as the case may be, provided further that the said commercial terms have been approved by the board of directors or in compliance with the principle approved by the board of directors".

According to the above requirements, the Board of Directors therefore determined that if the Company and its subsidiaries wish to engage in transactions with directors, executives or related persons, those transactions are subject to general commercial terms or such transaction is the commercial terms in the same manner as an ordinary person would agree with any general counterparty under similar circumstances with trade bargaining power without the interference power resulted from the status of directors, executives or related persons (as the case may be) under reasonable and traceable conditions and without a transfer of benefits, provided further that the said commercial terms have been approved by the board of directors. In addition, the Company will prepare a summary report of transactions exceeding 20 million Baht to be reported at each Board of Directors' Meeting.

The Board of Directors established the policy, regulations, processes of transaction consideration and approval, and the disclosure of information to be in accordance with the rules set forth by supervising government agencies. The Company or its subsidiaries may enter into connected transactions with persons who may have conflicts of interest only upon the approval of the Audit Committee or the Independent Directors and the approval of the Board of Directors and / or the Shareholders' Meeting prior to the transaction. However, it depends on the size of the transaction as specified by the Stock Exchange of Thailand. Regarding the transactions that any directors or persons may have conflicts, interests or other conflicts of interest with the Company, the director who has an interest in such matter shall be entitled to cast a vote or vote on such matter. Such implementation shall not be a delegation of power which allows the authorized person to approve the transaction that he/she or the person who may have conflicts has interests or other conflicts of interest in any other manners with the Company or its subsidiaries.

Future trends in related party transactions

Policy or Tendency of Future Transactions

The Company has the policy on current and future connected transactions within the framework of good corporate governance. Terms and conditions are established in accordance with the nature of normal course of business and it is the market price which can be compared with the price incurred to any third parties. In this regard, the Company allows the Audit Committee to consider the fairness and reasonableness of connected transactions as well.

Regarding connected transactions possibly occurred in the future, the Board of Directors shall comply with the laws on securities and exchange and regulations, notifications, orders or requirements of the Office of the Securities and Exchange Commission, the Capital Market Supervisory Board, and the Stock Exchange of Thailand, including abide by the requirements on disclosure of information on connected transactions and the acquisition or disposition of important assets of the Company or its subsidiaries.

However, if there is a connected transaction of the Company or its subsidiaries with a person who may have a conflict of interest, interests, or future conflicts of interest, the Company will allow the Audit Committee to give opinions on the necessity and appropriateness of such transactions. In the event that the Audit Committee does not have expertise in considering possible connected transactions, the Company will allow an independent expert or the Company's auditor to provide opinions on such transactions in order to be used in decision-making of the Board of Directors or shareholders as the case may be. The Company shall disclose transactions in the Notes to Financial Statements audited by the Company's auditor.

Regarding the provision of financial assistance to subsidiaries in the future, the Company will consider its financial position, operating results, and solvency. However, to provide financial assistance to these subsidiaries, the Company considers both advantages and disadvantages that if the Company does not provide assistance, these subsidiaries will not be able to continue their businesses. Moreover, The Company also takes into account being a major shareholder and having the authority to control the management in order to meet the objectives of the Company. The Company will not provide financial assistance to other companies other than its subsidiaries.

9.2.4 Information on appraised assets and appraisal price in conjunction with the execution of related party transactions

Can be referred in attachment 4: assets for business undertaking and details of asset appraisal

Part 3 Financial Statement

Board of Directors' Responsibility Statement for the Financial Report

REPORT ON THE BOARD OF DIRECTOR'S RESPONSIBILITY FOR FINANCIAL REPORT

The Board of Directors is responsible for financial statements of Supalai Public Company Limited and the consolidated financial statements of Supalai Public Company Limited and its subsidiaries including the information technology regarding financial matters appear in the annual report. The financial statements have been prepared in accordance with Thai Financial Reporting Standards enunciated under the Accounting Profession Act B.E. 2004, and the financial reporting requirements of the Securities and Exchange Commission under the Securities and Exchange Act B.E. 1992, in addition, their presentation has been made in compliance with the stipulations of the Notification of the Department of Business Development dated 28 September 2011, issued under the Accounting Act B.E. 2000., whereby appropriate accounting policies have been utilized and implemented on a continual basis with careful discretion and best practice for the forecast. Also, important information has been sufficiently disclosed in the notes to financial statements in order to be transparent and beneficial to shareholders and general investors.

The Board of Director has provided suitable and efficient internal control system to reasonably assure that the accounting information is correct, complete, adequate and timely in order to maintain the property and prevent dishonest act or adverse act in material matters. It has also appointed the Audit Committee comprising independent directors who perform supervisory duties and review accounting policies and quality of financial reports, internal control system and the internal audit procedures to be efficient. The opinions of the Audit Committee on the above-mentioned matters are as appear in the report of the Audit Committee as presented in the annual report.

The financial statements of the Company and the consolidated financial statements of the Company and its subsidiaries have been audited by an independent certified public accountant, which was EY Office Limited. For the audit, the Board of Directors has provided information and documents in order for the auditor to be able to perform the auditing work and express opinions according to the accounting standards. Such opinions of the auditor appear without qualifying in the report of the auditor as presented in the annual report.

The Board of Directors is of the opinion that the overall internal control system of the Company has maintained an effective internal control at an adequate and appropriate level of protection and created reasonable confidence that the financial statements of Supalai Public Company Limited and the consolidated financial statements of Supalai Public Company Limited and its subsidiaries for the year ended 31 December 2025 are reliable, true and fairness in all material respects and have been prepared in accordance with Thai Financial Reporting standards and relevant laws and regulations.



(Dr. Prateep Tangmatitham)

Chairman of the Board of Director

Supalai Public Company Limited

Auditor's Report

Supalai Public Company Limited and its subsidiaries
Report and consolidated and separate financial statements
31 December 2025

Independent Auditor's Report
To the Shareholders of Supalai Public Company Limited

Opinion

I have audited the accompanying consolidated financial statements of Supalai Public Company Limited and its subsidiaries (the Group), which comprise the consolidated statement of financial position as at 31 December 2025, and the related consolidated statements of income, comprehensive income, changes in shareholders' equity and cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information, and have also audited the separate financial statements of Supalai Public Company Limited for the same period (collectively "the financial statements").

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Supalai Public Company Limited and its subsidiaries and of Supalai Public Company Limited as at 31 December 2025, their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards.

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Group in accordance with the *Code of Ethics for Professional Accountants including Independence Standards* issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that are relevant to my audit of the financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key Audit Matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial statements of the current period. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

I have fulfilled the responsibilities described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report, including in relation to these matters. Accordingly, my audit included the performance of procedures designed to respond to my assessment of the risks of material misstatement of the financial statements. The results of my audit procedures, including the procedures performed to address the matters below, provide the basis for my audit opinion on the accompanying financial statements as a whole.

Key audit matter and how audit procedures respond for each matter are described below.

Revenue recognition from sales of real estate

The amount of revenue from sales of real estate is highly significant. In addition, the Group has variety of sales conditions. Recording of revenue recognition and presentation in the financial statements in accordance with the Thai Financial Reporting Standards are important as they directly affect the operating results which are interested by the users of the financial statements.

I assessed and tested the effectiveness of the Group's internal controls relating to the revenue cycle, on a sampling basis, examined sale transactions during the year and supporting documents such as sales contracts and ownership transfer documents etc., expanded the audit scope of sale transactions near the end of the reporting period with respect to the accuracy and timing of revenue recognition. I also performed analytical procedures on disaggregated data, including reconciliation of sales to cash receipts, to detect possible irregularities in sale transactions throughout the period, particularly accounting entries made through journal vouchers.

Other Information

Management is responsible for the other information. The other information comprise the information included in annual report of the Group, but does not include the financial statements and my auditor's report thereon. The annual report of the Group is expected to be made available to me after the date of this auditor's report.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated.

When I read the annual report of the Group, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance for correction of the misstatement.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Thai Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Thai Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Thai Standards on Auditing, I exercise professional judgement and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the consolidated financial statements. I am responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. I remain solely responsible for my audit opinion.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

I am responsible for the audit resulting in this independent auditor's report.

Krongkaew Limkittikul
Certified Public Accountant (Thailand) No. 5874

EY Office Limited
Bangkok: 24 February 2026

Financial Statements

Supalai Public Company Limited and its subsidiaries

Statement of financial position

As at 31 December 2025

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
Assets					
Current assets					
Cash and cash equivalents		3,788,204,622	5,123,148,575	791,597,452	711,847,379
Trade and other current receivables		47,818,563	110,698,226	43,133,772	100,659,733
Short-term loans to subsidiaries and interest receivable	*6*	-	-	1,054,648,454	575,529,321
Property development costs	*7*	77,447,596,833	74,641,337,227	69,542,502,582	67,163,079,594
Deposits for land purchase		244,899,027	527,495,621	244,899,027	216,333,182
Advance payment for construction materials		33,344,285	57,366,268	33,344,285	57,366,268
Current portion of cost to obtain contracts with customers		42,302,440	59,710,942	19,931,781	37,673,366
Other current financial assets	*8*	213,502,996	229,776,542	-	-
Other current assets		552,247,443	502,032,249	494,033,142	433,657,683
Total current assets		82,369,916,209	81,251,565,650	72,224,090,495	69,296,146,526
Non-current assets					
Long-term loans to related parties and interest receivable	*6*	5,053,491,011	3,546,006,521	-	-
Other non-current financial assets	*8*	1,852,605,502	3,295,165,264	1,350,252,607	2,772,987,163
Advance payment for investment		-	-	-	759,349,500
Investments in subsidiaries	*9*	-	-	17,323,357,367	14,214,603,153
Investments in joint ventures	*10*	5,710,641,452	2,790,043,446	-	-
Investments in associates	*11*	668,775,823	548,849,082	172,200,000	-
Investment properties	*12*	2,624,456,864	3,824,751,849	2,352,675,500	3,528,705,805
Property, building and equipment	*13*	510,859,800	526,752,153	355,781,470	382,091,271
Goodwill		36,208,945	38,170,061	-	-
Intangible assets	*14*	108,900,522	81,295,481	100,831,772	72,096,276
Deferred tax assets	*25*	305,784,462	288,870,998	212,898,166	205,487,893
Cost to obtain contracts with customers, net of current portion		7,134,404	3,857,801	7,134,404	3,857,801
Other non-current assets		36,103,056	35,735,786	34,362,770	32,613,315
Total non-current assets		16,914,961,841	14,979,498,442	21,909,494,056	21,971,792,177
Total assets		99,284,878,050	96,231,064,092	94,133,584,551	91,267,938,703

The accompanying notes are an integral part of the financial statements.

Supalai Public Company Limited and its subsidiaries

Statement of financial position (continued)

As at 31 December 2025

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
Liabilities and shareholders' equity					
Current liabilities					
Bills of exchange payable	*15*	6,163,034,064	4,960,756,122	6,163,034,064	4,960,756,122
Trade and other current payables	*16*	3,075,141,148	3,693,180,138	2,666,623,659	3,444,586,657
Current portion of borrowings:					
- Long-term loans from banks	*17*	9,960,957,254	11,878,098,886	9,808,081,354	11,499,351,031
- Debentures	*18*	9,121,925,687	9,416,981,679	9,121,925,687	9,416,981,679
Income tax payable		526,917,062	1,147,112,023	377,390,396	897,726,955
Deposits and advances received from customers		884,598,316	930,321,140	828,909,552	878,210,245
Retention guarantees		892,388,689	930,742,708	834,956,367	870,815,669
Other current liabilities		381,868,008	410,458,029	357,809,478	372,871,744
Total current liabilities		31,006,830,228	33,367,650,725	30,158,730,557	32,341,300,102
Non-current liabilities					
Net of current portion of borrowings:					
- Long-term loans from banks	*17*	-	36,305,439	-	-
- Debentures	*18*	12,742,011,523	7,894,545,119	12,742,011,523	7,894,545,119
Non-current provision for employee benefits	*19*	272,134,456	273,706,369	243,672,829	245,528,283
Deferred tax liabilities	*25*	220,003,448	186,543,626	-	-
Other non-current liabilities		258,144,910	251,970,252	246,226,112	241,780,878
Total non-current liabilities		13,492,294,337	8,643,070,805	13,231,910,464	8,381,854,280
Total liabilities		44,499,124,565	42,010,721,530	43,390,641,021	40,723,154,382

The accompanying notes are an integral part of the financial statements.

Supalai Public Company Limited and its subsidiaries

Statement of financial position (continued)

As at 31 December 2025

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
Shareholders' equity					
Share capital					
Registered					
1,955,666,261 ordinary shares of Baht 1 each		1,955,666,261	1,955,666,261	1,955,666,261	1,955,666,261
Issued and fully paid-up					
1,953,054,030 ordinary shares of Baht 1 each		1,953,054,030	1,953,054,030	1,953,054,030	1,953,054,030
Share premium		1,498,995,415	1,498,995,415	1,498,995,415	1,498,995,415
Surplus on change in ownership interests of subsidiaries		29,622,600	29,622,600	-	-
Treasury share premium		61,466,231	61,466,231	-	-
Retained earnings					
Appropriated					
Statutory reserve	*20*	214,569,156	214,569,156	214,569,156	214,569,156
Treasury stock reserve	*21*	957,816,300	-	957,816,300	-
Unappropriated		52,564,525,005	51,992,095,888	47,134,500,832	47,040,805,214
Treasury stocks	*21*	(957,816,300)	-	(957,816,300)	-
Other components of shareholders' equity		(2,593,981,278)	(2,574,157,330)	(58,175,903)	(162,639,494)
Equity attributable to owners of the Company		53,728,251,159	53,175,645,990	50,742,943,530	50,544,784,321
Non-controlling interests of the subsidiaries		1,057,502,326	1,044,696,572	-	-
Total shareholders' equity		54,785,753,485	54,220,342,562	50,742,943,530	50,544,784,321
Total liabilities and shareholders' equity		99,284,878,050	96,231,064,092	94,133,584,551	91,267,938,703

The accompanying notes are an integral part of the financial statements.

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Directors

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Supalai Public Company Limited and its subsidiaries

Income statement

For the year ended 31 December 2025

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
Revenues					
Revenue from sales of real estate		23,713,621,879	30,816,648,954	20,289,242,125	25,821,620,838
Revenue from rental and services		410,702,510	377,775,150	252,676,383	220,772,101
Other income	*23*	647,833,659	790,278,680	968,975,348	1,056,031,837
Total revenues		24,772,158,048	31,984,702,784	21,510,893,856	27,098,424,776
Expenses					
Cost of real estate sales		15,566,762,265	19,184,055,742	13,015,424,734	15,612,636,511
Cost of rental and services		286,478,165	247,208,715	157,202,426	125,415,093
Selling expenses		1,700,178,226	1,993,606,296	1,579,318,990	1,853,116,233
Administrative expenses		2,103,857,248	2,308,039,245	1,769,380,541	1,953,226,400
Total expenses		19,657,275,904	23,732,909,998	16,521,326,691	19,544,394,237
Profit from operating activities		5,114,882,144	8,251,792,786	4,989,567,165	7,554,030,539
Share of profit from investments in joint ventures and associates	*10, 11*	730,397,567	393,716,789	-	-
Finance cost		(724,551,229)	(708,504,388)	(716,221,127)	(698,742,696)
Profit before income tax expenses		5,120,728,482	7,937,005,187	4,273,346,038	6,855,287,843
Income tax expenses	*25*	(1,057,295,780)	(1,665,354,740)	(736,756,808)	(1,278,538,843)
Profit for the year		4,063,432,702	6,271,650,447	3,536,589,230	5,576,749,000
Profit attributable to:					
Equity holders of the Company		4,015,029,965	6,189,538,962	3,536,589,230	5,576,749,000
Non-controlling interests of the subsidiaries		48,402,737	82,111,485		
		4,063,432,702	6,271,650,447		
Earnings per share	*26*				
Basic earnings per share					
Profit attributable to equity holders of the Company		2.09	3.17	1.84	2.86

The accompanying notes are an integral part of the financial statements.

Supalai Public Company Limited and its subsidiaries

Statement of comprehensive income

For the year ended 31 December 2025

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Profit for the year	4,063,432,702	6,271,650,447	3,536,589,230	5,576,749,000
Other comprehensive income:				
Other comprehensive income to be reclassified				
to profit or loss in subsequent periods:				
Exchange differences on translation of financial statements				
in foreign currency	(101,011,995)	(1,509,230,772)	-	-
Other comprehensive income to be reclassified to				
profit or loss in subsequent periods - net of income tax	(101,011,995)	(1,509,230,772)	-	-
Other comprehensive income not to be reclassified				
to profit or loss in subsequent periods				
Remeasurement gain on defined benefit plans				
- net of income tax	17,689,884	-	17,397,120	-
Gain on changes in value of equity investments				
designated at fair value through other comprehensive income				
- net of income tax	272,705,826	650,410,972	302,548,401	767,768,409
Other comprehensive income not to be reclassified to				
profit or loss in subsequent periods - net of income tax	290,395,710	650,410,972	319,945,521	767,768,409
Other comprehensive income for the year	189,383,715	(858,819,800)	319,945,521	767,768,409
Total comprehensive income for the year	4,252,816,417	5,412,830,647	3,856,534,751	6,344,517,409
Total comprehensive income attributable to:				
Equity holders of the Company	4,210,980,711	5,335,518,047	3,856,534,751	6,344,517,409
Non-controlling interests of the subsidiaries	41,835,706	77,312,600		
	4,252,816,417	5,412,830,647		

The accompanying notes are an integral part of the financial statements.

Supalai Public Company Limited and its subsidiaries

Statement of changes in shareholders' equity

For the year ended 31 December 2025

(Unit: Baht)

	Consolidated financial statements											
	Equity attributable to shareholders of the Company											
					Retained earnings							
					Appropriated							
	Issued and fully paid-up share capital	Share premium	Surplus on change in ownership interests of subsidiaries	Treasury share premium	Statutory reserve	Treasury stock reserve	Unappropriated	Treasury stocks	Total other components of shareholders' equity	Total equity attributable to owners of the Company	Equity attributable to non-controlling interests of the subsidiaries	Total shareholders' equity
Balance as at 1 January 2024	1,953,054,030	1,498,995,415	28,704,883	61,466,231	214,569,156	-	47,400,215,809	-	(681,879,259)	50,475,126,265	989,578,985	51,464,705,250
Profit for the year	-	-	-	-	-	-	6,189,538,962	-	-	6,189,538,962	82,111,485	6,271,650,447
Other comprehensive income for the year	-	-	-	-	-	-	-	-	(854,020,915)	(854,020,915)	(4,798,885)	(858,819,800)
Total comprehensive income for the year	-	-	-	-	-	-	6,189,538,962	-	(854,020,915)	5,335,518,047	77,312,600	5,412,830,647
Dividend paid (Note 29)	-	-	-	-	-	-	(2,635,916,039)	-	-	(2,635,916,039)	-	(2,635,916,039)
Surplus on investments in subsidiaries arising as a result of purchase the investment in subsidiary on price less than the net book value at the purchase date	-	-	917,717	-	-	-	-	-	-	917,717	(5,735,017)	(4,817,300)
Dividend paid to non-controlling interest of subsidiaries	-	-	-	-	-	-	-	-	-	-	(16,459,996)	(16,459,996)
Transfer of fair value reserve to retained earnings (Note 8)	-	-	-	-	-	-	1,038,257,156	-	(1,038,257,156)	-	-	-
Balance as at 31 December 2024	1,953,054,030	1,498,995,415	29,622,600	61,466,231	214,569,156	-	51,992,095,888	-	(2,574,157,330)	53,175,645,990	1,044,696,572	54,220,342,562
Balance as at 1 January 2025	1,953,054,030	1,498,995,415	29,622,600	61,466,231	214,569,156	-	51,992,095,888	-	(2,574,157,330)	53,175,645,990	1,044,696,572	54,220,342,562
Profit for the year	-	-	-	-	-	-	4,015,029,965	-	-	4,015,029,965	48,402,737	4,063,432,702
Other comprehensive income for the year	-	-	-	-	-	-	17,689,884	-	178,260,862	195,950,746	(6,567,031)	189,383,715
Total comprehensive income for the year	-	-	-	-	-	-	4,032,719,849	-	178,260,862	4,210,980,711	41,835,706	4,252,816,417
Treasury stocks (Note 21)	-	-	-	-	-	957,816,300	(957,816,300)	(957,816,300)	-	(957,816,300)	-	(957,816,300)
Dividend paid (Note 29)	-	-	-	-	-	-	(2,700,559,242)	-	-	(2,700,559,242)	-	(2,700,559,242)
Subsidiaries paid dividend to non-controlling interests of subsidiaries	-	-	-	-	-	-	-	-	-	-	(29,029,952)	(29,029,952)
Transfer of fair value reserve to retained earnings (Note 8)	-	-	-	-	-	-	198,084,810	-	(198,084,810)	-	-	-
Balance as at 31 December 2025	1,953,054,030	1,498,995,415	29,622,600	61,466,231	214,569,156	957,816,300	52,564,525,005	(957,816,300)	(2,593,981,278)	53,728,251,159	1,057,502,326	54,785,753,485

The accompanying notes are an integral part of the financial statements.

Supalai Public Company Limited and its subsidiaries

Statement of changes in shareholders' equity (continued)

For the year ended 31 December 2025

Details of other components of shareholders' equity

(Unit: Baht)

	Consolidated financial statements		
	Equity attributable to shareholders of the Company		
	Other components of shareholders' equity		
	Other comprehensive income		
	Exchange differences on translation of financial statements in foreign currency	Fair value reserve of financial assets at fair value through other comprehensive income - net of income tax	Total other components of shareholders' equity
Balance as at 1 January 2024	(537,772,985)	(144,106,274)	(681,879,259)
Profit for the year	-	-	-
Other comprehensive income for the year	(1,509,230,772)	655,209,857	(854,020,915)
Total comprehensive income for the year	(1,509,230,772)	655,209,857	(854,020,915)
Transfer of fair value reserve to retained earnings (Note 8)	-	(1,038,257,156)	(1,038,257,156)
Balance as at 31 December 2024	(2,047,003,757)	(527,153,573)	(2,574,157,330)
Balance as at 1 January 2025	(2,047,003,757)	(527,153,573)	(2,574,157,330)
Profit for the year	-	-	-
Other comprehensive income for the year	(101,011,995)	279,272,857	178,260,862
Total comprehensive income for the year	(101,011,995)	279,272,857	178,260,862
Transfer of fair value reserve to retained earnings (Note 8)	-	(198,084,810)	(198,084,810)
Balance as at 31 December 2025	(2,148,015,752)	(445,965,526)	(2,593,981,278)

The accompanying notes are an integral part of the financial statements.

Supalai Public Company Limited and its subsidiaries

Statement of changes in shareholders' equity (continued)

For the year ended 31 December 2025

(Unit: Baht)

	Separate financial statements							
							Other components of shareholders' equity	
							Other comprehensive income	
			Retained earnings				Fair value reserve of financial assets at	
			Appropriated					
	Issued and fully paid-up share capital	Share premium	Statutory reserve	Treasury stock reserve	Unappropriated	Treasury stocks	fair value through other comprehensive income - net of income tax	Total shareholders' equity
Balance as at 1 January 2024	1,953,054,030	1,498,995,415	214,569,156	-	43,063,392,767	-	106,171,583	46,836,182,951
Profit for the year	-	-	-	-	5,576,749,000	-	-	5,576,749,000
Other comprehensive income for the year	-	-	-	-	-	-	767,768,409	767,768,409
Total comprehensive income for the year	-	-	-	-	5,576,749,000	-	767,768,409	6,344,517,409
Dividend paid (Note 29)	-	-	-	-	(2,635,916,039)	-	-	(2,635,916,039)
Transfer of fair value reserve to retained earnings (Note 8)	-	-	-	-	1,036,579,486	-	(1,036,579,486)	-
Balance as at 31 December 2024	1,953,054,030	1,498,995,415	214,569,156	-	47,040,805,214	-	(162,639,494)	50,544,784,321
Balance as at 1 January 2025	1,953,054,030	1,498,995,415	214,569,156	-	47,040,805,214	-	(162,639,494)	50,544,784,321
Profit for the year	-	-	-	-	3,536,589,230	-	-	3,536,589,230
Other comprehensive income for the year	-	-	-	-	17,397,120	-	302,548,401	319,945,521
Total comprehensive income for the year	-	-	-	-	3,553,986,350	-	302,548,401	3,856,534,751
Treasury stocks (Note 21)	-	-	-	957,816,300	(957,816,300)	(957,816,300)	-	(957,816,300)
Dividend paid (Note 29)	-	-	-	-	(2,700,559,242)	-	-	(2,700,559,242)
Transfer of fair value reserve to retained earnings (Note 8)	-	-	-	-	198,084,810	-	(198,084,810)	-
Balance as at 31 December 2025	1,953,054,030	1,498,995,415	214,569,156	957,816,300	47,134,500,832	(957,816,300)	(58,175,903)	50,742,943,530

The accompanying notes are an integral part of the financial statements.

Supalai Public Company Limited and its subsidiaries

Cash flow statement

For the year ended 31 December 2025

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Cash flows from operating activities				
Profit before tax	5,120,728,482	7,937,005,187	4,273,346,038	6,855,287,843
Adjustments to reconcile profit before tax to net cash provided by				
(paid from) operating activities:				
Decrease in property development costs from transferring to				
cost of real estate	15,475,437,456	19,066,518,832	12,943,287,433	15,539,660,321
Amortisation of costs to obtain contracts with customers	206,551,312	291,428,021	206,551,312	291,428,021
Depreciation and amortisation	213,290,308	203,100,260	167,655,078	143,883,502
Reversal of allowance for impairment of real estate development project costs	(989,604)	-	(989,604)	-
Impairment loss on financial asset	18,051,655	-	18,051,655	-
Share of profit from investments in joint ventures and associates	(730,397,567)	(393,716,789)	-	-
Gain on sales of land and equipment	(540,900)	(9,119,675)	(96,295)	(8,409,937)
Gain on sales of investment property	-	(37,978,240)	-	(37,978,240)
Provisions for housing juristic person fund contribution	7,644,608	28,341,131	5,915,184	29,500,000
Provision for long-term employee benefits	28,504,112	26,835,383	25,550,080	23,891,500
Unrealised loss on exchange	12,580,515	1,198,443	12,580,515	1,198,443
Dividend income	(44,066,103)	(130,384,887)	(823,274,159)	(775,002,649)
Finance income	(453,283,627)	(369,593,467)	(22,375,768)	(22,084,192)
Finance cost	724,551,229	708,504,388	716,221,127	698,742,696
Profit from operating activities before				
changes in operating assets and liabilities	20,578,061,876	27,322,138,587	17,522,422,596	22,740,117,308
Operating assets decrease (increase)				
Trade and other current receivables	3,267,407	(11,452,194)	(2,086,296)	79,483,954
Property development costs	(16,897,597,877)	(24,725,048,399)	(13,946,062,977)	(22,311,297,040)
Other current assets	259,457,939	71,021,838	(70,647,788)	119,645,566
Costs to obtain contracts with customers	(192,446,901)	(277,982,795)	(192,086,330)	(278,783,521)
Other non-current assets	1,593,846	45,849,527	(1,749,455)	(2,794,474)
Operating liabilities increase (decrease)				
Trade and other current payables	(579,638,774)	(276,351,497)	(739,524,146)	(176,345,667)
Deposits and advances received from customers	(45,722,824)	(515,710,600)	(49,300,692)	(494,685,718)
Other current liabilities	(66,966,133)	(29,617,821)	(50,721,163)	76,141,399
Other non-current liabilities	(1,469,950)	(2,442,658)	(1,469,953)	(2,442,658)
Cash flows from (used in) operating activities	3,058,538,609	1,600,403,988	2,468,773,796	(250,960,851)
Cash paid for long-term employee benefits	(8,484,740)	(2,762,386)	(5,659,133)	(1,741,166)
Cash paid for interest expenses	(457,476,318)	(594,076,696)	(439,748,562)	(573,260,388)
Cash paid for corporate income tax	(1,739,514,691)	(1,690,738,962)	(1,344,490,019)	(1,352,127,300)
Net cash flows from (used in) operating activities	853,062,860	(687,174,056)	678,876,082	(2,178,089,705)

The accompanying notes are an integral part of the financial statements.

Supalai Public Company Limited and its subsidiaries

Cash flow statement (continued)

For the year ended 31 December 2025

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Cash flows from investing activities				
Increase in short-term loans to subsidiaries	-	-	(479,100,000)	(294,400,000)
Cash paid for long-term loans to joint ventures and associates	(2,992,792,345)	(2,529,799,391)	-	-
Cash receipt from long-term loans to joint ventures and associates	1,823,456,322	196,300,493	-	-
Purchase of other financial assets	(2,539,207,146)	(6,191,806,603)	(2,515,921,575)	(6,178,678,930)
Proceeds from sales of other financial assets	4,322,446,852	8,020,209,832	4,322,446,854	7,836,049,985
Increase in advance payment for investment	-	-	-	(759,349,500)
Increase in investments in subsidiaries	-	-	(2,349,404,714)	(2,880,849,950)
Increase in investments in joint ventures and associate	(2,671,635,473)	(2,048,815,526)	(172,200,000)	-
Acquisitions of investment properties	(34,339,201)	(113,752,967)	(35,201,628)	(115,953,798)
Acquisitions of property, building and equipment	(63,338,834)	(109,103,549)	(31,899,007)	(65,111,175)
Acquisitions of intangible assets	(43,727,141)	(20,119,871)	(43,518,374)	(19,373,371)
Proceeds from sales of land and equipment	696,792	11,163,722	165,128	9,182,068
Proceeds from sales of investment properties	-	41,058,838	-	41,058,838
Interest received	55,306,796	249,178,130	22,356,635	22,078,805
Dividend received	406,431,910	344,665,416	829,002,626	912,593,023
Net cash flows used in investing activities	(1,736,701,468)	(2,150,821,476)	(453,274,055)	(1,492,754,005)
Cash flows from financing activities				
Cash receipt from bills of exchange payable	10,705,000,000	10,845,000,000	10,705,000,000	10,845,000,000
Cash paid for repayment of bills of exchange payable	(9,525,000,000)	(10,845,000,000)	(9,525,000,000)	(10,845,000,000)
Cash receipt from long-term loans from banks	74,744,885,299	52,034,317,951	73,476,881,800	51,344,212,512
Cash paid for repayment of long-term loans from banks	(76,698,285,316)	(48,642,891,373)	(75,168,151,477)	(48,092,373,903)
Proceeds from issuance of debentures	13,823,993,670	10,459,112,170	13,823,993,670	10,459,112,170
Cash paid for settlement of debentures	(9,800,000,000)	(7,220,000,000)	(9,800,000,000)	(7,220,000,000)
Acquisition of non-controlling interests of the subsidiaries	-	(4,817,300)	-	-
Dividend paid	(2,700,759,647)	(2,635,935,634)	(2,700,759,647)	(2,635,935,634)
Subsidiaries paid dividend for non-controlling interest of the subsidiaries	(28,930,516)	(16,413,600)	-	-
Cash paid for treasury stocks	(957,816,300)	-	(957,816,300)	-
Net cash flows from (used in) financing activities	(436,912,810)	3,973,372,214	(145,851,954)	3,855,015,145
Translation adjustments	(14,392,535)	(723,146,619)	-	-
Net increase (decrease) in cash and cash equivalents	(1,334,943,953)	412,230,063	79,750,073	184,171,435
Cash and cash equivalents at beginning of year	5,123,148,575	4,710,918,512	711,847,379	527,675,944
Cash and cash equivalents at end of year	3,788,204,622	5,123,148,575	791,597,452	711,847,379

The accompanying notes are an integral part of the financial statements.

Notes to the Financial Statements

Supalai Public Company Limited and its subsidiaries
Notes to financial statements
For the year ended 31 December 2025

1. General information

Supalai Public Company Limited ("the Company") is a public company incorporated and domiciled in Thailand. The Company is principally engaged in property development. The registered office of the Company is at 1011 Supalai Grand Tower, Rama 3 Road, Chongnonsri, Yannawa, Bangkok.

2. Basis of preparation

2.1 The financial statements have been prepared in accordance with Thai Financial Reporting Standards enunciated under the Accounting Profession Act B.E. 2547 and their presentation has been made in compliance with the stipulations of the Notification of the Department of Business Development, issued under the Accounting Act B.E. 2543.

The financial statements in Thai language are the official statutory financial statements of the Company. The financial statements in English language have been translated from the Thai language financial statements.

The financial statements have been prepared on a historical cost basis except where otherwise disclosed in the accounting policies.

2.2 Basis of consolidation

a) The consolidated financial statements include the financial statements of Supalai Public Company Limited ("the Company") and the following subsidiary companies ("the subsidiaries") (collectively as "the Group"):

Company's name	Nature of business	Country of incorporation	Percentage of shareholding	
			2025 (Percent)	2024 (Percent)
Investments in subsidiaries (held by the Company)				
Supalai Northeast Company Limited	Property development	Thailand	99	99
Phuket Estate Company Limited	Hotel and property development	Thailand	82	82
Haadyai Nakarin Company Limited	Property development	Thailand	57	57
Supalai Property Management Company Limited	Hotel management and property development	Thailand	100	100
Supalai Philippines Incorporate	Investment in securities	Philippines	100	100
Supalai Singapore Holdings Pte. Ltd.	Holdings company	Singapore	100	100

Company's name	Nature of business	Country of incorporation	Percentage of shareholding	
			2025	2024
			(Percent)	(Percent)
Investment in subsidiary (held by Supalai Singapore Holdings Pte. Ltd.)				
Supalai Australia Holdings Pty Ltd	Holdings company	Australia	100	100
Investments in subsidiaries (held by Supalai Australia Holdings Pty Ltd)				
Supalai Rippleside Development Pty Ltd	Holdings company	Australia	100	100
Supalai Officer Development Pty Ltd	Holdings company	Australia	100	100
Supalai Greenvale Development Pty Ltd	Holdings company	Australia	100	100
Investment in subsidiary (held by Supalai Rippleside Development Pty Ltd)				
Balmoral Quay Pty Ltd	Property development	Australia	100	100

b) The Company is deemed to have control over an investee or subsidiaries if it has rights, or is exposed, to variable returns from its involvement with the investee, and it has the ability to direct the activities that affect the amount of its returns.

c) Subsidiaries are fully consolidated, being the date on which the Company obtains control, and continue to be consolidated until the date when such control ceases.

d) The financial statements of the subsidiaries are prepared using the same significant accounting policies as the Company.

e) The assets and liabilities in the financial statements of overseas subsidiaries are translated to Baht using the exchange rate prevailing on the end of reporting period, and revenues and expenses translated using monthly average exchange rates. The resulting differences are shown under the caption of "Exchange differences on translation of financial statements in foreign currency" in the statement of changes in shareholders' equity.

f) Material balances and transactions between the Group have been eliminated from the consolidated financial statements.

g) Non-controlling interests represent the portion of profit or loss and net assets of the subsidiaries that are not held by the Company and are presented separately in the consolidated profit or loss and within equity in the consolidated statement of financial position.

2.3 The separate financial statements present investments in subsidiaries and associates under the cost method.

2.4 The Group has interests in joint operations which are joint arrangements whereby subsidiaries have rights to assets and obligations relating to the joint arrangements. The Group recognises assets, liabilities, revenues and expenses in relation to its interest in the following joint operations in the consolidated and separate financial statements of subsidiaries from the date that joint control commences until the date that joint control ceases.

Company's name	Nature of business	Country of incorporation	Percentage of shareholding	
			2025	2024
			(Percent)	(Percent)
Peet No 119 Pty Ltd	Property development	Australia	50	50
AW BidCo 1 Pty Limited & Supalai Australia Holdings Pty Ltd	Property development	Australia	50	50
Mirvac McCormacks Road Pty Limited & Supalai Australia Holdings Pty Ltd	Property development	Australia	50	50

3. New financial reporting standards

3.1 Financial reporting standards that became effective in the current year

During the year, the Group has adopted the revised financial reporting standards which are effective for fiscal years beginning on or after 1 January 2025. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The adoption of these financial reporting standards does not have any significant impact on the Group's financial statements.

3.2 Financial reporting standards that will become effective for fiscal years beginning on or after 1 January 2026

The Federation of Accounting Professions issued a number of revised financial reporting standards, which are effective for fiscal years beginning on or after 1 January 2026. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The management of the Group believes that adoption of these amendments will not have any significant impact on the Group's financial statements.

4. Accounting policies

4.1 Revenue and expense recognition

a) Revenue from sales of real estate

Revenue from sales of real estate is recognised at the point in time when control of the real estate is transferred to the customer, generally upon transfer of the legal ownership. Revenue from sales of real estate is measured at the amount of the consideration received after deducting discounts and considerations payable to the customer. The terms of payment are in accordance with the payment schedule specified in the customer contract. Considerations received before transferring control of the real estate to the customer are presented under the caption of “Deposits and advances received from customers” in the statement of financial position.

b) Revenue from rental and services

Rental income is recognised as revenue on straight-line basis over the period of the lease.

Service revenue is recognised at a point in time upon completion of the service.

c) Interest income

Interest income is calculated using the effective interest method and recognised on an accrual basis. The effective interest rate is applied to the gross carrying amount of a financial asset, unless the financial assets subsequently become credit-impaired when it is applied to the net carrying amount of the financial asset (net of the expected credit loss allowance).

d) Dividends

Dividends are recognised when the right to receive the dividends is established.

e) Cost of real estate sales

In determining the costs of land and houses sold and cost of residential condominium units sold, the anticipated total development costs (taking into account actual costs incurred to date) are attributed to land and houses and residential condominium units on the basis of the saleable area.

Cost of real estate sales includes cost of other goods, such as furniture and fixtures, that are considered part of the house or residential condominium unit and transferred to a customer in accordance with the contract.

Selling expenses directly associated with projects, such as specific business tax and transfer fees, are recognised as expenses when the sale occurs.

f) Finance cost

Interest expense from financial liabilities at amortised cost is calculated using the effective interest method and recognised on an accrual basis.

4.2 Cash and cash equivalents

Cash and cash equivalents consist of cash in hand and at banks, and all highly liquid investments with an original maturity of three months or less and not subject to withdrawal restrictions.

4.3 Property development costs

Property development costs are stated at the lower of cost and net realisable value. Cost consists of the cost of land, land improvement costs, design fees, utilities, construction costs, capitalised borrowing costs and other related expenses, as well as estimated project development costs.

The Group recognises losses on diminution in value of projects (if any) in profit or loss.

4.4 Cost to obtain contracts with customers

The Group recognises a commission paid to obtain a customer contract as an asset and amortises it to expenses on a systematic basis that is consistent with the pattern of revenue recognition. An impairment loss is recognised to the extent that the carrying amount of an asset recognised exceeds the remaining amount of the consideration that the entity expects to receive less direct costs.

4.5 Investments in subsidiaries, joint ventures and associates

Investments in joint ventures and associates are accounted for in the consolidated financial statements using the equity method.

Investments in subsidiaries and associates are accounted for in the separate financial statements using the cost method and less allowance for loss on impairment (if any).

4.6 Investment properties

Investment properties are measured initially at cost, including transaction costs. Subsequent to the initial recognition, investment properties are stated at cost less accumulated depreciation and allowance for loss on impairment (if any).

Depreciation of investment properties is calculated by reference to their costs on the straight-line basis over estimated useful lives of 5, 20 and 30 years. Depreciation of the investment properties is included in profit or loss.

No depreciation is provided on land and land held for development.

On disposal of investment properties, the difference between the net disposal proceeds and the carrying amount of the asset is recognised in profit or loss in the period when the asset is derecognised.

4.7 Property, building and equipment and depreciation

Land is stated at cost. Buildings and equipment are stated at cost less accumulated depreciation and allowance for loss on impairment of assets (if any).

Depreciation of building and equipment is calculated by reference to their costs on the straight-line basis over the following estimated useful lives:

Buildings	20, 30	years
Building improvements and structures	5, 20	years
Machinery and equipment	5	years
Furniture, fixtures and office equipment	3, 5	years
Motor vehicles	5	years

Depreciation is included in profit or loss.

No depreciation is provided on land and land improvements.

An item of property, building and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on disposal of an asset is included in profit or loss when the asset is derecognised.

4.8 Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the respective assets. All other borrowing costs are expensed in the period they are incurred. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

4.9 Intangible asset - computer software

Computer software is initially recognised at cost. Following the initial recognition, computer software is carried at cost less any accumulated amortisation and allowance for loss on impairment of assets (if any).

Computer software is amortised on the straight-line basis over the economic useful live of 10 years and tested for impairment whenever there is an indication that the computer software may be impaired. The amortisation period and the amortisation method of such computer software are reviewed at least at each financial year end. The amortisation expense is charged to profit or loss.

4.10 Goodwill

Goodwill is initially recorded at cost, which equals to the excess of cost of business combination over the fair value of the net assets acquired. If the fair value of the net assets acquired exceeds the cost of business combination, the excess is immediately recognised as gain in profit or loss.

Goodwill is carried at cost less any accumulated impairment losses. Goodwill is tested for impairment annually and when circumstances indicate that the carrying value may be impaired.

For the purpose of impairment testing, goodwill acquired in a business combination is allocated to each of the Group's cash-generating units that are expected to benefit from the synergies of the combination. The Group estimates the recoverable amount of each cash-generating unit to which the goodwill relates. Where the recoverable amount of the cash-generating unit is less than the carrying amount, an impairment loss is recognised in profit or loss. Impairment losses relating to goodwill cannot be reversed in future periods.

4.11 Unamortised costs relating to the issuance of the debentures

Expenses incurred in connection with the debentures issued are capitalised and shown as a deduction from such debentures in the statements of financial position and amortised to interest expenses using the effective interest rate over the term of the debentures.

4.12 Leases

At inception of contract, the Group assesses whether the contract is a lease when the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Group as a lessee

The Group recognises right-of-use assets and lease liabilities for all lease at the date the underlying asset is available for use (the commencement date of the lease). However, the Group recognises rental expenses on a straight-line basis over the lease term not more than 12 months or leases of low-value assets.

The Group as a lessor

A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership of an underlying asset to a lessee. Lease receivables from operating leases is recognised as income in profit or loss on a straight-line basis over the lease term. Initial direct costs incurred in obtaining an operating lease are added to the carrying amount of the underlying assets and recognised as an expense over the lease term on the same basis as the lease income.

4.13 Related party transactions

Related parties comprise individuals or enterprises that control, or are controlled by, the Group, whether directly or indirectly, or which are under common control with the Group.

They also include joint ventures, associates, and individuals or enterprises which directly or indirectly own a voting interest in the Group that gives them significant influence over the Group, key management personnel, directors, and officers with authority in the planning and direction of the Group's operations.

4.14 Foreign currencies

The consolidated and separate financial statements are presented in Baht, which is also the Company's functional currency. Items of each entity included in the consolidated financial statements are measured using the functional currency of that entity.

Transactions in foreign currencies are translated into Baht at the exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated into Baht at the exchange rate ruling at the end of reporting period.

Gains and losses on exchange are included in profit or loss.

4.15 Impairment of non-financial assets

At the end of each reporting period, the Group performs impairment reviews in respect of the property, building and equipment, investment properties and other intangible assets whenever events or changes in circumstances indicate that an asset may be impaired. The Group also carries out annual impairment reviews in respect of goodwill. An impairment loss is recognised when the recoverable amount of an asset, which is the higher of the asset's fair value less costs to sell and its value in use, is less than the carrying amount.

An impairment loss is recognised in profit or loss.

4.16 Employee benefits

Short-term employee benefits

Salaries, wages, bonuses and contributions to the social security fund are recognised as expenses when incurred.

Post-employment benefits

Defined contribution plans

The Group in Thailand and its employees have jointly established a provident fund. The fund is monthly contributed by employees and by the Group. The fund's assets are held in a separate trust fund and the Group's contributions are recognised as expenses when incurred.

Defined benefit plans

The Group has obligations in respect of the severance payments it must make to employees upon retirement under labor law. The Group treats these severance payment obligations as a defined benefit plan.

The obligation under the defined benefit plan is determined by a professionally qualified independent actuary based on actuarial techniques, using the projected unit credit method.

Actuarial gains and losses arising from defined benefit plans are recognised immediately in other comprehensive income.

4.17 Provisions

Provisions are recognised when the Group has a present obligation as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

4.18 Income tax

Income tax expense represents the sum of corporate income tax currently payable and deferred tax.

Current tax

Current income tax is provided in the accounts at the amount expected to be paid to the taxation authorities, based on taxable profits determined in accordance with tax legislation.

Deferred tax

Deferred income tax is provided on temporary differences between the tax bases of assets and liabilities and their carrying amounts at the end of each reporting period, using the tax rates enacted at the end of the reporting period.

The Group recognises deferred tax liabilities for all taxable temporary differences while they recognise deferred tax assets for all deductible temporary differences and tax losses carried forward to the extent that it is probable that future taxable profit will be available against which such deductible temporary differences and tax losses carried forward can be utilised.

At each reporting date, the Group reviews and reduces the carrying amount of deferred tax assets to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised.

The Group records deferred tax directly to shareholders' equity if the tax relates to items that are recorded directly to shareholders' equity.

4.19 Financial instruments

Classification and measurement of financial assets

Financial assets are classified, at initial recognition, as to be subsequently measured at amortised cost, fair value through other comprehensive income (“FVOCI”), or fair value through profit or loss (“FVTPL”). The classification of financial assets at initial recognition is driven by the Group’s business model for managing the financial assets and the contractual cash flows characteristics of the financial assets.

Financial assets at amortised cost

The Group measures financial assets at amortised cost if the financial asset is held in order to collect contractual cash flows. The cash flows are solely payments of principal and interest on the principal amount outstanding complied with the period specified in the contract.

Financial assets at amortised cost are subsequently measured using the effective interest rate (“EIR”) method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

Financial assets designated at FVOCI (equity instruments)

Upon initial recognition, the Group can elect to irrevocably classify its equity investments which are not held for trading as equity instruments designated at FVOCI. The classification is determined on an instrument-by-instrument basis.

Gains and losses recognised in other comprehensive income on these financial assets are never recycled to profit or loss.

Dividends are recognised as other income in profit or loss, except when the dividends clearly represent a recovery of part of the cost of the financial asset, in which case, the gains are recognised in other comprehensive income.

Equity instruments designated at FVOCI are not subject to impairment assessment.

Classification and measurement of financial liabilities

The Group's financial liabilities are initially recognised at fair value net of transaction costs and classified as liabilities to be subsequently measured at amortised cost. In determining amortised cost, the Group takes into account any discounts or premiums on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included in finance costs in profit or loss.

Regular way purchases and sales of financial assets

Regular way purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the marketplace are recognised on the trade date, i.e., the date on which the Group commits to purchase or sell the asset.

Derecognition of financial instruments

A financial asset is primarily derecognised when the rights to receive cash flows from the asset have been expired or have been transferred and either the Group has transferred substantially all the risks and rewards of the asset, or the Group has transferred control of the asset.

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expired. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in profit or loss.

Impairment of financial assets

The Group recognises an allowance for expected credit losses ("ECLs") for all debt instruments. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate.

For trade receivables, the Group applies a simplified approach in calculating ECLs. The Group recognises an allowance for expected credit losses based on lifetime ECLs at each reporting date. It is based on its historical credit loss experience and adjusted for forward-looking factors specific to the debtors and the economic environment.

A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

4.20 Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between buyer and seller (market participants) at the measurement date. The Group applies a quoted market price in an active market to measure their assets and liabilities that are required to be measured at fair value by relevant financial reporting standards. Except in case of no active market of an identical asset or liability or when a quoted market price is not available, the Group measures fair value using valuation technique that are appropriate in the circumstances and maximises the use of relevant observable inputs related to assets and liabilities that are required to be measured at fair value.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy into three levels based on categorise of input to be used in fair value measurement as follows:

Level 1 - Use of quoted market prices in an active market for such assets or liabilities

Level 2 - Use of other observable inputs for such assets or liabilities, whether directly or indirectly

Level 3 - Use of unobservable inputs such as estimates of future cash flows

At the end of each reporting period, the Group determines whether transfers have occurred between levels within the fair value hierarchy for assets and liabilities held at the end of the reporting period that are measured at fair value on a recurring basis.

5. Significant accounting judgements and estimates

The preparation of financial statements in conformity with financial reporting standards at times requires management to make subjective judgements and estimates regarding matters that are inherently uncertain. These judgements and estimates affect reported amounts and disclosures and actual results could differ from these estimates. Significant judgements and estimates are as follows:

Impairment loss of investments in subsidiaries and associates

The Company treats investments in subsidiaries and associates in the separate financial statements as impaired when the management judges that there has been a significant or prolonged decline in the fair value below their costs or where other objective evidence of impairment exists. The determination of what is “significant” or “prolonged” requires judgment.

Property, building and equipment and depreciation

In determining depreciation of building and equipment, the management is required to make estimates of the useful lives and residual values of the building and equipment and to review estimate useful lives and residual values when there are any changes.

In addition, the management is required to review property, building and equipment for impairment on a periodical basis and to record impairment losses when it is determined that their recoverable amount is lower than the carrying amount. This requires judgments regarding forecast of future revenues and expenses relating to the assets subject to the review.

Goodwill

The initial recognition and measurement of goodwill, and subsequent impairment testing, require management to make estimates of cash flows to be generated by the asset or the cash-generating units and to choose a suitable discount rate in order to calculate the present value of those cash flows.

Classification of long-term loans

In classifying the current portion of long-term loans from banks, the management has used judgement to estimate collateral redemptions and loan settlement in accordance with the terms and conditions stipulated in the loan agreements.

Project development costs estimation

In calculating costs of land and houses and residential condominium units sold, the Group has to estimate all project development costs, comprising land and land improvement costs, design and construction costs, public utilities costs, borrowing costs and other related costs. The management estimates these costs based on their experience in the business and revisits the estimations on a periodical basis or when the actual costs incurred significantly vary from the estimated costs.

6. Related party transactions

During the years, the Group had significant business transactions with related parties. Such transactions, which were summarised below, arose in the ordinary course of business and were concluded on commercial terms and bases agreed upon between the Group and those related parties.

(Unit: Million Baht)

	Consolidated financial statements		Separate financial statements		Transfer pricing policy
	2025	2024	2025	2024	
Transactions with subsidiaries					
(eliminated from the consolidated financial statements)					
Rental and service income	-	-	2	1	Contract price
Project management income	-	-	6	6	Contract price
Interest income	-	-	21	19	2.1 - 3.3 percent per annum (2024: 3.1 - 3.8 percent per annum)
Land purchase	-	-	4	-	Contract price
Building management fee	-	-	7	5	Contract price
Transactions with related parties					
Interest income	398	123	-	-	7.3 - 20.0 percent per annum (2024: 7.2 - 20.0 percent per annum)
Purchases of construction materials	122	178	115	158	Close to the purchase price from third parties

As at 31 December 2025 and 2024, the balances of the accounts between the Group and those related parties were as follows:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Balances with subsidiaries				
(eliminated from the consolidated financial statements)				
Trade and other receivables	-	-	10,579	7,520
Trade and other payables - related parties				
(Note 16)				
Durafloor Co., Ltd. (Common director)	21,027	24,839	20,028	23,544

Short-term loans to subsidiaries and interest receivable

As at 31 December 2025 and 2024, the balances of short-term loans and interest receivable between the Company and its subsidiaries and the movements were as follows:

(Unit: Thousand Baht)

	Separate financial statements			
	Balance as at 31 December 2024	Increase during the year	Decrease during the year	Balance as at 31 December 2025
Supalai Northeast Co., Ltd.	479,513	667,729	(228,609)	918,633
Supalai Property Management Co., Ltd	96,016	86,742	(46,743)	136,015
Total	575,529	754,471	(275,352)	1,054,648

Long-term loans to related parties and interest receivables

As at 31 December 2025 and 2024, the balances of long-term loans and interest receivable between the Group and those related companies and the movements were as follows:

(Unit: Thousand Baht)

	Consolidated financial statements			
	Balance as at 31 December 2024	Increase during the year	Decrease during the year	Balance as at 31 December 2025
Joint ventures				
Ballarat Street Development Pty Ltd	53,162	10,613	(63,775)	-
SSRCP Holdco Pty Ltd	2,454,652	2,536,855	(932,030)	4,059,477
Total	2,507,814	2,547,468	(995,805)	4,059,477
Associates				
Peet No. 1895 Pty Ltd	723,472	28,786	(43,285)	708,973
Peet 2018 No. 1 Pty Ltd	219,275	21,909	(45,054)	196,130
Satterley Madora Bay Pty Ltd	8,166	4,776	(12,942)	-
Satterley Dingley Village Pty Ltd	87,280	1,746	(115)	88,911
Total	1,038,193	57,217	(101,396)	994,014
Total long-term loans to related parties and interest receivables	3,546,007	2,604,685	(1,097,201)	5,053,491

Directors and management's benefits

During the years ended 31 December 2025 and 2024, the Group had employee benefit expenses payable to their directors and management as below.

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Short-term employee benefits	144,657	180,272	136,942	167,360
Post-employment benefits	12,409	12,343	11,515	11,471
Total	157,066	192,615	148,457	178,831

7. Property development costs

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Land	7,729,870	5,471,878	7,331,283	5,073,127
Land and construction under development	59,437,162	56,684,687	52,180,466	50,407,746
Developed land and construction	10,284,874	12,490,071	10,033,063	11,685,506
Total	77,451,906	74,646,636	69,544,812	67,166,379
Less Allowance for loss on diminution in project value	(4,309)	(5,299)	(2,309)	(3,299)
Property development costs, net	77,447,597	74,641,337	69,542,503	67,163,080
Net book value which was mortgaged as collateral	28,598,649	31,183,890	26,076,965	28,554,620

During the year, the Group included borrowing costs in property development costs. These were determined by applying capitalisation rates which are the weighted average of the financial charges on total borrowings during the year as follows:

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Borrowing costs included in property development costs (Million Baht)	277	296	268	285
Capitalisation rates (Percent)	1.6 - 3.4	2.8 - 3.6	1.6 - 3.3	2.8 - 3.6

8. Other financial assets

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Debt instruments at amortised cost				
Held-to-maturity private debt securities	161,828	174,229	161,828	174,229
Equity instruments designated at FVOCI				
Unit trusts in mutual funds	259	299	259	299
Equity instruments of listed companies	1,922,073	3,350,414	1,206,218	2,598,459
Total	2,084,160	3,524,942	1,368,305	2,772,987
Less: Allowance for impairment loss	(18,052)	-	(18,052)	-
Total other financial assets - net	2,066,108	3,524,942	1,350,253	2,772,987
Current	213,503	229,777	-	-
Non-current	1,852,605	3,295,165	1,350,253	2,772,987
	2,066,108	3,524,942	1,350,253	2,772,987

The Group considers investments in equity instruments designated at FVOCI to be strategic in nature.

During the year, the Group sold its equity interest and transferred the accumulated gain recognised in other comprehensive income to retained earnings as follows

(Unit: Million Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Fair value as at the date of sale	4,263	8,059	4,263	7,875
Transferred to retained earnings	198	1,038	198	1,037

During the year, the Group received dividends from equity instruments designated at FVOCI as follows:

(Unit: Million Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Instruments remaining as at the reporting date	30	101	1	69
Instruments sold during the year	14	29	14	29

9. Investments in subsidiaries

Details of investments in subsidiaries as presented in the separate financial statements are as follows:

(Unit: Thousand Baht)

Company's name	Paid up capital		Cost		Dividend received during the year	
	2025	2024	2025	2024	2025	2024
	(Million Baht)	(Million Baht)				
Supalai Northeast Co., Ltd.	335	335	331,325	331,325	26,506	-
Phuket Estate Co., Ltd.	169	169	215,292	215,292	-	-
Haadyai Nakarin Co., Ltd.	192	192	184,899	184,899	38,325	21,864
Supalai Property Management Co., Ltd.	745	745	744,705	744,705	-	59,576
Supalai Philippines Incorporate	900	900	432,328	432,328	12,982	25,843
	(Million PHP)					
Supalai Singapore Holdings Pte. Ltd.	602	479	15,447,808	12,339,054	730,342	569,304
	(Million SGD)					
Total			17,356,357	14,247,603	808,155	676,587
Less Allowance for impairment loss on investment			(33,000)	(33,000)		
Investments in subsidiaries - net			17,323,357	14,214,603		

9.1 Haadyai Nakarin Co., Ltd. ("HN")

On 19 March 2025, the Annual General Meeting of HN passed resolutions approving dividend payments from retained earnings and operating results for 2024 of Baht 3.50 per share, totaling Baht 38 million. HN made payment of such dividend in April 2025.

9.2 Supalai Northeast Co., Ltd. ("SPN")

On 22 March 2025, the Annual General Meeting of SPN passed resolutions approving dividend payments from retained earnings and operating results for 2024 of Baht 0.40 per share, totaling Baht 27 million. SPN made payment of such dividend in June 2025.

9.3 Supalai Singapore Holdings Pte. Ltd. ("SSH")

Increase of registered share capital

On 10 December 2024, 10 January 2025, 29 April 2025 and 7 August 2025, the meetings of SSH's Board of Directors passed resolutions approving the increase in its registered share capital totaling Baht 3,109 million from the existing registered capital of Baht 12,339 million to Baht 15,448 million. The additional capital will be utilised for investment in property development projects in Australia. During the current year, the Company already paid for the additional capital in the same proportion as the original shareholding of 100 percent. SSH registered the increase in its capital with a government agency in Singapore in January, March, June and September 2025, respectively.

Dividend payment

On 30 June 2025, the Annual General Meeting of SSH passed resolutions approving annual dividend payments for the year 2024 of Baht 1.28 per share, amounting to approximately Baht 730 million. SSH paid the dividend in August 2025.

9.4 Supalai Philippines Incorporate ("SPI")

Dividend payment

On 21 July 2025, the Annual General Meeting of SPI passed resolution approving annual dividend payments for the year 2024 amounting to approximately Baht 13 million. SPI paid dividend in December 2025.

10. Investments in joint ventures

10.1 Details of investments in joint ventures

Investments in joint ventures represent investments in property development entities which are incorporated in Australia. They are jointly controlled by the Group and other companies. Details of these investments are as follows:

(Unit: Thousand Baht)

	Consolidated financial statements			
			Carrying amounts	
Joint ventures	Shareholding percentage		based on equity method	
	2025	2024	2025	2024
	(%)	(%)		
The Satterley Officer Joint Venture	25	25	9,875	41,520
The Satterley Greenvale Joint Venture	25	25	183,533	187,740
Fyansford Development Pty Ltd	50	50	348,014	355,776
Ballarat Street Development Pty Ltd	50	50	93,966	114,365
SSRCP Holdco Pty Ltd	50	50	5,075,253	2,090,642
Total			5,710,641	2,790,043

10.2 Share of comprehensive income and dividend received

During the year, the Group recognised its share of comprehensive income and dividend received from investments in joint ventures in the consolidated financial statements as follows:

(Unit: Thousand Baht)

Joint ventures	Consolidated financial statements					
	Share of profit (loss) from investments in joint ventures during the year		Exchange differences on translation of financial statements in foreign currency		Dividend received during the year	
	2025	2024	2025	2024	2025	2024
The Satterley Officer Joint Venture	10,729	17,854	(7)	(4,885)	(42,367)	(71,290)
The Satterley Greenvale Joint Venture	27,806	(6,765)	(238)	(20,259)	(31,775)	-
Fyansford Development Pty Ltd	19,166	17,061	(449)	(37,993)	(26,479)	-
Ballarat Street Development Pty Ltd	5,436	177,213	(119)	(10,941)	(25,823)	-
SSRCP Holdco Pty Ltd	488,706	71,613	(3,424)	(6,455)	-	-
Total	551,843	276,976	(4,237)	(80,533)	(126,444)	(71,290)

10.3 Summarised financial information of joint ventures

Summarised information of financial position

(Unit: Million Baht)

	As at 31 December									
	The Satterley Officer Joint Venture		The Satterley Greenvale Development Joint Venture		Fyansford Development Pty Ltd		Ballarat Street Development Pty Ltd		SSRCP Holdco Pty Ltd	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
Current assets	48	257	723	745	1,276	1,268	77	12	31,394	29,480
Non-current assets	-	1	13	13	-	-	111	269	1,365	-
Current liabilities	(9)	(91)	(1)	(7)	(581)	(556)	-	(53)	(22,588)	(25,290)
Net assets	39	167	735	751	695	712	188	228	10,171	4,190
Shareholding percentage (%)	25	25	25	25	50	50	50	50	50	50
Carrying amounts of joint ventures based on equity method	10	42	184	188	348	356	94	114	5,075	2,091

Summarised information of comprehensive income

(Unit: Million Baht)

	For the year ended 31 December									
	The Satterley Officer Joint Venture		The Satterley Greenvale Development Joint Venture		Fyansford Development Pty Ltd		Ballarat Street Development Pty Ltd		SSRCP Holdco Pty Ltd	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
Revenue	430	627	283	1	236	321	195	1,780	15,355	836
Profit (loss)	43	71	111	(27)	38	34	11	354	979	144
Other comprehensive income	-	(20)	(1)	(81)	(1)	(76)	-	(22)	(7)	(13)
Total comprehensive income	43	51	110	(108)	37	(42)	11	332	972	131

11. Investments in associates

11.1 Details of investments in associates

Investments in associates represent investments in property development entities which are incorporated in Australia. Details of these investments are as follows:

(Unit: Thousand Baht)

Company's name	Consolidated financial statements				Separate financial statement	
	Shareholding percentage		Carrying amounts based on equity method		Carrying amount based on cost method	
	2025	2024	2025	2024	2025	2024
	(%)	(%)				
Peet No. 1895 Pty Ltd	50	50	352,731	402,366	-	-
Satterley Narangba Pty Ltd	17	17	51,083	52,018	-	-
Peet 2018 No. 1 Pty Ltd	19	19	34,926	19,630	-	-
Satterley Madora Bay Pty Ltd	11	11	46,529	56,186	-	-
Satterley Dingley Village Pty Ltd	19	19	12,798	18,649	-	-
SEA Estate Co., Ltd	41	-	170,709	-	172,200	-
Total			668,776	548,849	172,200	-

On 8 July 2025, the Board of Directors' Meeting No. 7/2025 of the Company passed a resolution approving the Company's joint investment in an associate, SEA Estate Company Limited ("SEA"), which is a company incorporated in Thailand and is engaged in the construction of factory buildings and warehouses for rent. In August 2025, the Company entered into a joint investment agreement with two other investors and SEA was subsequently registered. The Company holds a 41 percent equity interest in SEA, which has a total registered share capital of Baht 1,200 million (comprising 12,000,000 ordinary shares with a par value of Baht 100 each). In December 2025, SEA made a call for 35 percent of its share capital, and the Company paid Baht 172 million for the shares in proportion to its shareholding.

11.2 Share of comprehensive income and dividend received

During the year, the Group recognised its share of comprehensive income and dividend received from investments in associates in the consolidated financial statements as follows:

(Unit: Thousand Baht)

Associates	Consolidated financial statements					
	Share of profit (loss) from investments in associates during the year		Exchange differences on translation of financial statements in foreign currency		Dividend received during the year	
	2025	2024	2025	2024	2025	2024
Peet No. 1895 Pty Ltd	72,373	40,653	(447)	(40,500)	(121,561)	-
Satterley Narangba Pty Ltd	20,673	24,411	(66)	(5,685)	(21,542)	(35,509)
Peet 2018 No. 1 Pty Ltd	15,344	1,834	(48)	(2,098)	-	-
Satterley Madora Bay Pty Ltd	77,491	54,989	(59)	(6,133)	(87,089)	(65,956)
Satterley Dingley Village Pty Ltd	(5,835)	(5,146)	(16)	464	-	-
SEA Estate Co., Ltd	(1,491)	-	-	-	-	-
Total	178,555	116,741	(636)	(53,952)	(230,192)	(101,465)

11.3 Summarised financial information of associates

Summarised information of financial position

(Unit: Million Baht)

	As at 31 December											
	Peet No. 1895 Pty Ltd		Satterley Narangba Pty Ltd		Peet 2018 No. 1 Pty Ltd		Satterley Madora Bay Pty Ltd		Satterley Dingley Village Pty Ltd		SEA Estate Co., Ltd	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
Current assets	56	61	303	353	1,608	1,740	668	1,069	4,502	4,238	137	-
Non-current assets	2,802	2,979	3	3	144	139	36	15	-	-	283	-
Current liabilities	(1,790)	(1,890)	-	(38)	(1,382)	(1,637)	(266)	(555)	(4,421)	(4,115)	(3)	-
Non-current liabilities	(363)	(348)	(5)	(10)	(182)	(136)	(19)	(23)	(15)	(25)	-	-
Net assets	705	802	301	308	188	106	419	506	66	98	417	-
Shareholding percentage (%)	50	50	17	17	19	19	11	11	19	19	41	-
Carrying amounts of associates based on equity method	353	402	51	52	35	20	46	56	13	19	171	-

Summarised information of comprehensive income

(Unit: Million Baht)

	For the year ended 31 December											
	Peet No. 1895 Pty Ltd		Satterley Narangba Pty Ltd		Peet 2018 No. 1 Pty Ltd		Satterley Madora Bay Pty Ltd		Satterley Dingley Village Pty Ltd		SEA Estate Co., Ltd	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
Revenue	881	653	644	749	1,036	480	2,214	1,966	1	1,539	-	-
Profit (loss)	145	81	122	144	83	10	697	495	(30)	(27)	(4)	-
Other comprehensive income	(1)	(81)	-	(34)	-	(11)	(1)	(55)	-	2	-	-
Total comprehensive income	144	-	122	110	83	(1)	696	440	(30)	(25)	(4)	-

12. Investment properties

The net book value of investment properties as at 31 December 2025 and 2024 is presented below.

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Cost	3,576,700	4,676,825	3,071,309	4,170,490
Less Accumulated depreciation	(952,243)	(852,073)	(718,633)	(641,784)
Net book value	2,624,457	3,824,752	2,352,676	3,528,706

A reconciliation of the net book value of investment properties for the years 2025 and 2024 is presented below.

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Net book value at beginning of year	3,824,752	1,071,733	3,528,706	728,933
Acquisition of assets during the year	34,339	113,753	35,202	115,954
Disposals	-	(3,081)	-	(3,081)
Transfer from property development costs	475,072	2,759,494	475,072	2,759,494
Transfer to property development costs - net book value	(1,591,572)	-	(1,591,572)	-
Depreciation charged	(118,094)	(113,339)	(94,732)	(72,594)
Translation adjustment	(40)	(3,808)	-	-
Net book value at end of year	2,624,457	3,824,752	2,352,676	3,528,706

The fair value of the investment properties as at 31 December 2025 and 2024 is stated below.

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Land, building and office building for rent	6,636,223	5,171,423	5,983,116	4,495,202

The fair value of the above investment properties has been determined by an accredited independent valuer and has been determined based on the income approach for land, building and office building for rent. Key assumptions used in the valuation include yield rate, inflation rate, long-term vacancy rate and long-term growth in real rental rates.

A subsidiary company has mortgaged its investment properties with net book value amounting to approximately Baht 30 million (2024: Baht 31 million) as collateral for overdrafts and bank guarantees.

13. Property, building and equipment

(Unit: Thousand Baht)

	Consolidated financial statements							
	Land and land improvement	Building	Building improvements and structures	Machinery and equipment	Furniture, fixtures and office equipment	Motor vehicles	Assets under construction	Total
Cost:								
31 December 2023	113,432	389,157	189,560	112,548	311,879	86,450	-	1,203,026
Additions	1,699	186	24,325	10,484	40,022	22,243	10,145	109,104
Disposals/written-offs	(1,437)	(544)	(545)	(5,068)	(2,210)	(5,748)	-	(15,552)
Transfer from property development costs	21,325	-	84,447	-	-	-	-	105,772
Translation	-	(249)	-	(177)	-	-	-	(426)
31 December 2024	135,019	388,550	297,787	117,787	349,691	102,945	10,145	1,401,924
Accumulated depreciation:								
31 December 2023	-	264,634	139,449	94,973	246,386	61,595	-	807,037
Depreciation for the year	-	14,164	11,486	6,483	31,637	9,887	-	73,657
Disposals/written-offs	-	(89)	(545)	(5,041)	(2,084)	(5,749)	-	(13,508)
Translation	-	(221)	-	(164)	-	-	-	(385)
31 December 2024	-	278,488	150,390	96,251	275,939	65,733	-	866,801
Allowance for impairment loss:								
31 December 2023	8,371	-	-	-	-	-	-	8,371
31 December 2024	8,371	-	-	-	-	-	-	8,371
Net book value:								
31 December 2023	105,061	124,523	50,111	17,575	65,493	24,855	-	387,618
31 December 2024	126,648	110,062	147,397	21,536	73,752	37,212	10,145	526,752
Depreciation for the year								
2024 (Baht 11 million included in cost of rental and services, and the balance in administrative expenses)								73,657

(Unit: Thousand Baht)

	Consolidated financial statements							
	Land and land improvement	Building	Building improvements and structures	Machinery and equipment	Furniture, fixtures and office equipment	Motor vehicles	Assets under construction	Total
Cost:								
31 December 2024	135,019	388,550	297,787	117,787	349,691	102,945	10,145	1,401,924
Additions	-	155	10,300	10,372	15,744	6,960	19,808	63,339
Disposals/written-offs	-	-	(7)	(877)	(5,878)	(2,397)	-	(9,159)
Transfer from (to)	-	4,733	15,415	580	2,864	-	(23,592)	-
Translation	-	(4)	-	(2)	-	-	-	(6)
31 December 2025	135,019	393,434	323,495	127,860	362,421	107,508	6,361	1,456,098
Accumulated depreciation:								
31 December 2024	-	278,488	150,390	96,251	275,939	65,733	-	866,801
Depreciation for the year	-	13,702	14,438	7,693	31,281	11,961	-	79,075
Disposals/written-offs	-	-	(7)	(865)	(5,735)	(2,396)	-	(9,003)
Translation	-	(4)	-	(2)	-	-	-	(6)
31 December 2025	-	292,186	164,821	103,077	301,485	75,298	-	936,867
Allowance for impairment loss:								
31 December 2024	8,371	-	-	-	-	-	-	8,371
31 December 2025	8,371	-	-	-	-	-	-	8,371
Net book value:								
31 December 2024	126,648	110,062	147,397	21,536	73,752	37,212	10,145	526,752
31 December 2025	126,648	101,248	158,674	24,783	60,936	32,210	6,361	510,860
Depreciation for the year								
2025 (Baht 11 million included in cost of rental and services, and the balance in administrative expenses)								79,075

(Unit: Thousand Baht)

	Separate financial statements							
	Land and land improvement	Building	Building improvements and structures	Machinery and equipment	Furniture, fixtures and office equipment	Motor vehicles	Assets under construction	Total
Cost:								
31 December 2023	57,648	205,054	102,266	26,173	263,361	66,034	-	720,536
Additions	1,699	-	62	2,573	33,899	16,733	10,145	65,111
Disposals/written-offs	(671)	-	-	(281)	(1,717)	(4,315)	-	(6,984)
Transfer from property development costs	21,325	-	84,447	-	-	-	-	105,772
31 December 2024	80,001	205,054	186,775	28,465	295,543	78,452	10,145	884,435
Accumulated depreciation:								
31 December 2023	-	118,512	59,843	18,444	203,596	43,286	-	443,681
Depreciation for the year	-	7,080	9,400	2,475	29,085	8,464	-	56,504
Disposals/write-offs	-	-	-	(261)	(1,636)	(4,315)	-	(6,212)
31 December 2024	-	125,592	69,243	20,658	231,045	47,435	-	493,973
Allowance for impairment loss:								
31 December 2023	8,371	-	-	-	-	-	-	8,371
31 December 2024	8,371	-	-	-	-	-	-	8,371
Net book value:								
31 December 2023	49,277	86,542	42,423	7,729	59,765	22,748	-	268,484
31 December 2024	71,630	79,462	117,532	7,807	64,498	31,017	10,145	382,091
Depreciation for the year								
2024 (Baht 2 million included in cost of rental and services, and the balance in administrative expenses)								56,504

(Unit: Thousand Baht)

	Separate financial statements							
	Land and land improvement	Building	Building improvements and structures	Machinery and equipment	Furniture, fixtures and office equipment	Motor vehicles	Assets under construction	Total
Cost:								
31 December 2024	80,001	205,054	186,775	28,465	295,543	78,452	10,145	884,435
Additions	-	-	1,037	2,564	13,618	5,309	9,371	31,899
Disposals/written-offs	-	-	-	(86)	(5,552)	(876)	-	(6,514)
Transfer from (to)	-	-	13,068	-	100	-	(13,168)	-
31 December 2025	80,001	205,054	200,880	30,943	303,709	82,885	6,348	909,820
Accumulated depreciation:								
31 December 2024	-	125,592	69,243	20,658	231,045	47,435	-	493,973
Depreciation for the year	-	6,785	10,369	2,732	28,142	10,112	-	58,140
Disposals/write-offs	-	-	-	(84)	(5,485)	(876)	-	(6,445)
31 December 2025	-	132,377	79,612	23,306	253,702	56,671	-	545,668
Allowance for impairment loss:								
31 December 2024	8,371	-	-	-	-	-	-	8,371
31 December 2025	8,371	-	-	-	-	-	-	8,371
Net book value:								
31 December 2024	71,630	79,462	117,532	7,807	64,498	31,017	10,145	382,091
31 December 2025	71,630	72,677	121,268	7,637	50,007	26,214	6,348	355,781
Depreciation for the year								
2025 (Baht 2 million included in cost of rental and services, and the balance in administrative expenses)								58,140

As at 31 December 2025 and 2024, certain items of building and equipment of the Group which had been fully depreciated but were still in use, were summarised below.

(Unit: Million Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
The gross carrying amount before deducting accumulated depreciation and allowance for impairment loss	539	501	309	275

A subsidiary company has mortgaged its property with net book value amounting to approximately Baht 1 million with bank as collateral of bank overdrafts.

14. Intangible asset - computer software

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Computer software - cost	213,515	169,788	198,226	154,708
Less Accumulated amortisation	(104,614)	(88,493)	(97,394)	(82,612)
Net book value	108,901	81,295	100,832	72,096

A reconciliation of the net book value of intangible asset for the years 2025 and 2024 is presented below.

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Net book value at beginning of year	81,295	77,279	72,096	67,509
Acquisition of computer software	43,727	20,120	43,518	19,373
Disposals/written-offs	-	(574)	-	(574)
Amortisation	(16,121)	(15,530)	(14,782)	(14,212)
Net book value at end of year	108,901	81,295	100,832	72,096

15. Bills of exchange payable

Movements of the bills of exchange payable account for the years ended 31 December 2025 and 2024 are summarised below.

(Unit: Thousand Baht)

	Consolidated / Separate financial statements	
	2025	2024
Balance at beginning of year	4,960,756	4,968,488
Add Issuance of bills of exchange	10,705,000	10,845,000
Less Repayment	(9,525,000)	(10,845,000)
Add Amortisation of prepaid interest expenses	153,042	135,397
Less Prepaid interest expenses	(130,764)	(143,129)
Balance at end of year	6,163,034	4,960,756

As at 31 December 2025, short-term unsecured bills of exchange were subject to interest rates ranging from 1.55 to 2.47 percent per annum (2024: 2.69 to 2.80 percent). They will mature within May 2026.

16. Trade and other current payables

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Trade payables				
Related parties (Note 6)	21,027	24,839	20,028	23,544
Unrelated parties	2,504,977	3,031,258	2,354,109	2,920,060
Other current payables	128,589	157,369	83,007	154,704
Accrued expenses	420,548	479,714	209,480	346,279
Total trade and other current payables	3,075,141	3,693,180	2,666,624	3,444,587

17. Long-term loans from banks

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Long-term loans from banks	9,960,957	11,914,404	9,808,081	11,499,351
Less Current portion	(9,960,957)	(11,878,099)	(9,808,081)	(11,499,351)
Long-term loans from banks, net	-	36,305	-	-

Movements in the long-term loan account during the years ended 31 December 2025 and 2024 are summarised below.

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Balance at beginning of year	11,914,404	8,522,978	11,499,351	8,247,512
Add Additional borrowings	74,744,885	52,034,318	73,476,882	51,344,213
Less Repayment	(76,698,285)	(48,642,892)	(75,168,152)	(48,092,374)
Translation adjustment	(47)	-	-	-
Balance at end of year	9,960,957	11,914,404	9,808,081	11,499,351
Long-term credit facilities which have not yet been drawn down	17,963,764	15,199,062	16,698,739	13,937,097

These loans carry interest at fixed interest rates specified in the loan agreements or at the rates based on MLR, MMR, BBSY and BIBOR. Repayment is to be made each time a plot of land or a condominium unit is redeemed from mortgage at 70 percent of the selling price, and not less than the amount stipulated by the banks.

The loans of the Group are secured by the mortgage of project land of the Group, including most present and future structures thereon.

The loan agreements contain covenants and restrictions on the Group, pertaining to matters such as dividend payment and the maintenance of a certain debt to equity ratio.

18. Debentures

The Company issues senior secured debentures. Details of debentures are summarised below:

(Unit: Thousand Baht)

						Consolidated / Separate financial statements					
						31 December 2025			31 December 2024		
Debenture	Term	Date of issue	Maturity date	Par value per unit (Baht)	Interest rate/ Discount rate (Percent per annum)	Current portion	Long-term portion	Total	Current portion	Long-term portion	Total
2/2023-1*	2 years	19 May 2023	19 May 2025	1,000	2.77	-	-	-	1,280,000	-	1,280,000
2/2023-2**	2 years	19 May 2023	19 May 2025	1,000	2.77	-	-	-	120,000	-	120,000
3/2023-2*	2 years	15 August 2023	15 August 2025	1,000	3.13	-	-	-	1,200,000	-	1,200,000
3/2023-3**	2 years	15 August 2023	15 August 2025	1,000	3.13	-	-	-	1,200,000	-	1,200,000
4/2023*	2 years	22 September 2023	22 September 2025	1,000	3.30	-	-	-	3,000,000	-	3,000,000
1/2024*	2 years	28 February 2024	27 February 2026	1,000	2.82	3,000,000	-	3,000,000	-	3,000,000	3,000,000
2/2024-1*	1 year	30 April 2024	30 April 2025	1,000	2.84	-	-	-	2,000,000	-	2,000,000
2/2024-2*	2 years	30 April 2024	30 April 2026	1,000	3.00	1,000,000	-	1,000,000	-	1,000,000	1,000,000
3/2024-1*	1 year 3 months	6 August 2024	6 November 2025	1,000	2.91	-	-	-	1,000,000	-	1,000,000
3/2024-2*	2 years	6 August 2024	6 August 2026	1,000	2.96	4,000,000	-	4,000,000	-	4,000,000	4,000,000
1/2025*	1 year	20 March 2025	20 March 2026	1,000	2.45	1,500,000	-	1,500,000	-	-	-
1/2025-1*	2 years	20 March 2025	20 March 2027	1,000	2.49	-	3,000,000	3,000,000	-	-	-
1/2025-2*	3 years	20 March 2025	20 March 2028	1,000	2.60	-	1,500,000	1,500,000	-	-	-
2/2025*	2 years	8 August 2025	6 August 2027	1,000	1.94	-	2,500,000	2,500,000	-	-	-
2/2025-1*	3 years	8 August 2025	8 August 2028	1,000	2.07	-	2,000,000	2,000,000	-	-	-

(Unit: Thousand Baht)

Debenture	Term	Date of issue	Maturity date	Par value per unit (Baht)	Interest rate/ Discount rate (Percent per annum)	Consolidated / Separate financial statements					
						31 December 2025			31 December 2024		
						Current portion	Long-term portion	Total	Current portion	Long-term portion	Total
3/2025*	2 years	15 September 2025	15 September 2027	1,000	1.72	-	1,000,000	1,000,000	-	-	-
3/2025-1*	3 years	15 September 2025	15 September 2028	1,000	1.85	-	1,000,000	1,000,000	-	-	-
4/2025*	2 years	4 November 2025	4 November 2027	1,000	1.81	-	1,500,000	1,500,000	-	-	-
4/2025-1*	3 years	4 November 2025	3 November 2028	1,000	1.93	-	500,000	500,000	-	-	-
Total						9,500,000	13,000,000	22,500,000	9,800,000	8,000,000	17,800,000
Less Unamortised costs relating to the issuance of the debentures						(2,236)	(11,230)	(13,466)	(3,886)	(5,974)	(9,860)
Deferred interest expenses						(375,838)	(246,759)	(622,597)	(379,132)	(99,481)	(478,613)
Net balance						9,121,926	12,742,011	21,863,937	9,416,982	7,894,545	17,311,527

*Zero Coupon Bond

**Interest is repayable in semi-annual installments

The debenture agreements contain covenants and restrictions on the Company, pertaining to matters such as the dividend payment and maintenance of a certain debt to equity ratio.

Movements of the debentures for the years ended 31 December 2025 and 2024 are summarised below.

(Unit: Thousand Baht)

		Consolidated / Separate financial statements	
		2025	2024
Balance at beginning of year		17,311,527	13,672,787
Add	Issuance	13,823,994	10,459,112
	Amortisation of deferred debenture issuing costs	11,793	10,567
	Amortisation of deferred interests	532,023	400,456
Less	Redemption	(9,800,000)	(7,220,000)
	Deferred debenture issuing costs	(15,400)	(11,395)
Balance at end of year		21,863,937	17,311,527

19. Provision for employee benefits

Provision for employee benefits, which represents compensation payable to employees after they retire, is as follows:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Provision for employee benefits at beginning of year	273,706	249,633	245,528	223,378
Included in profit and loss:				
Current service cost	21,696	20,095	19,404	17,860
Interest cost	6,808	6,740	6,146	6,031
Included in other comprehensive income:				
Remeasurement loss (gain) arising from				
Demographic assumptions	(15,636)	-	(15,675)	-
Financial assumptions changes	4,089	-	2,781	-
Experience adjustments	(10,044)	-	(8,852)	-
Benefits paid during the year	(8,485)	(2,762)	(5,659)	(1,741)
Provision for employee benefits at end of year	272,134	273,706	243,673	245,528

The Group and the Company expect to pay Baht 38 million and Baht 32 million of long-term employee benefits during the next year (2024: Baht 8 million and Baht 4 million), respectively.

As at 31 December 2025, the weighted average duration of the liabilities for long-term employee benefit of the Group and the Company are 9 years (2024: 9 years).

Significant actuarial assumptions are summarised below:

(Unit: Percent per annum)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Discount rate	2	3	2	3
Salary increase rate	4 - 5	3 - 6	5	6
Turnover rate	0 - 50	0 - 45	0 - 40	0 - 35

The results of sensitivity analysis for significant assumptions that affect the present value of the long-term employee benefit obligation as at 31 December 2025 and 2024 are summarised below:

(Unit: Million Baht)

	31 December 2025			
	Consolidated financial statements		Separate financial statements	
	Increase 0.5%	Decrease 0.5%	Increase 0.5%	Decrease 0.5%
Discount rate	(12)	13	(10)	11
Salary increase rate	12	(11)	11	(10)

(Unit: Million Baht)

	31 December 2024			
	Consolidated financial statements		Separate financial statements	
	Increase 0.5%	Decrease 0.5%	Increase 0.5%	Decrease 0.5%
Discount rate	(11)	12	(10)	11
Salary increase rate	13	(12)	12	(11)

20. Statutory reserve

Pursuant to Section 116 of the Public Limited Companies Act B.E. 2535, the Company is required to set aside to a statutory reserve at least 5 percent of its net profit after deducting accumulated deficit brought forward (if any), until the reserve reaches 10 percent of the registered capital. The statutory reserve is not available for dividend distribution. At present, the statutory reserve has fully been set aside.

21. Treasury stocks

On 13 May 2025, the Company's Board of Directors' meeting No. 5/2025 passed the resolution approving a program for management purposes to repurchase up to 120 million shares (par value of Baht 1 each), or 6.14 percent of the total number of shares in issue. The maximum budget of the program is Baht 2,000 million. The shares are to be repurchased on the Stock Exchange of Thailand from 19 May 2025 to 18 November 2025. The share resales period is determined after 3 months from the completion date of share repurchase but not later than 3 years.

Reconciliation of treasury stocks

	Number of shares	Average price per share	Repurchase amount
	(shares)	(Baht)	(Thousand Baht)
Treasury stocks			
Repurchase during the year	66,599,900	14.38	957,816
Treasury stocks as at 31 December 2025	66,599,900	14.38	957,816

The Company set aside an amount from retained earnings equal to the cost of the treasury shares to a separate reserve account, with such reserve to remain outstanding until either the shares are sold or the paid-up capital is reduced by the cancellation of any remaining unsold shares. As at 31 December 2025, the Company has set aside a reserve of approximately Baht 958 million, presented as "Appropriated retained earnings - treasury stock reserve" in the statement of financial position.

22. Revenue from contracts with customers

22.1 Revenue recognised in relation to contract balances

Revenue recognised during the year that was previously included in the contract liability balance, presented as deposits and advances received from customers in the statement of financial position, is as follows:

(Unit: Million Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Revenue recognised during the year	527	1,020	497	986

22.2 Revenue to be recognised for the remaining performance obligations

As at 31 December 2025, the Group and the Company expected to recognise revenue in the future in respect of their performance obligations under contracts with customers that are unsatisfied totaling Baht 14,817 million and Baht 12,986 million. (2024: Baht 12,304 million and Baht 11,101 million), respectively. The Group and the Company expect to satisfy these performance obligations within 4 years.

23. Other income

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Dividend income	44,066	130,385	823,274	775,003
Interest income	453,284	369,593	22,376	22,084
Other	150,484	290,301	123,325	258,945
Total	647,834	790,279	968,975	1,056,032

24. Expenses by nature

Significant expenses classified by nature are as follows:

(Unit: Million Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Purchase of land and payment of construction during the year	16,936	27,308	14,249	23,585
Changes in property development costs	(2,806)	(3,532)	(2,379)	(5,118)
Salaries and wages and other employee benefits	611	679	492	558
Depreciation and amortisation	213	201	168	143
Advertising and promotion expenses	867	950	825	908
Transfer fee and specific business tax	797	998	751	942

25. Income tax

Income tax expenses for the years ended 31 December 2025 and 2024 are made up as follows:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Current income tax:				
Current income tax charge	1,060,785	1,881,255	774,843	1,336,376
Adjustment in respect of income tax of previous year	(207)	(128)	(211)	(128)
Deferred tax:				
Relating to origination and reversal of temporary differences	(3,282)	(215,772)	(37,875)	(57,709)
Income tax expense reported in profit or loss	1,057,296	1,665,355	736,757	1,278,539

The Group is within the scope of the Pillar Two model rules published by the Organisation for Economic Co-operation and Development (OECD). Accordingly, the Group has applied the mandatory exception requiring that entities shall neither recognise nor disclose information about deferred tax assets and liabilities related to Pillar Two income taxes.

The Group operates in countries where Pillar Two legislation has been enacted and is effective. However, no current tax expense related to Pillar Two income taxes was recognised in 2025 and 2024 because the Group benefits from the “Transitional CbCR Safe Harbour” relief under the Pillar Two legislation.

The amounts of income tax relating to each component of other comprehensive income for the years ended 31 December 2025 and 2024 are as follows:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Deferred tax on actuarial gain	4,318	-	4,349	-
Deferred tax on gain (loss) from the change in value of financial assets measured at FVOCI	15,510	(99,861)	26,116	(67,203)
Total	19,828	(99,861)	30,465	(67,203)

The reconciliation between accounting profit and income tax expenses is shown below.

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Accounting profit before tax	5,120,728	7,937,005	4,273,346	6,855,288
Applicable tax rate (percent)	17, 20, 30	17, 20, 30	20	20
Accounting profit before tax multiplied by income tax rate	1,146,595	1,746,616	854,669	1,371,058
Adjustment in respect of current income tax of previous year	(207)	(128)	(211)	(128)
Effects of:				
Additional taxable income	46,091	43,297	46,029	43,297
Change in value of investment accounted for the equity method	(174,419)	(108,564)	-	-
Exemption of income	(133)	-	(161,631)	(135,317)
Others	39,369	(15,866)	(2,099)	(371)
Total	(89,092)	(81,133)	(117,701)	(92,391)
Income tax expenses reported in income statement	1,057,296	1,665,355	736,757	1,278,539

The components of deferred tax assets and deferred tax liabilities are as follows:

(Unit: Thousand Baht)

	Statement of financial position			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Deferred tax assets				
Allowance for loss on diminution in project value	761	960	462	660
Allowance for financial asset impairment	4,464	854	10,664	7,054
Amortisation of interest expense of debenture	100,617	78,663	100,617	78,663
Provision for contributions for housing estate juristic persons	48,903	47,385	46,683	45,500
Provision for employee benefits	54,427	54,741	48,735	49,106
Unrealised loss on changes in fair value of investments	94,570	110,080	14,544	40,660
Unused tax loss	7,570	9,064	-	-
Others	3,279	3,279	-	-
Total	314,591	305,026	221,705	221,643
Deferred tax liabilities				
Costs to obtain contracts with customers	(5,413)	(8,306)	(5,413)	(8,306)
Unremitted income of foreign entities	(220,003)	(186,466)	-	-
Others	(3,394)	(7,927)	(3,394)	(7,849)
Total	(228,810)	(202,699)	(8,807)	(16,155)
Net deferred tax assets	85,781	102,327	212,898	205,488
Presented in the statements of financial position as follows:				
Deferred tax assets	305,784	288,871	212,898	205,488
Deferred tax liabilities	(220,003)	(186,544)	-	-
Net deferred tax assets	85,781	102,327	212,898	205,488

26. Earnings per share

Basic earnings per share is calculated by dividing profit for the year attributable to equity holders of the Company (excluding other comprehensive income) by the weighted average number of ordinary shares held by external shareholders (excluding the weighted average number of treasury stock during the year).

The following tables set forth the computation of basic earnings per share as follows.

	For the year ended 31 December			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Profit for the year (Thousand Baht)	4,015,030	6,189,539	3,536,589	5,576,749
Weighted average number of ordinary shares (Thousand shares)	1,918,336	1,953,054	1,918,336	1,953,054
Earnings per share (Baht/share)	2.09	3.17	1.84	2.86

27. Segment information

Operating segment information is reported in a manner consistent with the internal reports that are regularly reviewed by the chief operating decision maker in order to make decision about the allocation of resources to the segment and assess its performance.

Transfer prices between business segments are set out in Note 6 to the financial statements.

The following tables present revenue, profit and total assets information regarding the Group's operating segments for the years ended 31 December 2025 and 2024.

(Unit: Million Baht)

	Real estate business		Hotel business and management		Elimination of inter-segment revenue		Consolidation	
	2025	2024	2025	2024	2025	2024	2025	2024
Revenues from external customers	24,002	31,081	122	113	-	-	24,124	31,194
Inter-segment revenues	2	1	10	5	(12)	(6)	-	-
Total revenues	24,004	31,082	132	118	(12)	(6)	24,124	31,194
Cost of sales and services	(15,774)	(19,358)	(94)	(85)	15	12	(15,853)	(19,431)
Selling and administrative expenses	(3,744)	(4,244)	(61)	(57)	-	-	(3,805)	(4,301)
Segment profit (loss)	4,486	7,480	(23)	(24)	3	6	4,466	7,462
Unallocated income and expenses							654	475
Profit before income tax expenses							5,120	7,937
Income tax expenses							(1,057)	(1,665)
Profit for the year							4,063	6,272

(Unit: Million Baht)

	Real estate business		Hotel business and management		Elimination of inter-segment revenue		Consolidation	
	2025	2024	2025	2024	2025	2024	2025	2024
Property development costs	77,463	74,652	45	46	(60)	(57)	77,448	74,641
Investment properties	2,668	3,868	-	-	(44)	(43)	2,624	3,825
Property, building and equipment	364	389	105	96	42	42	511	527
Other assets	56,527	50,562	562	552	(38,387)	(33,876)	18,702	17,238
Total assets	137,022	129,471	712	694	(38,449)	(33,934)	99,285	96,231

Geographical information

Revenue from external customers is based on locations of the customers.

(Unit: Million Baht)

	2025	2024
Revenue from external customers		
Thailand	21,985	27,751
Australia	2,139	3,443
Total	24,124	31,194

Non-current assets other than financial instruments and deferred tax assets are disaggregated based on locations of the assets as follows:

(Unit: Million Baht)

	2025	2024
Non-current assets		
Thailand	3,429	4,440
Australia	6,274	3,409
Total	9,703	7,849

Major customers

The Group has no major customer with revenue of 10 percent or more of an entity's revenues.

28. Provident fund

The Group in Thailand and its employees have jointly established a provident fund in accordance with Provident Fund Act B.E. 2530. Both employees and the Group contribute to the fund monthly at rates of 3 - 10 percent (2024: 2 - 10 percent) of basic salary. The fund, which is managed by Kasikorn Asset Management Company Limited, will be paid to employees upon termination in accordance with the fund rules. The Group and the Company recognise the contributions as expenses for the year 2025 amounting to approximately Baht 42 million and Baht 40 million (2024: Baht 40 million and Baht 38 million), respectively.

29. Dividends

Dividends	Approved by	Total dividends	Dividends per share
		(Thousand Baht)	(Baht)
Final dividends for 2023	Annual General Meeting of the shareholders on 23 April 2024	1,464,117	0.75
Interim dividends for 2024	Board of Directors' meeting on 13 August 2024	1,171,799	0.60
Total dividends for 2024		2,635,916	1.35
Final dividends for 2024	Annual General Meeting of the shareholders on 22 April 2025	1,660,052	0.85
Interim dividends for 2025	Board of Directors' meeting on 13 August 2025	1,040,507	0.55
Total dividends for 2025		2,700,559	1.40

30. Commitments and contingent liabilities

30.1 Capital commitments

As at 31 December 2025 and 2024, the Group had outstanding commitments as follows:

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Capital commitments				
(Million Baht)				
Project construction contracts	6,101	5,809	3,715	3,697
Land purchase contracts	2,262	2,475	2,262	1,859
Uncalled portion of investments in joint ventures and associates				
(Million AUD)				
Investments in ordinary shares	86	158	-	-
Guarantees (Million Baht)				
Guarantee utility usage	4,724	4,573	4,346	4,291
Guarantee trade creditors	21	21	21	21

30.2 Litigation

As at 31 December 2025, the Group were sued for a total of approximately Baht 127 million in various cases, in respect of breach of contract, cancellation of contract, refund claims and damage claims. The cases are currently being heard by the Appeal and Supreme Courts. However, in the opinion of the Group's lawyers and management believe that the Group will not incur any losses as a result of litigation.

31. Fair values hierarchy

As at 31 December 2025 and 2024, the Group had the assets and liabilities that were measured at fair value or for which fair value was disclosed using different levels of inputs as follows:

(Unit: Million Baht)

	Consolidated financial statements							
	As at 31 December 2025				As at 31 December 2024			
	Level 1	Level 2	Level 3	**Total**	Level 1	Level 2	Level 3	**Total**
Assets measured at fair value								
Financial assets measured at FVOCI								
Equity investments	1,922	1	-	**1,923**	3,350	1	-	**3,351**
Assets for which fair value are disclosed								
Investment properties	-	-	6,636	**6,636**	-	-	5,171	**5,171**
Liabilities for which fair value are disclosed								
Debentures	-	22,060	-	**22,060**	-	17,435	-	**17,435**

(Unit: Million Baht)

	Separate financial statements							
	As at 31 December 2025				As at 31 December 2024			
	Level 1	Level 2	Level 3	**Total**	Level 1	Level 2	Level 3	**Total**
Assets measured at fair value								
Financial assets measured at FVOCI								
Equity investments	1,206	1	-	**1,207**	2,598	1	-	**2,599**
Assets for which fair value are disclosed								
Investment properties	-	-	5,983	**5,983**	-	-	4,495	**4,495**
Liabilities for which fair value are disclosed								
Debentures	-	22,060	-	**22,060**	-	17,435	-	**17,435**

32. Financial instruments

32.1 Financial risk management objectives and policies

The Group's financial instruments principally comprise cash and cash equivalents, trade and other receivables, loans to related parties, investments, short-term loans and long-term loans. The financial risks associated with these financial instruments and how they are managed are described below.

Credit risk

The Group is exposed to credit risk primarily with respect to deposits with banks and financial institutions, trade and other receivables, loans to related parties, and other financial instruments. The maximum exposure to credit risk is limited to the carrying amounts as stated in the statement of financial position. The Group's maximum exposure is noted in the liquidity risk topic.

Market risk

There are two types of market risk comprising foreign currency risk and interest rate risk.

Foreign currency risk

The Group's exposure to the foreign currency risk relates to investments in deposits with banks and financial institutions, equity instruments, private debt securities and equity linked notes that are denominated in foreign currencies.

As at 31 December 2025 and 2024, the balances of financial assets denominated in foreign currencies were summarised below.

Currency	Consolidated / Separate financial statements			
	Financial assets		Average exchange rate	
	2025	2024	2025	2024
	(Million)	(Million)	(Baht per 1 foreign currency unit)	
US dollar	5	5	31.5826	33.9879
Australian dollar	-	15	21.1525	21.1800
Hong Kong dollar	264	528	4.0617	4.3790

The Group has evaluated that the changes in the fair value of monetary assets and liabilities in foreign currencies as at 31 December 2025 and 2024 do not have any significant impact on the Group's profit before tax.

Interest rate risk

The Group's exposure to interest rate risk relates primarily to loans to related parties, long-term loans from banks and debentures. Most of the Group's financial assets and liabilities bear floating interest rates or fixed interest rates which are close to the market rate.

As at 31 December 2025 and 2024, significant financial assets and liabilities classified by type of interest rate are summarised in the table below, with those financial assets and liabilities that carry fixed interest rates further classified based on the maturity date, or the repricing date if this occurs before the maturity date.

(Unit: Million Baht)

	Consolidated financial statements												
	Fixed interest rates												
	Within 1 year		1 - 5 years		Over 5 years		Floating interest rate		Non-interest bearing		Total		Effective interest rate
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	(% per annum)
Financial assets													
Cash and cash equivalents	-	-	-	-	-	-	3,582	4,763	206	360	3,788	5,123	0.04 - 4.25 (2024: 0.40 - 4.75)
Trade and other receivables	-	-	-	-	-	-	-	-	48	111	48	111	-
Long-term loans to related parties	-	-	709	61	4,344	3,485	-	-	-	-	5,053	3,546	Note 6
Other financial assets	-	-	144	174	-	-	-	-	1,922	3,351	2,066	3,525	Note 8
	-	-	853	235	4,344	3,485	3,582	4,763	2,176	3,822	10,955	12,305	
Financial liabilities													
Bills of exchange payable	6,163	4,961	-	-	-	-	-	-	-	-	6,163	4,961	Note 15
Trade and other payables	-	-	-	-	-	-	-	-	3,075	3,693	3,075	3,693	-
Long-term loans from banks	1,100	1,500	-	-	-	-	8,861	10,414	-	-	9,961	11,914	Note 17
Debentures	9,122	9,417	12,742	7,895	-	-	-	-	-	-	21,864	17,312	Note 18
	16,385	15,878	12,742	7,895	-	-	8,861	10,414	3,075	3,693	41,063	37,880	

(Unit: Million Baht)

	Separate financial statements										
	Fixed interest rates										
	Within 1 year		1 - 5 years		Floating interest rate		Non-interest bearing		Total		Effective interest rate
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	(% per annum)
Financial assets											
Cash and cash equivalents	-	-	-	-	595	357	197	355	792	712	0.04 - 0.25 (2024: 0.40 - 0.50)
Trade and other receivables	-	-	-	-	-	-	43	101	43	101	-
Short-term loans to subsidiaries	-	-	-	-	1,055	576	-	-	1,055	576	Note 6
Other financial assets	-	-	144	174	-	-	1,206	2,599	1,350	2,773	Note 8
	-	-	144	174	1,650	933	1,446	3,055	3,240	4,162	
Financial liabilities											
Bills of exchange payable	6,163	4,961	-	-	-	-	-	-	6,163	4,961	Note 15
Trade and other payables	-	-	-	-	-	-	2,667	3,445	2,667	3,445	-
Long-term loans from banks	1,100	1,500	-	-	8,708	9,999	-	-	9,808	11,499	Note 17
Debentures	9,122	9,417	12,742	7,895	-	-	-	-	21,864	17,312	Note 18
	16,385	15,878	12,742	7,895	8,708	9,999	2,667	3,445	40,502	37,217	

The Group has evaluated that the changes in interest rates on that portion of floating rate loans from affected as at 31 December 2025 and 2024 do not have any significant impact on the Group's profit before tax.

Liquidity risk

The Group monitors the risk of a shortage of liquidity through the use of bills of exchange payable, bank loans and issuing debentures. The Group has assessed the concentration of risk with respect to refinancing its debt and concluded that it was low. The Group has access to a sufficient variety of sources of funding.

The below table summarises the maturity profile of the Group's financial liabilities as at 31 December 2025 and 2024 based on contractual undiscounted cash flows:

(Unit: Thousand Baht)

	Consolidated financial statements			
	As at 31 December 2025			
	On demand	Within 1 year	1 - 5 years	Total
Bills of exchange payables	-	6,180,000	-	6,180,000
Trade and other payables	3,075,141	-	-	3,075,141
Long-term loans from banks	-	9,960,957	-	9,960,957
Debentures	-	9,500,000	13,000,000	22,500,000
Total	3,075,141	25,640,957	13,000,000	41,716,098

(Unit: Thousand Baht)

	Consolidated financial statements			
	As at 31 December 2024			
	On demand	Within 1 year	1 - 5 years	Total
Bills of exchange payables	-	5,000,000	-	5,000,000
Trade and other payables	3,693,180	-	-	3,693,180
Long-term loans from banks	-	11,878,099	36,305	11,914,404
Debentures	-	9,800,000	8,000,000	17,800,000
Total	3,693,180	26,678,099	8,036,305	38,407,584

(Unit: Thousand Baht)

	Separate financial statements			
	As at 31 December 2025			
	On demand	Within 1 year	1 - 5 years	Total
Bills of exchange payables	-	6,180,000	-	6,180,000
Trade and other payables	2,666,624	-	-	2,666,624
Long-term loans from banks	-	9,808,081	-	9,808,081
Debentures	-	9,500,000	13,000,000	22,500,000
Total	2,666,624	25,488,081	13,000,000	41,154,705

(Unit: Thousand Baht)

	Separate financial statements			
	As at 31 December 2024			
	On demand	Within 1 year	1 - 5 years	Total
Bills of exchange payables	-	5,000,000	-	5,000,000
Trade and other payables	3,444,587	-	-	3,444,587
Long-term loans from banks	-	11,499,351	-	11,499,351
Debentures	-	9,800,000	8,000,000	17,800,000
Total	3,444,587	26,299,351	8,000,000	37,743,938

32.2 Fair values of financial instruments

Since the majority of the Group's financial instruments are short-term in nature or carrying interest at rates close to the market interest rates, their fair value is not expected to be materially different from the amounts presented in the statement of financial position, except for the following.

(Unit: Million Baht)

	Consolidated / Separate financial statements			
	As at 31 December 2025		As at 31 December 2024	
	Carrying amount	Fair value	Carrying amount	Fair value
Financial liabilities				
Debentures	21,864	22,060	17,312	17,435

The methods and assumptions used by the Group in estimating the fair value of financial statements are as follows:

a) For financial assets and liabilities which have short-term maturity, including cash and cash equivalents, trade and other receivables, short-term loans, bills of exchange payable and trade and other payables, their carrying amounts in the statement of financial position approximate their fair value.

b) For debts securities, their fair value is generally derived from quoted market prices or determined by using the yield curve of government bonds, adjusted with an appropriate risk premium.

c) For equity securities, their fair value is generally derived from quoted market prices.

d) The fair value of long-term loans is estimated by discounting expected future cash flows by the current market interest rate of loans with similar terms and conditions.

e) For long-term loans from banks carrying interest approximate to the market rate, their carrying amounts in the statement of financial position approximate their fair value.

f) For debentures, the fair value is determined by using the yield curve as announced by the Thai Bond Market Association.

During the current year, there was no transfer within the fair value hierarchy.

33. Capital management

The primary objective of the Group's capital management is to ensure that it has appropriate capital structure in order to support its business and maximise shareholder value and it meets financial covenants attached to the loan agreements. The Group has complied with these covenants throughout the reporting periods.

As at 31 December 2025 and 2024, the Group's debt-to-equity ratio, was summarised below.

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Debt-to-equity ratio	0.81:1	0.77:1	0.86:1	0.81:1

34. Events after the reporting period

On 24 February 2026, the Company's Board of Directors' meeting No. 2/2026 passed a resolution to propose for approval at the 2026 Annual General Meeting of the shareholders the payment of a dividend of Baht 1.25 per share from the net profit of the year 2025, or a total of Baht 2,361 million. However, during the year 2025, the Company paid an interim dividend of Baht 0.55 per share, leaving a final dividend payment for the year 2025 of Baht 0.70 per share, or Baht 1,321 million. The resolution will be proposed for approval at the 2026 Annual General meeting of the shareholders.

35. Approval of financial statements

These financial statements were authorised for issue by the Company's Board of Directors on 24 February 2026.

Attachment

Back up attachment

Attachment 1 : Details of directors, executives, controlling persons, the person assigned to take the highest responsibility in Accounting and Finance, the person assigned to take direct responsibility for accounting supervision, the Company's secretary, and the representative for contact and coordination in case of a foreign company

Link to attachment : https://eonemedia.setlink.set.or.th/report/0371/2025/1772848570762.pdf

Attachment 2 : Details of the directors of subsidiaries

Link to attachment : https://eonemedia.setlink.set.or.th/report/0371/2025/1770598829958.pdf

Attachment 3 : Details of the Heads of the Internal Audit and Compliance Units

Link to attachment : https://eonemedia.setlink.set.or.th/report/0371/2025/1768357757166.pdf

Attachment 4 : Assets for business undertaking and details of asset appraisal

Link to attachment : https://eonemedia.setlink.set.or.th/report/0371/2025/1772498140886.pdf

Attachment 5 : Unabridged policy and guidelines on corporate governance and unabridged code of business conduct prepared by the Company

Link to attachment : https://sustainability.supalai.com/en/document/viewer/54

Attachment 6 : Report of the Audit Committee

Link to attachment : https://eonemedia.setlink.set.or.th/report/0371/2025/1768357757170.pdf