

Part 2

# Corporate Governance

# Overview of Corporate Governance Policies and Practices

## Corporate Governance Policy

Corporate Governance (CG) is a relationship structure and practice to foster transparency and accountability of Thoresen Thai Agencies Public Company Limited's Board of Directors (the Board) and executive to build confidence among all groups of stakeholders with underlying objectives to enhance its long-term competitiveness and value to shareholders as well as to achieve a long-term sustainability value creation.

The Board meeting of Thoresen Thai Agencies Public Company Limited (the Company or TTA) on 28 November 2011 established a Corporate Governance Committee (the CGC) to review corporate governance practices and the Code of Business Conduct and to monitor compliance of the practices so that it remains within an ethical framework. The Corporate Governance Policy has been set as a part of the business conduct, and has been reviewed on an annual basis and communicated the Corporate Governance Policy to all employees through the intranet system (Portal) and internal bulletin boards and TTA's official website to clarify and use it as a guideline for all operating in all levels of TTA employees, which strictly abide by such Policy. Furthermore, all new internal policies and measures will be implemented as necessary with the goal in developing and improving the Company's Good Corporate Governance continually.

The Company has operated its business by adhering to the Corporate Governance Policy referring to the Principles of Good Corporate Governance for Listed Companies 2017 (CG Code) by the Securities and Exchange Commission (SEC). The CGC has proposed to review and amend the Corporate Governance Policy of the Company which has been approved by the Board on 12 December 2025. The Company's corporate governance principles are as follows:

- **Rule of law:** Business management and operations shall be in line with relevant laws, charters, regulations, the Board or Shareholders' resolutions.
- **Accountability:** All concerned parties, including the Board and executive must be aware of their duties and responsibilities.
- **Transparency:** Business activities and operations shall be auditable and transparent.
- **Participation:** Recognition of the rights of shareholders and stakeholders to participate in the Company's activities.
- **Value for money:** All investments and resource utilization must meet targeted financial and economic returns.

The main components of the Company's Corporate Governance Policy set in accordance with the guidelines of the SET are as follows:

1. Rights of Shareholders
2. Equitable Treatment of Shareholders
3. Role of Stakeholders
4. Disclosure and Transparency
5. Structure and Responsibilities of the Board

## Policies and Practices Relating to the Board

### 1. BOARD STRUCTURE

The size of the Board complies with Public Company Limited Act. B.E. 2535 and the Company's Articles of Association.

The Board must be comprised of members of capabilities, experiences, transparent work history, morality and responsibility, including a variety of professions and experiences which are beneficial to business operations of the Company, including accounting/finance, management, strategy, law and corporate governance or others without any gender or nationality discrimination. All directors have various duties and responsibilities as specified in the Company's Articles of Association. In conducting the Company's business, a director shall perform his duties with responsibility, due care and loyalty, and shall comply with all laws, the Company's objectives and the Articles of Association, resolutions of the shareholders' meetings as well as the policies and guidelines set forth. Furthermore, the Board should not hold directorship in more than 5 listed companies.

#### 1.1 Nomination of Directors

The Board assigned the Nomination and Remuneration Committee to seek qualified candidates as a director of the Company. The Nomination and Remuneration Committee will search for the candidate when the Company have a vacant position for directors, by recommendation from other directors of the Company, nominated list by shareholder, professional search firm, database of other agencies or other methods as deemed appropriate. The Nomination and Remuneration Committee will consider the profile, age, knowledge, experience, potential, and other factors that may be required of a director of the Company and present opinions to the Board. Moreover, the Company will consider qualified candidate with the suitable qualification, knowledge, expertise, wide

ranges of experiences and professions in accordance with the Company's business to manage the Company's business and achieve its objectives and the set goals, and without possessing any prohibited characteristics as defined by law. The Company has no policy to discriminate gender or nationality for nominated directors.

## 1.2 Independent Director

An independent director is a director who does not manage the Company or any of its subsidiaries, not having affiliations or business relationships with the Company and not being directly associated with major shareholders and controlling persons of the Company, nor having any relationships or circumstances exist which are likely to, or could appear to, interfere with the exercise of his independent business judgement with a view to the best interest of the Company. The qualifications of an independent director are as per the Company's criteria which are in line and more stringent than the criteria set by the Notification of the Capital Market Supervisory Board, regarding the shareholding of the Company, not more than 0.5 percent (not more than 1 percent as stipulated by law) of the total number of shares with voting rights of the Company, parent company, subsidiaries, associated companies, major shareholders, or controlling persons of the Company, including the shareholding of related persons of such independent director.

## 1.3 Term of Directors

### Term of Directorship

The Company's Articles of Association specifies the terms of directorship being in line with Public Company Limited Act. At every Annual General Meeting of Shareholders (AGM), one-third of the directors, or if the number is not a multiple of three, the number nearest to one-third shall retire from office. The directors who have been longer in office shall retire. The term of each director is approximately 3 years. The retired director shall be eligible for re-election.

### Number of Consecutive Terms of Directors

The Company believes that each of its elected directors is a highly qualified individual who is respected for being knowledgeable, moral, and effective. If shareholders show confidence in a director by re-electing him or her, the Board will honour that decision.

The procedure for new director nominations will be conducted by the Nomination and Remuneration

Committee in event that there is the director(s) whose term ended either in due time or before due time. The profile, educational background, working experiences, and specific skills are considered of which must be in line with the Company's business strategy prior to presenting to the Board for further recommend to the shareholders' meeting for the approval. In the event that the Nomination and Remuneration Committee proposes the current director to be re-elected for another term, the performance of that director will also be used for the consideration.

The Company determined the policy that the independent directors shall be in post no longer than 3 consecutive terms except getting an unanimous approval from the Nomination and Remuneration Committee due to his/her contribution to the Company and the Committee ensures that the extra term will not cause or impact to the independence of such director.

In 2025, the Nomination and Remuneration Committee and the Board, excluding the interested directors, had carefully and cautiously considered and were in unanimous view that even though the re-election at the 2025 AGM resulting Mr. Santi Bangor serving the position as an independent director on the Board for more than 9 consecutive years, he is fully qualified to take up the position of independent director in accordance with the criteria of the Company, which is in alignment but more stringent than of the Capital Market Supervisory Board, the Company's Articles of Association and relevant regulations. He also has the knowledge and well understanding of the Company's business, no affiliations or relationships with the Company and is not directly associated with major shareholders or controlling persons of the Company, nor any relationships or circumstances exist which are likely to, or could appear to, interfere with the exercise of his independent business judgment with a view to the best interest of the Company.

### Terms of Directorship in Other Listed Companies of Directors and President & Chief Executive Officer

Each director is allowed to hold directorship in other listed companies, but should not more than 5 listed companies, inclusive of the Company, to ensure the directors' efficiency and sufficient allocation of time to serve on the Company's Board.

In 2025, none of the directors held directorships in listed companies exceeding the number mentioned above. The holding of such directorships also includes

acting as the Company's representative who has been despatched to take up such directorships in those entities in accordance with the Company's shareholding proportion. So that would allow the Company to participate in strategy formulation and monitor the performance of that subsidiary/associated company efficiently.

The Board allows the President & Chief Executive Officer to hold positions in other companies in an unlimited number of companies. Holding a position outside the Company must be subject to the condition that it does not interfere with the performance of duties as director and executive of the Company. The Board may appoint him/her to serve as a director in the Group for the overall benefit of the Company. However, holding such position must not affect the duties and responsibilities carried out.

#### 1.4 The Board Meeting

The Board meeting schedule has been set at least 6 Board meetings on a yearly basis which is planned and formally agreed upon in advance in the fourth quarter, and inform each director before the start of the new financial year. It also clearly outlines the agenda of each meeting i.e., the approval of quarterly and annual financial statements, review and approval of business plans and corporate strategy, and approval of annual budget. Particularly for the Board meetings relating to the approval of quarterly and annual financial statements, it will be scheduled for approval within 45 days from the last day of each quarter and 2 months from the end of the accounting period, respectively. The Company holds the Board meeting at least once every 3 months. The Board may also call for additional special meetings as and when the need arises. Additionally, in the months of no Board meeting, the Board assigned the Executive Committee to convene the meeting to acknowledge the performance of the Company and its subsidiaries, and report the significant resolutions of such meetings to the Board.

The Chairman of the Board presides over these Board meetings and gives approval to the agenda setting together with the independent directors. Each director, executive, and senior management are entitled to propose matters that are beneficial to the Company for discussion in the meetings. Meeting materials will be delivered via email by the company secretary to all directors in advance at least 5 business days prior to the meeting date to allow the directors to have

sufficient time to study the information beforehand. To comply with the Company's Articles of Association, unless urgent matters arise, the meeting notice will be delivered by the company secretary to all directors no less than 7 days prior to the meeting date. The quorum of a Board Meeting requires no less than a half of the total number of directors on the Board. Also, the Chairman affords every director a chance to participate and express his or her opinion freely to ensure that the Board's approval for each transaction will not negatively affect business continuity, financial liquidity, and solvency, as well as allocates sufficient time for them to discuss any significant issues with executives and senior management. A resolution is passed based on majority votes. Each director shall have one vote unless he/she is in anyway interested in any resolution to be made, so he/she shall not be allowed to vote on such resolution. In the cast of a tie, the presiding Chairman shall have a casting vote.

The Board encourages senior management to participate in every Board meeting to report their operating performance directly and any significant matters with regard to the Company's business operation as well as to provide additional information and suggestions to the Board to ensure that closely monitoring of the Company's business operation has been taken. The Board also encourages senior management of the Company and the subsidiaries to participate in the Board meeting to report their financial performance, financial positions, and to monitor their operation in accordance with strategies and annual plans as assigned by the Board for acknowledgement by quarterly basis.

The Board believes in the importance of prudent, impartial and transparent management of conflicts of interest. All information regarding conflicts of interest is fully disclosed. Should any director have an interest in an agenda item, he or she must refrain from partaking in the decision-making process of that particular agenda item by excusing himself/herself of the meeting room and/or abstain his/her votes in order that the directors who have no conflict of interest can express their opinion effectively and cast their vote freely. The company secretary will inform the meeting for the name of directors who has conflict of interest in such agenda.

After every meeting, the company secretary is responsible for completing the minutes, which will be presented for the Board's approval as the first

agenda item of the next meeting and shall be signed by the Chairman of the Board as the Chairman of the meeting. Once being signed, they are approved and are systematically kept with an electronic copy, together with other agenda-accompanying documents, for ease of retrieval and reference purposes.

To align with good corporate governance, in every ordinary Board Meeting, the change of directors and executives holding in TTA security is required to be reported as fixed agenda of the meeting.

#### **Non-Executive Directors' Meeting**

To align with good corporate governance, the Company has set a policy that non-executive directors could have a separate meeting in the absence of the Company's executive at least twice a year or as often as required to discuss any necessary topics. For the convenience, the company secretary performs as the secretary of the meeting.

In 2025, non-executive directors held 2 meetings in the absence of the management on 13 May 2025 and on 13 November 2025 to discuss and clarify ongoing issues from the corporate performance of 2025 and presented to Chief Executive Officer and the Board to take meeting results into consideration for further action.

## **2. SUBCOMMITTEES AND COMPANY SECRETARY**

The Board has appointed 6 subcommittees, namely 1) Audit Committee, 2) Executive Committee, 3) Nomination and Remuneration Committee, 4) Corporate Governance Committee, 5) Risk Management Committee, and 6) Sustainable Development Committee, and company secretary. In addition, the Company has Investment Committee, which is an executive-level committee responsible for considering and screening various investments of the Company.

## **3. BOARD AND SUBCOMMITTEES ASSESSMENT**

### **3.1 Self-Assessment of Board Members on Both as a Group and an Individual Basis**

The Company elaborated self-assessment forms as a group and individual basis for the Board and subcommittees applying the SET's evaluation guideline to suit the characteristics and structure of each committee. For the evaluation process, the Chairman of the Corporate Governance Committee assigned the company secretary to send the self-assessment forms as a group and individual basis to each director. The responses to the form were collected and summarized by the company

secretary prior to presenting annually to the Board for further consideration.

## **4. REMUNERATION POLICY**

### **4.1 Remuneration Policy for Directors**

The Company has set remuneration policy for directors which is composed of monthly fee, meeting attendance fee, and bonus (grant upon the Company's performance). The remuneration is considered from the appropriateness and the Board's assigned duties and responsibilities which was in compliance with the Company's strategy and short-term and long-term goals, including additional remunerations from more work burden of being a member of the subcommittee. The remuneration has been designed to the Company's directors at the similar level and size to the industry compensation of Thai listed companies. It is 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 and transparently to assure the shareholders. The Nomination and Remuneration Committee will determine the fair and reasonable remuneration amount and propose this to the Board prior to obtaining the shareholders' approval.

### **4.2 Remuneration Policy for the President & Chief Executive Officer**

Remuneration policy for the President & Chief Executive Officer is considered from the CEO Performance Evaluation and the Company's key performance indicators (KPI). The President & Chief Executive Officer will be evaluated by the individual Board members, the results will be proposed to the Nomination and Remuneration Committee prior to further consideration and approval from the Board.

### **4.3 Remuneration Policy for the Executives**

Remuneration policy for the executives is considered from the self-assessment (MAX Performance Evaluation) and the KPI of the Company. The self-assessment results and performance will be reported to the President & Chief Executive Officer for consideration and approval.

Remuneration policy for the executives is appropriately determined using transparent and fair criteria as well as considering of duties and responsibilities which are in accordance with the Company's goals and strategies, the KPI of the Company, and the abovementioned self-assessment. The remuneration is set both in short-term and long-term. Short-term remuneration includes salary and bonus. Long-term remuneration includes

provident fund, welfare, other benefits; including life insurance and personal health insurance.

## 5. NEW DIRECTOR ORIENTATION AND DEVELOPMENT OF DIRECTORS AND EXECUTIVES

The Company provides a handbook for directors, which includes a summary of the Company's information, policies, charters, and management structure, useful information for the assumed position, including the Company's basic information such as the Company's objectives, key goals, vision, mission, core values, and Code of Business Conduct. The Company established a Director Introduction Program for new Board member(s) to facilitate their prompt performance of duties; briefings on the Company's policies and key business operations are given to the new Board member(s). Moreover, new Board member(s) will also meet with senior executives of each business unit to understand business of the Company in greater detail.

In addition, the Company encourages directors to attend courses and participate in further learning. The company secretary will arrange for the directors, the President & Chief Executive Officer, and senior executives the seminars and training courses regularly in order to promote skill enhancement and encourage a wider perspective concerning their roles. Details of trainings of the President & Chief Executive Officer and executives can be found in the Details of the Board and Executives.

## 6. SUPERVISION OF SUBSIDIARIES AND ASSOCIATED COMPANIES

The Company has sent representatives of the Company to become a director or executive in subsidiaries and associated companies in proportion to the Company's shareholding to closely monitor the performance of that company. The authority to perform important matters must be approved by the Company's senior executives or the Executive Committee, or the Board, as the case may be, such as setting business strategies and budgets, increasing capital, reducing capital, investing in large projects, change of directors and senior executives, as well as entering into the transaction of acquisition and disposal of assets or entering into a connected transaction which shall be complied with Articles of Association and related laws.

### Policies and Practices Relating to Shareholders and Stakeholders

#### 1. Rights and Equity of Shareholders

The Company is accountable and recognizes the duty to ensure fair treatment to all shareholders. The Company safeguards their rights by complying with all applicable laws and regulations by refraining from committing any act

that may violate or curtail the rights of the shareholders. All shareholders are encouraged to exercise their fundamental rights which include, but not limited to, the rights to buy, sell, or transfer shares, to share in the profit of the Company, to obtain relevant and adequate information on the Company in a timely and regular manner, and to participate and vote in the shareholders' meeting on significant matters such as to elect or remove members of the Board, appoint the auditor, and make decisions on any transactions that affect the Company, such as dividend payment, amendments to the Company's Articles of Association, capital increase or decrease, or the approval of extraordinary transactions. Shareholders are also given ample time to ask questions or give comments on matters that the Board presents or requests for approval at the shareholders' meeting.

In addition to the fundamental rights of the shareholders mentioned above, the Company gives shareholders the opportunity to propose agenda items, nominate a person to be considered for election as the Company's director, and submit questions in advance of the AGM.

The Company also provides convenience and supports for all shareholders and institutional investors by scheduling meeting date, time, and venue conveniently. The meeting venue is easily accessible through public transportation systems and the meeting period is appropriate and sufficient for discussion. The Company informs the shareholders of the date, time, venue, and meeting agendas together with the rationales and opinions of the Board on each agenda via SET channel on the same day on which the Board resolved to call the shareholders' meeting and published via the Company's official website.

#### 2. Prevention of Inside Information Usage

In order to prevent the misuse of confidential and price-sensitive corporate information, the Board approved the Insider Trading Policy on dealing in securities of the Company and its publicly listed subsidiaries which prohibits directors, executives, controlling persons, employees, and contractors of the Company and the Group (as well as their related persons, their close relatives, and juristic persons over whom the aforementioned persons have control), including anyone who has the access to inside information of the Company and the Group trade in any securities or futures or options of the Company and its publicly listed subsidiaries unless the directors, executives, controlling persons, employees, and contractors of the Company and the Group (as well as their related persons, their close relatives, and juristic persons over whom the aforementioned persons have control), including anyone who has the access to inside information of the Company and the Group is sure that he or she does not use material and/or inside

information relevant to the Company and the Group obtained in the course of their duty with the Company and the Group, such as information about a major contract or merger being negotiated, including disclosing such information to others who might use it for trading and/or might pass it along to others who might trade in any securities or derivatives or options of the Company and its publicly listed subsidiaries for the benefit of their own or others.

### 3. Information Disclosure of Interests

Directors and executives are required to submit a report covering his/her interests, his/her related persons' interests and his/her close relatives' interests in relation to management of the Company and its subsidiaries, and update and file with the Company should there be any change in the report, and also submit a report on interests at the end of the year within January of the following year. This information will be filed at the Company for monitoring potential related party or connected transactions. New directors and executives of the Company as defined by Capital Market Supervisory Board shall submit this report to the Company within 7 days after being appointed. In case there are interests changes, directors and executives shall submit a revised report to the Company within 3 business days after changes occurred.

New employees must declare conflict of interest between the employee and the Company or its subsidiaries in the Associate Declaration Form before commencing work, and in cases where it is suspected that there may be an interest or a conflict of interest with the Company or its subsidiaries during work, the employee must inform the supervisor and the Corporate Human Resources Department within 7 days after such action in writing through the Associate Declaration Form. In addition, employees must report conflict of interest between the employee and the Company or its subsidiaries in the MAX Performance Evaluation Form on yearly basis.

Directors, executives, controlling persons, employees, and contractors must refrain from any transactions that may lead to a conflict of interest with the Company and/or its subsidiaries. Any director, executive, controlling persons, employees, and contractors who have conflict of interests will not allow to participate in the decision-making process. In particular, directors who have conflict of interests which

could prevent others from reasonable judgement are prohibited from considering and casting their votes on matters in which they may have a potential conflict of interest with the Company.

### 4. Caring for Stakeholder Rights

The Company realizes that stakeholders are important to the Company's sustainability; therefore, the Company has the policy to take care of all groups of stakeholders according to their rights under relevant laws, including respect for human rights principles and fair treatment of workers. The Company provides communication channels that are suitable for each group of stakeholders, as well as channels for reporting clues or complaints so that stakeholders can communicate with the Company in making suggestions, opinions, complaints, or taking part in the care of the Company's interests.

### 5. Anti-Corruption Efforts

The Company conducts business with strong ethics and responsibility for all concerned parties to set practice guideline related to anti-corruption. The Board has approved the Anti-Corruption Policy and Measures as a written guideline for anti-corruption practices not to demand, accept, pay, and not to do business with individuals and entities involved in corruption, as well as to impose penalties in the event that directors, executives or employees do not comply with such policies and measures, including having a policy to protect whistleblowers or complainants, as well as provide fairness and protection for directors, executives and employees who refuse corruption. The Company communicated such policies and measures to directors, executives, employees, and stakeholders.

The Board Meeting No. 6/2019 held on 30 October 2019 resolved to approve to join Thai Private Sector Collective Action Against Corruption (CAC), announcing the same intentions to follow Thai laws for preventing any forms of corruption. The Company announced its intention with CAC on 8 November 2019, and on 30 September 2021. The Company was certified as a member of CAC with the certification which will be valid for 3 years from the date of the resolution of certification. Later, on 30 September 2024, the Company achieved renewal as certified members of the Thai Private Sector Collective Action Against Corruption for the second consecutive term.

# Significant Changes and Developments in Corporate Governance

## 1. Significant Changes and Developments Relating to the Review of Policies, Practices, and Corporate Governance Systems, or the Board and Subcommittee Charters, in the Past Year

Previously, the Board reviewed the Company's Corporate Governance Policy and revised the Board of Directors Charter and its Code of Business Conduct to be in line with the Principles of Good Corporate Governance, as well as vision, mission, business strategies, business direction, present business situation and also all laws and regulations as appropriated on an annual basis. In 2025, the Board reviewed and resolved on the following matters:

- Revised Corporate Governance Policy to ensure comprehensive and clear details by specifying the Board of Directors' meeting schedule framework
- Annual review and approved the current Code of Business Conduct
- Annual review and approved the current Anti-Corruption Policy and Measures

## 2. Good Corporate Governance Principles for Listed Companies 2017 (CG Code)

Furthermore, the Corporate Governance Committee (CGC) has considered and reviewed the Company's Corporate Governance Policy, in reference to the Principles of Good Corporate Governance for Listed Companies 2012 by the SET and the Corporate Governance Code (CG Code) for Listed Companies 2017 by the Securities and Exchange Commission (SEC), and found that, generally, the Company's Corporate Governance practices are in line with the CG Code. The CGC has also proposed the CG Code's practices for the Board's acknowledgement as well as the Board's role as the Company's governing body as per such practices in order to sustainably increase value for the business, society, and environment, as well as generate the maximum profit for shareholders and benefits for all stakeholders. It can also be a guideline for the Board, executives, and the employees to comply with the relevant laws, rules and regulations.

The Good Corporate Governance Principles for Listed Companies 2017 (CG Code) of the SEC requires regular reviews of corporate governance policies, practices and systems. For continually raising a standard and increasing corporate governance's quality of the Company to be in line with good corporate governance, laws, rules and

regulations currently updated, the Company requires that this policy be reviewed at least once a year. The Board has mandated that the Company follows good corporate governance policy and practices and communicates the Corporate Governance Policy to all employees through e-mail, the intranet system (Portal) and internal bulletin boards.

## 3. Other Practices According to the Principles of Good Corporate Governance

In 2025, the Company focused on creating sustainability for its core business with the strategy of Consolidation & Integration to add value to the Company and all groups of stakeholders.

- Under the Corporate Governance Report of The Listed Companies (CGR) project undertaken by the Thai Institute of Directors Association (IOD) with support from the SET, TTA achieved the "Excellent" level of recognition for corporate governance for 7 consecutive years.
- TTA prepared its 7<sup>th</sup> annual sustainability report using the Global Reporting Initiative (GRI) framework, in compliance with the regulations of the SET. The report outlines the Company's efforts in balancing business goals with creating sustainability and managing its impact on the environment and society.
- The Thai Investors Association (TIA) recognized the TTA Annual General Meeting of Shareholders for the year 2025 (AGM) to be of "Excellent" for achieving a full score on the AGM Quality Assessment for 5 consecutive years.
- TTA is listed as a member of the 2025 ESG Ratings and achieved "AAA" Ratings, improved from "AA" Ratings in 2022, 2023, and 2024.

# Code of Business Conduct



The Company is committed to operating its business in accordance with the principles of good corporate governance by adhering to ethics, managing with transparency, equality, being responsible to stakeholders, creating long-term business values, promoting operational excellence, and being against all forms of corruption. The directors, executives, and employees of the Company will adhere to the guidelines for working as representatives of the Company. The current Code of Business Conduct (CBC) was approved by the Board on 12 December 2025 with the following major contents:

## 1. Non-Discrimination and Respect

The directors, executives, and employees shall promote a diverse work environment, and shall not discriminate or allow discrimination with respect to gender, race, religion, age, disability, sexual orientation, national origin, or any other characteristic protected under the law and must avoid acts that infringe on personal rights.

## 2. Responsibility to Society, Community and Environment

The Group realizes its responsibilities toward society, community, and environment and regards them as its main mission to create projects and activities that are beneficial for sustainable development. Each employee is responsible for providing services and operations in accordance with government standards and the Company's Articles of Association regarding society and environment.

## 3. Safety, Occupational Health and Work Environment

The Group attaches importance to and pays attention to safety, hygiene and work environment of employees and all groups of stakeholders.

## 4. Drug Abuse and Violence

The Group is committed to creating a workplace environment free from the use of harmful drugs as they can affect the performance and productivity of the employees themselves including safety during work.

## 5. Financial Integrity

The Group relies on accounting records to produce reports for the Board, executives, shareholders, creditors, government agencies, and others. All accounting records and reports produced from those records will be kept and presented according to the laws of each applicable jurisdiction. Moreover, the records must accurately and fairly reflect the Group's assets, liabilities, shareholders' equity, revenues, and expenses. All actions and commitments must be taken according to the written delegations of authority.

## 6. Prevention of Conflicts of Interest

Conflict of interest means a situation wherein a person is in a position to derive personal benefit and/or benefit for their friend from actions or decisions or the use of authority in one's position, causing harm to the public interest which

is clearly against the Group's core values and CBC. Each director, executive, and employee is expected to act in the best interests of the Group and to protect the Group's reputation both directly and indirectly from any conflicts. Everyone should pay attention even to cases that appear likely to cause conflict.

#### **7. Gifts and Hospitality**

Employees should refrain from accepting and offering gifts and hospitality to or from suppliers, media, customers, or business contacts, especially government official. Employees can accept and give gifts and hospitality according to the criteria set by the Company.

#### **8. Implementation of Information Technology Systems and Cyber Security Measures**

The Group provides information technology systems to facilitate, increase efficiency, and enhance effectiveness for the work of the whole system, and for proper interoperability, security, compliance with business policy, ability to continuously support the Group's operations, use in accordance with the requirements of the Computer Crime Act and other relevant acts, as well as preventing and/or mitigating the effects of misuse by users, computer network threats, and cyber-attacks, which may cause operational damage to the Group's business.

#### **9. Responsibility for the Group's Assets**

The Group requires executives and employees to use its assets in the most efficient manner to increase business competitiveness and to provide the best service possible to the customers.

#### **10. Non-Use the Group's Insider Information for Wrongful Gains and Keeping Confidential Information**

The Group's records, files, data, and technical details are essential to the success of the Group. Therefore, it must be ensured that the Group's information is always protected.

#### **11. Anti-Corruption**

The Group operates its business with transparency, and auditability, and must strictly comply with the Group's Anti-Corruption Policy and Measures, for the benefit of one's self, family, friends, and acquaintances.

#### **12. Anti-Unfair Competition**

The Group places importance on fair business operations within the framework of law by taking into account ethical business practices, benefits of customers and suppliers, and fairness in competition with other business operators within the framework of competition law.

## **Code of Conduct towards Stakeholders**

The Board believes in conducting businesses with integrity and transparency as well as having roles and responsibilities toward society by recognizing the rights of all stakeholders of the Group, internal or external. The Board has set the practices toward shareholders, employees, customers, suppliers, creditors, business partners, competitors, society, community and environment for directors, executives, and employees in the CBC to ensure transparency and fairness to various groups of stakeholders.

In 2025, the Company organized training sessions on the CBC for directors and executives on 12 December 2025, and for employees on 12 January 2026 to acknowledge and comply, with a total attendance of 100, 100, and 100 percent respectively. The training was also made available through the Company's Portal and website.

In order to promote compliance with the CBC, the Company provides training on the CBC for all directors, executives and employees on an annual basis to ensure that they understand the good practices and would strictly perform duties that adhere to the CBC. The CBC training is also included as part of the orientation for new employees who must sign an acknowledgement and would adhere to the CBC in performing duties for the best interests of the Company. The Company has published CBC both Thai and English versions on the Company's website under the topic of "Corporate Governance" for shareholders, investors and other interested parties in the general public able to access information conveniently.

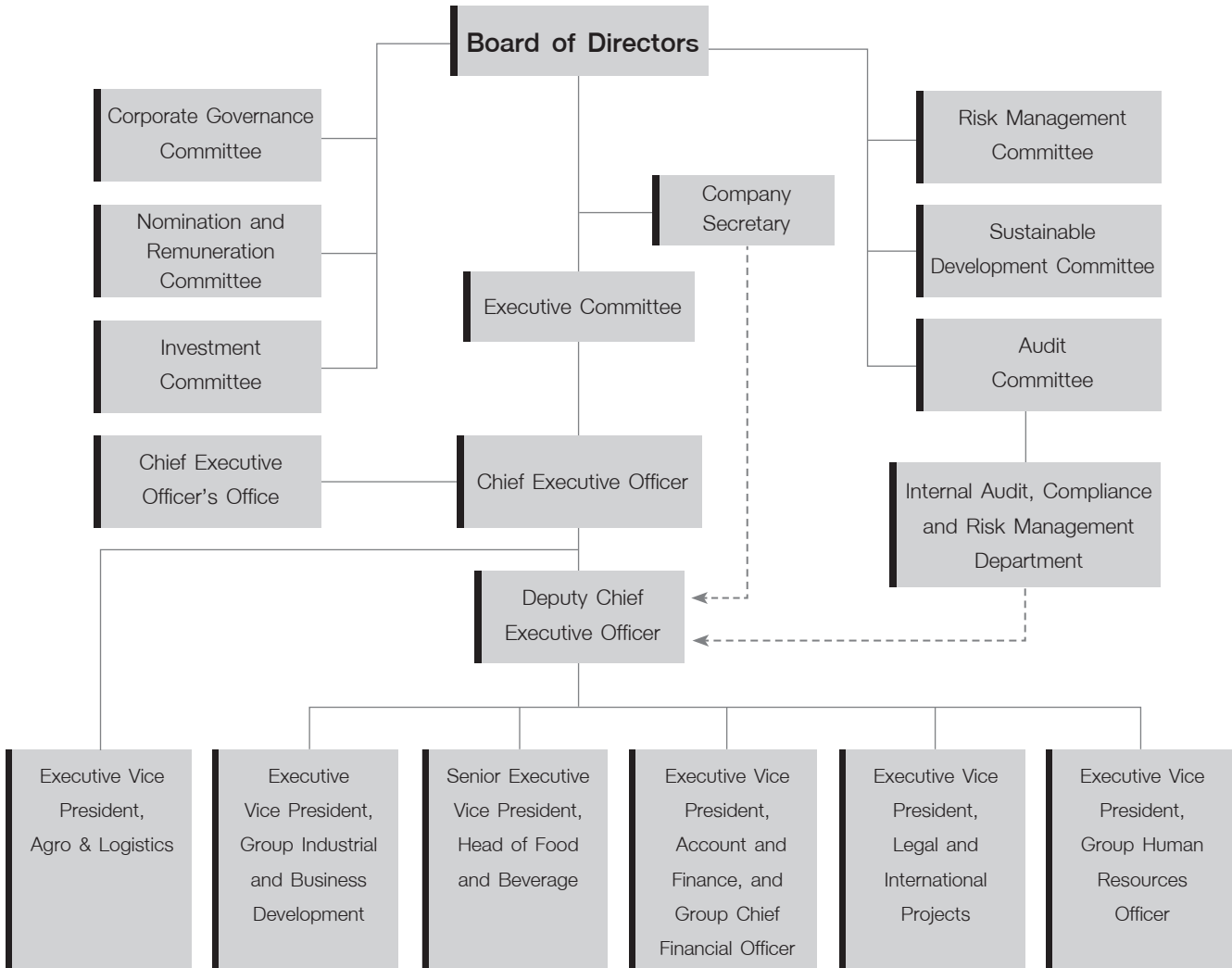
The Company has a process for monitoring compliance with the CBC and reports the results of monitoring compliance with the CBC to the Audit Committee, and report to the Board.

For the year 2025, the Company reports the results of monitoring compliance with the CBC related to conflicts of interest to the Audit Committee and the Board 4 times. There was no violation of the CBC in this regard.

More information can be accessed  
from the Company's website  
(<https://www.thoresen.com/en/corporate-governance/corporate-policy-documents>)

# Management Structure

As of 31 December 2025



# Details of the Board of Directors, Subcommittees, Executives and Other Key Personnel

## Board of Directors



**Mr. Prasert Bunsumpun**

(Age 73)

Chairman of the Board of Directors /

Non-Executive Director /

Chairman of the Executive Committee

### Date of First Appointment:

- 31 January 2012

### (%) of Shareholding As of 31 December 2025:

- 0.0100

### Relation among Family with Other Directors and Executives:

- None

### Education

- Honorary Doctoral of Arts in Social Innovation Management, Faculty of Humanities and Sciences, Suan Sunandha Rajabhat University, 2011
- Honorary Doctoral in Management, Mahasarakarm University, 2011
- Honorary Doctoral in Management Science, Petchaburi Rajabhat University, 2008
- Honorary Doctoral in Management, National Institute of Development Administration (NIDA), 2007
- Honorary Doctoral in Engineering, Chulalongkorn University, 2007
- M.B.A., Utah State University, USA, 1978
- B.Eng. in Civil Engineering, Chulalongkorn University, 1975

### Trainings/Certifications

- PDPA & Cybersecurity Training, Ragnar Corporation Company Limited, 2025
- Preparation of Report and Disclosure of Securities Trading of Listed Companies and Collateralization of Listed Shares, Thoresen Thai Agencies Public Company Limited, 2024
- Cybersecurity Awareness Session, CloudSec Asia Co., Ltd, 2023
- Personal Data Protection Act, Ragnar Corporation Company Limited, 2022
- Sustainability E-Training for Directors, Institute of Singapore Chartered Accountants (ISCA), 2022
- Health Ambassador, Chulabhorn Royal Academy, 2020
- Rule of Law for Democracy, The College of the Constitutional Court, 2019
- Business Revolution and Innovation Network, The Federal of Thai Industries (BRAIN 1), 2018
- Cryptoasset Revolution, Thai Fintech Association and Icora Co. (CAR 1), 2018
- Certificate in Energy Literacy for a Sustainable Future Program, Thailand Energy Academy (TEA), 2013
- Role of the Chairman Program (RCP), Thai Institute of Directors Association (IOD), 2012
- Director Accreditation Program (DAP), Thai Institute of Directors Association (IOD), 2004
- Certificate in Capital Market Academy Leadership Program, Capital Market Academy (CMA), 2006

- Certificate in Politics and Governance in Democratic System for Executives, King Prajadhipok's Institute, 2003
- Certificate in Advanced Management Program (AMP), Harvard Business School, USA, 1998
- Diploma, National Defense Course for the Joint State-Private Sector, the National Defense College (NDC), 1998

### Working Experience (5 years past experience)

#### Positions in Listed Companies in SET

- 2020 - Present : Independent Director, Vice Chairman of the Board of Directors, Investment Committee Member, Major Cineplex Group Public Company Limited
- 2020 - Present : Chairman of the Board of Directors, Independent Director, AIRA Capital Public Company Limited
- 2019 - Present : Independent Director and Chairman of the Audit Committee, T.K.S. Technologies Public Company Limited
- 2016 - Present : Independent Director, Chairman of the Board of Directors, Chairman of the Nomination and Compensation Committee, SVI Public Company Limited
- 2012 - Present : Chairman of the Board of Directors, Non-Executive Director, Chairman of the Executive Committee, Thoresen Thai Agencies Public Company Limited
- 2020 - 2024 : Chairman of the Board of Directors and Independent Director, Clover Power Public Company Limited
- 2015 - 2021 : Independent Director and Chairman of the Executive Committee, Thaicom Public Company Limited
- 2011 - 2021 : Independent Director, Chairman of the Nomination and Governance Committee, Member of the Leadership Development and Compensation Committee, Member of the Strategic and Organizational Review Committee, Intouch Holdings Public Company Limited
- 2018 - 2020 : Independent Director, Chairman of the Board of Director, Chairman of the Executive Committee, Nok Airlines Public Company Limited
- 2018 - 2020 : Independent Director and Chairman of the Risk Management Committee, PTT Global Chemical Public Company Limited

#### Positions in Listed Companies in Other Countries

- 2012 - Present : Chairman of the Board of Directors, Chairman of the Executive Committee, Mermaid Maritime Public Company Limited

#### Positions in Other Companies/Organizations

- 2021 - Present : Distinguished Director, Chulabhorn Royal Academy
- 2019 - Present : Distinguished Director, King Prajadhipok's Institute
- 2019 - Present : Chairman of the Board of Directors, AIRA Property Public Company Limited
- 2018 - Present : Council President, Distinguished Director, Dhurakij Pundit University
- 2011 - Present : Chairman of the Board of Directors, Thailand Business Council for Sustainable Development (TBCSD)
- 2019 - 2020 : Chairman of the Board of Directors, Yuanta Securities (Thailand) Company Limited



### Mr. Chalermchai Mahagitsiri

(Age 47)

Executive Director / President and Chief Executive Officer / Chairman of the Investment Committee / Member of the Executive Committee

#### Date of First Appointment:

- 31 January 2012

#### (%) of Shareholding As of 27 February 2026:

- 24.7083 (Included his shares held under custodian account)

#### Relation among Family with Other Directors and Executives:

- Ms. Ausana Mahagitsiri's brother and  
Mr. Kamolsut Dabbaransi's brother-in-law

#### Education

- M.S. in Finance, Boston University, USA, 2004
- B.S. in Finance, Suffolk University, USA, 2001

#### Trainings/Certifications

- PDPA & Cybersecurity Training, Ragnar Corporation Company Limited, 2025
- Preparation of Report and Disclosure of Securities Trading of Listed Companies and Collateralization of Listed Shares, Thoresen Thai Agencies Public Company Limited, 2024
- Cybersecurity Awareness Session, CloudSec Asia Co., Ltd, 2023
- Personal Data Protection Act, Ragnar Corporation Company Limited, 2022
- Digital Edge Fusion (DEF), Sripatum University, 2017
- Ultra Wealth - Investment Like A Master, 2016
- Academy of Business Creativity (ABC), Sripatum University, 2016
- Capital Market Academy Leadership Program, Capital Market Academy (CMA), 2013
- Director Certification Program (DCP), Thai Institute of Directors Association (IOD), 2005
- Director Accreditation Program (DAP), Thai Institute of Directors Association (IOD), 2004

#### Working Experience (5 years past experience)

##### Positions in Listed Companies in SET

- 2018 - Present : Chairman of the Board of Directors, Unique Mining Services Public Company Limited
- 2015 - Present : Chairman of the Investment Committee, Thoresen Thai Agencies Public Company Limited
- 2013 - Present : Chairman of the Board of Directors, PM Thoresen Asia Holdings Public Company Limited
- 2012 - Present : Executive Director, President and Chief Executive Officer and Member of the Executive Committee, Thoresen Thai Agencies Public Company Limited
- 2011 - Present : Director, Posco-Thainox Public Company Limited
- 2011 - Present : Director and President, Thai Future Incorporation Public Company Limited

##### Positions in Listed Companies in Other Countries

- 2025 - Present : Director, Valeura Energy Inc.
- 2012 - Present : Director, Chief Executive Officer and Executive Vice Chairman, Mermaid Maritime Public Company Limited

##### Positions in Other Companies/Organizations

- 2025 - Present : Director, PM Star Co., Ltd.
- 2024 - Present : Director, Thoresen Jutal Offshore Engineering Heavy Industries (Thailand) Limited
- 2023 - Present : Director, V Ventures Partners Ltd.
- 2023 - Present : Director, Asia Infrastructure (Cambodia) Co., Ltd.
- 2023 - Present : Director, P80 Sky Ltd.
- 2023 - Present : Director, V Smart City Co., Ltd.
- 2022 - Present : Director, Strom (Thailand) Co., Ltd.
- 2022 - Present : Director, dwp cityspace Ltd.
- 2022 - Present : Director, High Cloud Music Co., Ltd.
- 2022 - Present : Director, TTA Chao Phraya Express Boat Joint Venture
- 2022 - Present : Director, Titan Tanker Co., Ltd.
- 2022 - Present : Director, P80 Jet Co., Ltd.
- 2022 - Present : Director, P80 Air Ltd.
- 2021 - Present : Director, Thoresen FSO Co., Ltd.
- 2021 - Present : Director, Skootar Beyond Co., Ltd.
- 2020 - Present : Director, PM80 Bio Research Group Ltd.
- 2020 - Present : Director, Praneat Co., Ltd.
- 2020 - Present : Director, Mermaid Ventures Co., Ltd.
- 2019 - Present : Director, Thoresen Klong Padung Krungkasem Joint Venture (Thailand)
- 2018 - Present : Director, Asia Infrastructure Management (Thailand) Co., Ltd.
- 2018 - Present : Director, CM Corporate Co., Ltd.
- 2018 - Present : Director, Siam Taco Company Limited
- 2018 - Present : Director, Four One One Ecommerce Co., Ltd.
- 2018 - Present : Chairman of the Board of Directors, PTGC Co., Ltd.
- 2017 - Present : Director, Thoresen Shipping (Thailand) Co., Ltd.
- 2016 - Present : Director, Mermaid Subsea Services Saudi Arabia Co., Ltd.
- 2016 - Present : Director, PMT Property Co., Ltd.
- 2016 - Present : Director, Laser Game Asia Ltd.
- 2016 - Present : Director, TTA Mariner Co., Ltd.
- 2014 - Present : Director, Mermaid International Ventures
- 2014 - Present : Director, Premo Shipping Public Company Limited
- 2014 - Present : Director, Thoresen Shipping FZE
- 2014 - Present : Director, Mermaid Maritime Mauritius Ltd.
- 2014 - Present : Director, Chidlom Marine Services & Supplies Ltd.
- 2014 - Present : Director, Gulf Agency Company (Thailand) Ltd.
- 2014 - Present : Director, GAC Thoresen Logistics Ltd.
- 2014 - Present : Director, PH Macaron (Thailand) Co., Ltd.
- 2014 - Present : Director, Athene Holdings Ltd.
- 2014 - Present : Director, Thoresen & Company (Bangkok) Limited
- 2014 - Present : Director, V Ventures Technologies Co., Ltd.
- 2014 - Present : Director, P80 Go Co., Ltd.
- 2014 - Present : Director, East Meta Capital Pte. Ltd.
- 2014 - Present : Director, V Ventures Int Pte. Ltd.
- 2014 - Present : Director, Thoresen Shipping Company Pte. Ltd.
- 2013 - Present : Director, PM Thoresen Asia (Singapore) Pte. Ltd.
- 2013 - Present : Director, Baconco Co., Ltd.

2013 - Present : Director, Thoresen (Indochina) S.A.  
 2013 - Present : Director, PM Quality Food and Beverage Co., Ltd.  
 2013 - Present : Director, Thoresen Shipping Singapore Pte. Ltd.  
 2013 - Present : Director, Mermaid Drilling Ltd.  
 2013 - Present : Director, Mermaid Subsea Services (Thailand) Ltd.  
 2013 - Present : Director, 411 Fun Co., Ltd.  
 2012 - Present : Director, Mermaid Subsea Services (International) Ltd.  
 2012 - Present : Director, Soleado Holdings Pte. Ltd.  
 2011 - Present : Director, Phaholyothin Garden Co., Ltd.  
 2011 - Present : Director, Mountain Creek Development Co. Ltd.  
 2011 - Present : Director, M Creek Land Co., Ltd.  
 2010 - Present : Executive Director, Sak Chaisidhi Co., Ltd.  
 2008 - Present : Director and Chief Executive Officer,  
 Four One One Entertainment Co., Ltd.  
 2005 - Present : Director and Chief Executive Officer, PM Group Co., Ltd.  
 2005 - Present : Director, PM Corp Co., Ltd.  
 2002 - Present : Director, Lakewood Kitchen Co., Ltd.  
 2002 - Present : Director, ACME Camps Co., Ltd.  
 1998 - Present : Managing Director, Lakewood Country Club Co., Ltd.  
 1998 - Present : Director, Lakewood Land Co., Ltd.  
 Present : Director, P80 Trading Limited  
 Present : Director, Carbon Teak Co., Ltd.  
 Present : Director, Social Health Limited  
 Present : Director, Conflow Asia Co., Ltd.  
 Present : Director, KNM Property Co., Ltd.  
 Present : Director, House of Land Co., Ltd.  
 Present : Director, Pairan Co., Ltd.  
 Present : Director, Quality Coffee Products Co., Ltd.  
 Present : Director, The Nest Property Co., Ltd.  
 Present : Director, The Nest Home Co., Ltd.  
 Present : Director, The Nest Village Co., Ltd.  
 Present : Director, The Nest Ploenchit Co., Ltd.  
 Present : Chairman of the Board of Directors, Mermaid Subsea  
 Services (UK) Limited  
 Present : Director, Asia Nampapa Luangprabang Sole Co., Ltd.  
 Present : Director, Baria Serece  
 Present : Director, UMS Clean Energy 1 Co., Ltd.  
 Present : Director, UMS Clean Energy 2 Co., Ltd.  
 Present : Director, UMS Distribution Co., Ltd.  
 Present : Director, UMS Lighter Co., Ltd.  
 Present : Director, UMS Pellet Energy Co., Ltd.  
 Present : Director, UMS Port Services Co., Ltd.  
 Present : Director, Cloudbreakr (Thailand) Co., Ltd.  
 Present : Director, Four One One Production Co., Ltd.  
 Present : Director, PM 80 Co., Ltd.  
 Present : Director, PSM Land Co., Ltd.  
 2012 - 2024 : Director, Coffee Gallery Co., Ltd.  
 2019 - 2023 : Director, Natural Aura Co., Ltd.  
 2019 - 2023 : Director, Natural Drink Co., Ltd.  
 2012 - 2022 : Director, MTR-2 Ltd.  
 2014 - 2021 : Director, Mermaid Subsea Services LLC  
 2013 - 2020 : Director, Asia Offshore Drilling Ltd.  
 2013 - 2020 : Director, Asia Offshore Rig 1 Limited  
 2013 - 2020 : Director, Asia Offshore Rig 2 Limited  
 2013 - 2020 : Director, Asia Offshore Rig 3 Limited



### Dr. Jean Paul Thevenin

(Age 85)

Non-Executive Director / Member of the  
 Executive Committee / Member of the  
 Corporate Governance Committee /  
 Member of the Risk Management  
 Committee / Member of the Investment  
 Committee

#### Date of First Appointment:

- 30 January 2014

#### (%) of Shareholding As of 31 December 2025:

- None

#### Relation among Family with Other Directors and Executives:

- None

#### Education

- Ph.D. in Metallurgy, Orsay University, France
- Honorary Ph.D., King Mongkut's University of Technology Thonburi

#### Trainings/Certifications

- PDPA & Cybersecurity Training, Ragnar Corporation Company Limited, 2025
- Preparation of Report and Disclosure of Securities Trading of Listed Companies and Collateralization of Listed Shares, Thoresen Thai Agencies Public Company Limited, 2024
- Cybersecurity Awareness Session, CloudSec Asia Co., Ltd, 2023
- Personal Data Protection Act, Ragnar Corporation Company Limited, 2022
- Director Accreditation Program (DAP), Thai Institute of Directors Association (IOD), 2008

#### Working Experience (5 years past experience)

##### Positions in Listed Companies in SET

- 2021 - Present : Member of the Corporate Governance Committee,  
 Thoresen Thai Agencies Public Company Limited
- 2019 - Present : Director, PM Thoresen Asia Holdings Public Company  
 Limited
- 2017 - Present : Member of the Risk Management Committee, Thoresen  
 Thai Agencies Public Company Limited
- 2015 - Present : Member of the Investment Committee, Thoresen Thai  
 Agencies Public Company Limited
- 2014 - Present : Non-Executive Director and Member of the Executive  
 Committee, Thoresen Thai Agencies Public Company  
 Limited

**Positions in Listed Companies in Other Countries**

2013 - Present : Non-Executive Director, Member of the Executive Committee, Member of the Audit Committee, Member of the Nomination Committee, Member of the Remuneration Committee, Chairman of the Risk Management Committee, Mermaid Maritime Public Company Limited

**Positions in Other Companies/Organizations**

2024 - Present : Director, P80 Jet Co., Ltd.  
 2022 - Present : Director, Strom (Thailand) Co., Ltd.  
 2022 - Present : Director, Titan Tanker Co., Ltd.  
 2022 - Present : Director, P80 Go Co., Ltd.  
 2022 - Present : Director, P80 Air Ltd.  
 2021 - Present : Director, Thoresen Shipping (Thailand) Co., Ltd.  
 2021 - Present : Director, Mermaid Decom Co., Ltd.  
 2021 - Present : Director, Baconco Co., Ltd.  
 2019 - Present : Director, Thoresen Klong Padung Krungkasem Joint Venture (Thailand)  
 2018 - Present : Director, Asia Infrastructure Management (Thailand) Co., Ltd.  
 2018 - Present : Director, PTGC Co., Ltd.  
 2016 - Present : Director, TTA Mariner Co., Ltd.  
 2016 - Present : Director, Thoresen & Company (Bangkok) Limited  
 2015 - Present : Director, Mermaid Offshore Services Pte. Ltd.  
 2015 - Present : Director, Mermaid Subsea Services (Thailand) Ltd.  
 2014 - Present : Director, Mermaid Drilling Ltd.  
 2015 - 2025 : Director, Thoresen Shipping Singapore Pte. Ltd.  
 2017 - 2023 : Director, Petrolift Inc.  
 2014 - 2022 : Director, MTR-2 Ltd.

**Ms. Ausana Mahagitsiri**

(Age 45)

Executive Director / Deputy Chief Executive Officer / Member of the Executive Committee / Member of the Nomination and Remuneration Committee / Member of the Corporate Governance Committee

**Date of First Appointment:**

- 31 January 2012

**(%) of Shareholding As of 31 December 2025:**

- 5.4798

**Relation among Family with Other Directors and Executives:**

- Mr. Chalermchai Mahagitsiri's sister and Mr. Kamolsut Dabbaransi's spouse

**Education**

- M.B.A., Sasin Graduate Institute of Business Administration of Chulalongkorn University in a joint program with Kellogg Graduate School of Management of Northwestern University, USA, 2005
- B.S. in Business Administration, Boston University School of Management, USA, 2002

**Trainings/Certifications**

- PDPA & Cybersecurity Training, Ragnar Corporation Company Limited, 2025
- Preparation of Report and Disclosure of Securities Trading of Listed Companies and Collateralization of Listed Shares, Thoresen Thai Agencies Public Company Limited, 2024
- Cybersecurity Awareness Session, CloudSec Asia Co., Ltd, 2023
- Personal Data Protection Act, Ragnar Corporation Company Limited, 2022
- Director Accreditation Program (DAP), Thai Institute of Directors Association (IOD), 2004

**Working Experience (5 years past experience)****Positions in Listed Companies in SET**

2021 - Present : Member of the Executive Committee, Thoresen Thai Agencies Public Company Limited  
 2020 - Present : Deputy Chief Executive Officer, Thoresen Thai Agencies Public Company Limited  
 2012 - Present : Executive Director, Member of the Nomination and Remuneration Committee and Member of the Corporate Governance Committee, Thoresen Thai Agencies Public Company Limited  
 2013 - 2020 : Director, Thai Film Industries Public Company Limited

**Positions in Listed Companies in Other Countries**

- None -

**Positions in Other Companies/Organizations**

2023 - Present : Director, The Nest Bangna Co., Ltd.  
 2022 - Present : Director, The Nest Suanluang Co., Ltd.  
 2021 - Present : Director, The Nest Village Co., Ltd.  
 2021 - Present : Director, Social Health Limited  
 2020 - Present : Director, Conflow Asia Co., Ltd.  
 2020 - Present : Director, PM80 Bio Research Group Ltd.  
 2020 - Present : Director, The Nest Home Co., Ltd.  
 2019 - Present : Director, KNM Property Co., Ltd.  
 2019 - Present : Director, House of Land Co., Ltd.  
 2018 - Present : Director, The Nest Ploenchit Co., Ltd.  
 2017 - Present : Director, PH Capital Co., Ltd.  
 2017 - Present : Director, PM Capital Co., Ltd.  
 2014 - Present : Director, Athene Holdings Ltd.  
 2014 - Present : Director, Soleado Holdings Pte. Ltd.  
 2014 - Present : Director, PH Macaron (Thailand) Co., Ltd.  
 2013 - Present : Director, PM Quality Food and Beverage Co., Ltd.  
 2013 - Present : Director, 411 Fun Co., Ltd.  
 2011 - Present : Director, M Creek Land Co., Ltd.  
 2011 - Present : Director and Chief Operating Officer, PM Group Co., Ltd.  
 2010 - Present : Director and Managing Director,  
 The Nest Property Co., Ltd.  
 2010 - Present : Director, Quality Coffee Products Co., Ltd.  
 2008 - Present : Director, Four One One Entertainment Co., Ltd.  
 2008 - Present : Director, Phaholyothin Garden Co., Ltd.  
 2007 - Present : Director, Pairan Co., Ltd.  
 2005 - Present : Director, PM Corp Co., Ltd.  
 2002 - Present : Director, ACME Camps Co., Ltd.  
 Present : Director, Four One One Production Co., Ltd.  
 Present : Director, Four One One Ecommerce Co., Ltd.  
 Present : Director, PM 80 Co., Ltd.  
 Present : Director, PSM Land Co., Ltd.  
 2014 - 2025 : Director, V Ventures Technologies Co., Ltd.  
 2006 - 2025 : Director, Mountain Creek Development Co., Ltd.  
 2002 - 2025 : Director, Lakewood Kitchen Co., Ltd.  
 1998 - 2025 : Director, Lakewood Country Club Co., Ltd.  
 1998 - 2025 : Director, Lakewood Land Co., Ltd.  
 2018 - 2024 : Director, PTGC Co., Ltd.  
 2016 - 2024 : Director, Premo Shipping Public Company Limited  
 2014 - 2024 : Director, Chidlom Marine Services & Supplies Ltd.  
 2014 - 2024 : Director, GAC Thoresen Logistics Ltd.  
 2014 - 2024 : Director, Thoresen Shipping Singapore Pte. Ltd.  
 2014 - 2024 : Director, Thoresen Shipping Company Pte. Ltd.  
 2014 - 2024 : Director, P80 Go Co., Ltd.  
 2009 - 2024 : Director and Managing Director, Coffee Gallery Co., Ltd.  
 2019 - 2023 : Director, Natural Aura Co., Ltd.  
 2019 - 2023 : Director, Natural Drink Co., Ltd.  
 2016 - 2023 : Director, PMT Property Co., Ltd.  
 2014 - 2023 : Director, East Meta Capital Pte. Ltd.  
 2014 - 2022 : Director, V Ventures Int Pte. Ltd.

**Mr. Kamolsut Dabbaransi**

(Age 48)

Executive Director / Senior Executive Vice  
 President, Head of Food & Beverage /  
 Chairman of the Sustainable Development  
 Committee

**Date of First Appointment:**

- 27 April 2016

**(%) of Shareholding As of 31 December 2025:**

- None under own name but 5.4798 by spouse

**Relation among Family with Other Directors and Executives:**

- Ms. Ausana Mahagitsiri's spouse and  
 Mr. Chalermchai Mahagitsiri's brother-in-law

**Education**

- Master of Science in Actuarial Science, Boston University, USA
- Bachelor of Science in Industrial Engineering and Operation Research,  
 University of Massachusetts, USA

**Trainings/Certifications**

- "Super Legal Business Administration" Leadership Program (Super LBA), Class 2, Dhurakij Pundit University, 2025
- PDPA & Cybersecurity Training, Ragnar Corporation Company Limited, 2025
- Preparation of Report and Disclosure of Securities Trading of Listed Companies and Collateralization of Listed Shares, Thoresen Thai Agencies Public Company Limited, 2024
- Cybersecurity Awareness Session, CloudSec Asia Co., Ltd, 2023
- Personal Data Protection Act, Ragnar Corporation Company Limited, 2022
- Director Certification Program (DCP), Thai Institute of Directors Association (IOD), 2009
- Pacific Basin Economic Council Thailand (PBEC) - Director General 2002 - 2004

**Working Experience (5 years past experience)****Positions in Listed Companies in SET**

2021 - Present : Chairman of the Sustainable Development Committee,  
 Thoresen Thai Agencies Public Company Limited  
 2020 - Present : Director and Member of the Nomination and  
 Remuneration Committee,  
 Thai Future Incorporation Public Company Limited  
 2016 - Present : Executive Director and Senior Executive Vice President,  
 Head of Food & Beverage,  
 Thoresen Thai Agencies Public Company Limited

**Positions in Listed Companies in Other Countries**

- None -

**Positions in Other Companies/Organizations**

2025 - Present : Director, The Nest Ploenchit Co., Ltd.  
 2024 - Present : Director, The Nest Property Co., Ltd.  
 2024 - Present : Director, P80 Trading Limited  
 2023 - Present : Director, PMT Property Co., Ltd.  
 2021 - Present : Director, Social Health Limited  
 2021 - Present : Director, PH Capital Company Limited  
 2021 - Present : Director, Siam Taco Company Limited  
 2016 - Present : Director, V Ventures Technologies Co., Ltd.  
 2016 - Present : Director, Laser Game Asia Ltd.  
 2016 - Present : Director, P80 Go Co., Ltd.  
 2014 - Present : Director, PH Macaron (Thailand) Co., Ltd.  
 2013 - Present : Director, PM Quality Food and Beverage Co., Ltd.  
 2013 - Present : Director, 411 Fun Co., Ltd.  
 2013 - Present : Chief Business Development Officer, PM Group Co., Ltd.  
 2010 - Present : Chief Executive Officer and Founder, Mugendai Co., Ltd.  
 Present : Director, The Nest Home Co., Ltd.  
 Present : Director, Four One One Ecommerce Co., Ltd.  
 Present : Director, Mugendai Penthouse Co., Ltd.  
 2022 - 2025 : Director, Carbon Teak Co., Ltd.  
 2010 - 2025 : Director, Mugendai Co., Ltd.  
 2016 - 2020 : Director, PMT Property Co., Ltd.

**Mr. Somboonkiat Kasemsuwan**

(Age 80)  
 Independent Director /  
 Chairman of the Audit Committee

**Date of First Appointment:**

- 14 November 2016

**(%) of Shareholding As of 31 December 2025:**

- None

**Relation among Family with Other Directors and Executives:**

- None

**Education**

- Professional Degree in Electrical Engineering, North Carolina State University, USA, 1976
- B.S. Degree in Electrical Engineering, North Carolina State University, USA, 1964

**Trainings/Certifications**

- PDPA & Cybersecurity Training, Ragnar Corporation Company Limited, 2025
- Hot Issue for Directors - The Evolving Role of Audit Committee in Fostering Trust and Transparency, Thai Institute of Directors Association (IOD), 2025
- Online Director's Briefing 4/2025 on ESG Risks Mitigation: What Directors Need to Know Before Risks Become Organizational Turning Points, The Stock Exchange of Thailand (SET) in collaboration with Thai Institute of Directors (IOD), 2025.
- Preparation of Report and Disclosure of Securities Trading of Listed Companies and Collateralization of Listed Shares, Thoresen Thai Agencies Public Company Limited, 2024
- Cybersecurity Awareness Session, CloudSec Asia Co., Ltd, 2023
- Personal Data Protection Act, Ragnar Corporation Company Limited, 2022
- "Necessary Accounting Knowledge for AC EP.2", The Securities and Exchange Commission, Thailand, 2022
- Capital Market Academy Leadership Program, Capital Market Academy (CMA), 2008
- Director Certification Program (DCP), Thai Institute of Directors Association (IOD), 2007
- Diploma, National Defense College (NDC), 1994

**Working Experience (5 years past experience)****Positions in Listed Companies in SET**

2016 - Present : Independent Director and Chairman of the Audit Committee, Thoresen Thai Agencies Public Company Limited

**Positions in Listed Companies in Other Countries**

- None -

**Positions in Other Companies/Organizations**

Present : Chairman, Independent Director and Member of the Audit Committee, Thai Prasert Group Enterprise Public Company Limited



### Mr. Santi Bangor

(Age 79)

Independent Director / Chairman of the Nomination and Remuneration Committee / Chairman of the Corporate Governance Committee / Member of the Audit Committee

#### Date of First Appointment:

- 31 January 2012

#### (%) of Shareholding As of 31 December 2025:

- 0.0027

#### Relation among Family with Other Directors and Executives:

- None

#### Education

- M.A. in Agricultural Economics, Texas Tech University, USA, 1980
- B.A. in Political Science (Fiscal), Chulalongkorn University, 1968

#### Trainings/Certifications

- PDPA & Cybersecurity Training, Ragnar Corporation Company Limited, 2025
- Hot Issue for Directors - The Evolving Role of Audit Committee in Fostering Trust and Transparency, Thai Institute of Directors Association (IOD), 2025
- Preparation of Report and Disclosure of Securities Trading of Listed Companies and Collateralization of Listed Shares, Thoresen Thai Agencies Public Company Limited, 2024
- Hot Issue for Directors - Empowering Boards: Enhancing Governance, Standards, and Financial Insights, Thai Institute of Directors Association (IOD), 2024
- Cybersecurity Awareness Session, CloudSec Asia Co., Ltd, 2023
- Strengthen Corporate Governance Seminar: "Roles and Responsibilities of Directors and Executives in Listed Companies", The Securities and Exchange Commission, Thailand (SEC), 2023
- Personal Data Protection Act, Ragnar Corporation Company Limited, 2022
- Hot Issue for Directors - What Directors Need to Know About Digital Assets?, Thai Institute of Directors Association (IOD), 2022
- Audit Committee Seminar - Get Ready for the Year End, Federation of Accounting Profession of Thailand under the Royal Patronage of His Majesty the King, 2015
- Audit Committee Program (ACP), Thai Institute of Directors Association (IOD), 2013
- Monitoring Fraud Risk Management (MFM), Thai Institute of Directors Association (IOD), 2013

- Monitoring the System of Internal Control and Risk Management (MIR), Thai Institute of Directors Association (IOD), 2013
- Monitoring the Internal Audit Function (MIA), Thai Institute of Directors Association (IOD), 2013
- Monitoring the Quality of Financial Reporting (MFR), Thai Institute of Directors Association (IOD), 2013
- Role of the Compensation Committee Program (RCC), Thai Institute of Directors Association (IOD), 2013
- Diploma, Director Examination Program, Thai Institute of Directors Association (IOD), 2001
- Director Certification Program (DCP), Thai Institute of Directors Association (IOD), 2001
- Diploma, National Defense College (NDC), 1995
- Development Certificate, Cambridge University, England, 1975

#### Working Experience (5 years past experience)

##### Positions in Listed Companies in SET

- 2013 - Present : Independent Director, Chairman of the Corporate Governance and Sustainable Development Committee, People's Garment Public Company Limited
- 2012 - Present : Independent Director, Chairman of the Nomination and Remuneration Committee, Chairman of the Corporate Governance Committee and Member of the Audit Committee, Thoresen Thai Agencies Public Company Limited
- 2010 - Present : Member of the Audit Committee, People's Garment Public Company Limited

##### Positions in Listed Companies in Other Countries

- None -

##### Positions in Other Companies/Organizations

- 2017 - Present : Member of State Enterprise Performance Appraisal Sub-Committee on Social and Technology Sector, Ministry of Finance
- 2016 - Present : Member of State Enterprise Performance Agreement and Performance Appraisal Sub-Committee on Infrastructure Sector, Industry and Commerce, Ministry of Finance



### Mr. Cherdpong Siriwit

(Age 79)  
Independent Director / Chairman of the  
Risk Management Committee / Member of  
the Audit Committee

#### Date of First Appointment:

- 30 January 2013

#### (%) of Shareholding As of 31 December 2025:

- None

#### Relation among Family with Other Directors and Executives:

- None

#### Education

- M.A. Economics, Georgetown University, USA
- B.A. Economics (Honors), Thammasat University

#### Trainings/Certifications

- PDPA & Cybersecurity Training, Ragnar Corporation Company Limited, 2025
- Preparation of Report and Disclosure of Securities Trading of Listed Companies and Collateralization of Listed Shares, Thoresen Thai Agencies Public Company Limited, 2024
- Cybersecurity Awareness Session, CloudSec Asia Co., Ltd, 2023
- Personal Data Protection Act, Ragnar Corporation Company Limited, 2022
- Audit Committee Program (ACP), Thai Institute of Directors Association (IOD), 2009
- Director Certification Program (DCP), Thai Institute of Directors Association (IOD), 2008
- Finance of Non-Finance Directors (FND), Thai Institute of Directors Association (IOD), 2004
- Role of Chairman Program (RCP), Thai Institute of Directors Association (IOD), 2004
- Director Accreditation Program (DAP), Thai Institute of Directors Association (IOD), 2004
- Diploma, The Joint State-Private Sector Course, National Defense College, Class 40
- Advanced Certificate Course in Politics and Governance in Democratic System for Executives, King Prajadhipok's Institute, Class 5
- The Civil Service Executive Development Program I, The Civil Service Training Institute, 1993
- Capital Market Academy Leadership Program, Capital Market Academy (CMA), Class 5

#### Working Experience (5 years past experience)

##### Positions in Listed Companies in SET

- 2022 - Present : Independent Director and Chairman of the Audit Committee, C.I. Group Public Company Limited
- 2013 - Present : Independent Director, Chairman of the Risk Management Committee, Member of the Audit Committee, Thoresen Thai Agencies Public Company Limited
- 2010 - 2022 : Chairman, Solartron Public Company Limited

##### Positions in Listed Companies in Other Countries

- None -

##### Positions in Other Companies/Organizations

2022 - Present : Member of Council of State



### Dr. Chitrapongse Kwangsukstith

(Age 76)  
Independent Director

#### Date of First Appointment:

- 13 May 2015

#### (%) of Shareholding As of 31 December 2025:

- None

#### Relation among Family with Other Directors and Executives:

- None

#### Education

- Doctor of Engineering (Industrial Engineering), Lamar University, USA, 1979
- Master of Engineering (Industrial Engineering), Lamar University, USA, 1974
- Bachelor of Engineering (Mechanical Engineering), Chulalongkorn University, 1970

#### Trainings/Certifications

- PDPA & Cybersecurity Training, Ragnar Corporation Company Limited, 2025
- Preparation of Report and Disclosure of Securities Trading of Listed Companies and Collateralization of Listed Shares, Thoresen Thai Agencies Public Company Limited, 2024
- Cybersecurity Awareness Session, CloudSec Asia Co., Ltd, 2023
- Personal Data Protection Act, Ragnar Corporation Company Limited, 2022
- Role of the Compensation Committee Program (RCC), Thai Institute of Directors Association (IOD), 2010
- Directors Certification Program (DCP), Thai Institute of Directors Association (IOD), 2004
- Finance for Non-Finance Director Program (FND), Thai Institute of Directors Association (IOD), 2004
- National Corporate Governance Committee (NCGC), Thai Institute of Directors Association (IOD)
- Diploma in National Defense Course for the Joint State-Private Sector, the National Defense College (NDC/4212), Class 12
- Stanford Executive Program, Stanford University, USA

#### Working Experience (5 years past experience)

##### Positions in Listed Companies in SET

- 2019 - Present : Independent Director, Member of the Audit Committee and Chairman of the Nomination and Remuneration Committee, Premier Tank Corporation Public Company Limited
- 2015 - Present : Independent Director, Thoresen Thai Agencies Public Company Limited

##### Positions in Listed Companies in Other Countries

- None -

##### Positions in Other Companies/Organizations

- None -



**Mr. Mohammed Rashed  
Ahmed M. Alnasri**

(Age 55)  
Independent Director / Member of the  
Nomination and Remuneration  
Committee



**Mr. Somchai Chaisuparakul**

(Age 76)  
Non-Executive Director

**Date of First Appointment:**

- 30 January 2013

**(%) of Shareholding As of 31 December 2025:**

- None

**Relation among Family with Other Directors and Executives:**

- None

**Education**

- License of Law, Emirates University

**Trainings/Certifications**

- PDPA & Cybersecurity Training, Ragnar Corporation Company Limited, 2025
- Preparation of Report and Disclosure of Securities Trading of Listed Companies and Collateralization of Listed Shares, Thoresen Thai Agencies Public Company Limited, 2024
- Cybersecurity Awareness Session, CloudSec Asia Co., Ltd., 2023
- Personal Data Protection Act, Ragnar Corporation Company Limited, 2022

**Working Experience (5 years past experience)**

**Positions in Listed Companies in SET**

2013 - Present : Independent Director, Member of the Nomination and Remuneration Committee,  
Thoresen Thai Agencies Public Company Limited

**Positions in Listed Companies in Other Countries**

- None -

**Positions in Other Companies/Organizations**

Present : Chairman of Gulf Islamic Investment LLC, UAE  
Present : General Manager of Sportsplex Government Club, UAE  
Present : Assistant-Undersecretary in the Financial Department of Abu Dhabi, UAE  
Present : General Manager of Al Ain Equestrian, Shooting & Golf Club, UAE  
Present : Member of the National Consultative Council, UAE  
Present : Board Member of Al Meswak Company, KSA  
2013 - 2021 : Vice President of Youth Hostel Society, UAE  
2013 - 2021 : Board's Member of The Emirates Insurance Company, UAE  
2013 - 2021 : Board's Member of The National Investor Company, UAE  
1996 - 2021 : General Director of Pvt. & Official office of H.H Sheikh Mohammed Bin Khalifa Bin Zayed Al Nahyan, UAE

**Date of First Appointment:**

- 1 January 2022

**(%) of Shareholding As of 31 December 2025:**

- None

**Relation among Family with Other Directors and Executives:**

- None

**Education**

- Master of Business Administration, University of Leicester, United Kingdom

**Trainings/Certifications**

- PDPA & Cybersecurity Training, Ragnar Corporation Company Limited, 2025
- Preparation of Report and Disclosure of Securities Trading of Listed Companies and Collateralization of Listed Shares, Thoresen Thai Agencies Public Company Limited, 2024
- Hot Issue for Directors - Empowering Boards: Enhancing Governance, Standards, and Financial Insights, Thai Institute of Directors Association (IOD), 2024
- Cybersecurity Awareness Session, CloudSec Asia Co., Ltd, 2023
- Strengthen Corporate Governance Seminar: "Roles and Responsibilities of Directors and Executives in Listed Companies", The Securities and Exchange Commission, Thailand (SEC), 2023
- Personal Data Protection Act, Ragnar Corporation Company Limited, 2022
- Hot Issue for Directors - What Directors Need to Know About Digital Assets?, Thai Institute of Directors Association (IOD), 2022
- Corporate Governance Program for Insurance Companies (CIC), Thai Institute of Directors Association (IOD), 2022
- Corporate Governance for Capital Market Intermediaries (CGI), Thai Institute of Directors Association (IOD), 2014
- Director Accreditation Program (DAP), Thai Institute of Directors Association (IOD), 2004

**Working Experience (5 years past experience)**

**Positions in Listed Companies in SET**

2022 - Present : Non-Executive Director, Thoresen Thai Agencies Public Company Limited

2009 - 2020 : Independent Director, MDX Public Company Limited

**Positions in Listed Companies in Other Countries**

- None -

**Positions in Other Companies/Organizations**

2022 - Present : Director, P80 Air Ltd.  
2021 - Present : Director, PM 80 Company Limited  
2020 - Present : Chairman, Kingsford Securities Public Company Limited  
2020 - Present : Executive Chairman, Kingsford Holdings Public Company Limited  
2018 - Present : Director, TPAC Packaging (Bangna) Co., Ltd.  
2014 - Present : Director, Tune Insurance Public Company Limited

## Executives



### Mr. Katarat Suksawang

(Age 59)

Executive Vice President, Account and Finance, Group Chief Financial Officer / Member of the Risk Management Committee / Member of the Investment Committee / Member of the Sustainable Development Committee

#### Date of Appointment as Executive:

- 1 June 2021

#### (%) of Shareholding As of 31 December 2025:

- 0.0001

#### Relation among Family with Other Directors and Executives:

- None

#### Education

- MBA. General Management, National Institute of Development Administration (NIDA) (1995)
- BA. Accounting, Thammasat University (1987)
- Certified Public Accountant Thailand Number 3924

#### Trainings/Certifications (Total continuing professional development program regarding accounting more than 6 hours attended in 2025)

- CFO Professional Development Program on Update! Upcoming Accounting Standards Effective in the Future (IFRS 18, IFRS 19), Thai Listed Companies Association (TLCA), 2025
- Future Finance: Transforming the CFO Role into Digital-Era Leadership, the Federation of Accounting Professions Under the Royal Patronage in collaboration with the Stock Exchange of Thailand, 2025.
- FY2025 Update accounting and tax for TTA, KPMG Phoomchai Audit Ltd., 2025
- 4<sup>th</sup> Digital CFO Asia Thailand Symposium 2025 Seminar, Digital CFO Asia, 2025
- KPMG Business Leaders' Summit, KPMG Thailand, 2025
- Thailand Focus 2025 Seminar - Beyond the Challenges, The Stock Exchange of Thailand, 2025
- PDPA & Cybersecurity Training, Ragnar Corporation Company Limited, 2025
- Decoding Carbon Footprint to Sustainability, Tact Social Consulting Company Limited, 2025
- Preparation of Report and Disclosure of Securities Trading of Listed Companies and Collateralization of Listed Shares, Thoresen Thai Agencies Public Company Limited, 2024
- AI for Business, Academy of Business Intelligence, Sripatum University, 2024
- CFO Professional Development Program on Economic Update for CFO, Thai Listed Companies Association (TLCA), 2024
- FY2024 Update accounting and tax for TTA, KPMG Phoomchai Audit Ltd., 2024

- Delve into financial statement analysis, CPD Tutor Company Limited, 2024
- Designing good internal control systems for the organization, CPD Tutor Company Limited, 2024
- Revenue from contracts with customers transforms revenue recognition, CPD Tutor Company Limited, 2024
- Ethics for professional accountants, CPD Tutor Company Limited, 2024
- Cybersecurity Awareness Session, CloudSec Asia Co., Ltd, 2023
- FY2023 Update accounting and tax for TTA, KPMG Phoomchai Audit Ltd., 2023
- TFRS for NPAs Update effective in 2023 (Part 1, 2 and 3), CPD Tutor Company Limited, 2023
- Accounting for construction businesses, CPD Tutor Company Limited, 2023
- Ethics for professional accountants, CPD Tutor Company Limited, 2023
- CFO Professional Development Program on Economic Update No. 1 and 2, Thai Listed Companies Association (TLCA), 2023
- CFO Professional Development Program on Risk Management, Thai Listed Companies Association (TLCA), 2023
- Advanced Audit Committee Program (AACP), Thai Institute of Directors Association (IOD), 2023
- Business Model Reinvention for Corporate Sustainability, The Stock Exchange of Thailand, 2022
- Customer Insights & Engagement, The Stock Exchange of Thailand, 2022
- Personal Data Protection Act, Ragnar Corporation Company Limited, 2022
- FY2022 Update accounting and tax for TTA, KPMG Phoomchai Audit Ltd., 2022
- Ethics for professional accountants, CPD Tutor Company Limited, 2022
- Financial statement analysis, CPD Tutor Company Limited, 2022
- Financial statement presentation (Basic), CPD Tutor Company Limited, 2022
- Techniques and checking methods for inventory, Federation of Accounting Professions Under The Royal Patronage of His Majesty The King, 2022
- Financial report in the digital era and data uploading via e-Filing, Federation of Accounting Professions Under The Royal Patronage of His Majesty The King, 2022
- Thai Financial Reporting Standards, Federation of Accounting Professions Under The Royal Patronage of His Majesty The King, 2022
- Accounting mistakes that auditors shouldn't miss, Federation of Accounting Professions Under The Royal Patronage of His Majesty The King, 2022
- CFO Professional Development Program on PDPA for Accounting and Finance, Thai Listed Companies Association (TLCA), 2022
- CFO Professional Development Program on Economic Update, Thai Listed Companies Association (TLCA), 2022
- CFO Professional Development Program on Improving the Quality of Financial Statements of Thai Listed Companies, Thai Listed Companies Association (TLCA), 2022

- Director Certification Program (DCP), Thai Institute of Directors Association (IOD), 2022

### Working Experience (5 years past experience)

#### Positions in Listed Companies in SET

- 2021 - Present : Executive Vice President, Account and Finance, Group CFO, Member of the Risk Management Committee and Member of the Investment Committee, Thoresen Thai Agencies Public Company Limited
- 2019 - Present : Member of the Sustainable Development Committee, Thoresen Thai Agencies Public Company Limited

#### Positions in Listed Companies in Other Countries

- 2014 - 2015 : Chief Finance Officer, Mermaid Maritime Public Company Limited.

#### Positions in Other Companies/Organizations

- 2025 - Present : Director, Prompt Now Company Limited
- 2024 - Present : Director, Thoresen Shipping Company Pte. Ltd.
- 2024 - Present : Director, Thoresen Jutal Offshore Engineering Heavy Industries (Thailand) Limited
- 2023 - Present : Director, East Meta Capital Pte. Ltd.
- 2023 - Present : Director, Asia Svayrieng Water Co., Ltd.
- 2023 - Present : Director, Athene Holdings Ltd.
- 2023 - Present : Director, Thoresen Chartering (HK) Limited
- 2023 - Present : Director, Thoresen Shipping Singapore Pte. Ltd.
- 2023 - Present : Director, V Ventures Technologies Co., Ltd.
- 2023 - Present : Director, Asia Infrastructure (Cambodia) Co., Ltd.
- 2023 - Present : Director, P80 Sky Ltd.
- 2022 - Present : Director, Strom (Thailand) Co., Ltd.
- 2022 - Present : Director, Asia Infrastructure Management (Thailand) Company Limited
- 2022 - Present : Director, P80 Go Co., Ltd.
- 2022 - Present : Director, P80 Jet Co., Ltd.
- 2022 - Present : Director, V Ventures Int Pte. Ltd.
- 2022 - Present : Director, P80 Air Ltd.
- 2022 - Present : Director, Titan Tanker Co., Ltd.
- 2021 - Present : Director, Thoresen (Indochina) S.A.
- 2021 - Present : Director, Thoresen FSO Co., Ltd.
- 2021 - Present : Director, Thoresen Shipping FZE
- 2021 - Present : Director, GAC Thoresen Logistics Ltd.
- 2021 - Present : Director, Gulf Agency Company (Thailand) Ltd.
- 2021 - Present : Director, Soleado Holdings Pte. Ltd.
- 2021 - Present : Director, Chidlom Marine Services & Supplies Ltd.
- 2021 - Present : Director, Thoresen & Company (Bangkok) Limited
- 2019 - Present : Director, Thoresen Klong Padung Krungkasem Joint Venture (Thailand)
- 2016 - Present : Director, Premo Shipping Public Company Limited
- 2017 - Present : Director, Thoresen Shipping (Thailand) Limited
- 2022 - 2025 : Director, KK Venture Co., Ltd.
- 2021 - 2023 : Director and Member of the Audit Committee, Petrolift Inc.
- 2016 - 2021 : Chief Financial Officer, Thoresen & Company (Bangkok) Limited



**Mr. Sigmund Stromme**

(Age 69)  
Executive Vice President, Agro and Logistics

#### Date of Appointment as Executive:

- 6 May 2015

#### (%) of Shareholding As of 31 December 2025:

- None

#### Relation among Family with Other Directors and Executives:

- None

#### Education

- Master in Computer Science Finance/Administration, EDB Hoeyksolen, Norway

#### Trainings/Certifications

- PDPA & Cybersecurity Training, Ragnar Corporation Company Limited, 2025
- Preparation of Report and Disclosure of Securities Trading of Listed Companies and Collateralization of Listed Shares, Thoresen Thai Agencies Public Company Limited, 2024
- Cybersecurity Awareness Session, CloudSec Asia Co., Ltd, 2023
- Personal Data Protection Act, Ragnar Corporation Company Limited, 2022
- Director Certification Program (DCP), Thai Institute of Directors Association (IOD), 2013

### Working Experience (5 years past experience)

#### Positions in Listed Companies in SET

- 2015 - Present : Executive Vice President, Agro and Logistics, Thoresen Thai Agencies Public Company Limited
- 2015 - Present : Director, Managing Director, Member of the Executive Committee, Member of the Nomination and Remuneration Committee and Member of the Risk Management Committee, PM Thoresen Asia Holdings Public Company Limited

#### Positions in Listed Companies in Other Countries

- None -

#### Positions in Other Companies/Organizations

- 2019 - present : Chairman, Executive, Thoresen Vi Na Ma Tug Joint Stock Company
- 2016 - Present : Director, Thoresen & Company (Bangkok) Limited
- 2016 - Present : Director, Chidlom Marine Services & Supplies Ltd.

2016 - Present : Director, Thoresen Shipping Germany GmbH  
 2015 - Present : Director, Thoresen Shipping Singapore Pte. Ltd.  
 2015 - Present : Director, Gulf Agency Company (Thailand) Co., Ltd.  
 2015 - Present : Director, GAC Thoresen Logistics Ltd.  
 2014 - Present : Director, Thoresen Shipping Company Pte. Ltd.  
 2013 - Present : Director, PM Thoresen Asia (Singapore) Pte. Ltd.  
 2013 - Present : Director, Thoresen Shipping FZE  
 2012 - Present : Chairman, Executive, Thoresen-Vinama Logistics Co., Ltd.  
 2010 - Present : Director, Baria Serece  
 2009 - Present : Chairman, Baconco Co., Ltd.  
 2009 - Present : Chairman, Executive, Thoresen-Vinama Co., Ltd.  
 2003 - Present : Director and Managing Director, Thoresen (Indochina) S.A.  
 2013 - 2025 : Director, Sharjah Ports Services LLC.  
 2016 - 2023 : Director, East Meta Capital Pte. Ltd.  
 2016 - 2023 : Director, Thoresen Chartering (HK) Limited  
 2015 - 2023 : Director, Petrolift Inc.  
 2016 - 2022 : Director, V Ventures Int Pte. Ltd.



**Dr. Vincent Siaw**

(Age 51)  
 Executive Vice President,  
 Legal & International Projects

**Date of Appointment as Executive:**

- 19 September 2018

**(%) of Shareholding As of 31 December 2025:**

- None

**Relation among Family with Other Directors and Executives:**

- None

**Education**

- Doctor of Business Administration (Corporate Law & Governance), University of South Australia, Australia
- Global Executive Master of Business Administration, INSEAD
- Master of Business Administration (Oil & Gas), Curtin University
- Bachelor of Laws (Honors), Australian National University, Australia
- Bachelor of Commerce (Accounting), Australian National University, Australia

**Trainings/Certifications**

- Director Certification Program (DCP), Thai Institute of Directors Association (IOD), 2013
- Diploma, Director Examination Program, Thai Institute of Directors Association (IOD), 2013
- Solicitor Advocate, Supreme Court of England & Wales
- Barrister-at-Law & Solicitor, High Court of Australia
- Barrister-at-Law & Solicitor, Supreme Court of the Australian Capital Territory

**Working Experience (5 years past experience)**

**Positions in Listed Companies in SET**

2018 - Present : Executive Vice President, Legal & International Projects, Thoresen Thai Agencies Public Company Limited

**Positions in Listed Companies in Other Countries**

2016 - 2020 : Executive Vice President and Chief Operating Officer, Mermaid Maritime Public Company Limited

**Positions in Other Companies/Organizations**

2023 - Present : Director, V Ventures Partners Ltd.

2022 - Present : Director, V Ventures Labs Ltd.

2022 - Present : Director, Titan Tanker Co., Ltd.

2022 - Present : Director, P80 Go Co., Ltd.

2022 - Present : Director, V Ventures Int Pte. Ltd.  
 2021- Present : Director, Thoresen FSO Co., Ltd.  
 2021 - Present : Director, V Ventures Technologies Co., Ltd.  
 2018 - Present : Director, Mermaid Subsea Services (Malaysia) Sdn. Bhd.  
 2017 - Present : Director, Zamil Mermaid Offshore Services Co., Ltd.  
 2016 - Present : Director, Mermaid Subsea Services (International) Ltd.  
 2016 - Present : Director, Mermaid Maritime Mauritius Ltd.  
 2016 - Present : Director, Mermaid International Ventures  
 2015 - Present : Director, Mermaid Subsea Services (Thailand) Ltd.  
 2015 - Present : Director, Mermaid Drilling Ltd.  
 2021 - 2025 : Director, Mermaid Ventures Co., Ltd.  
 2020 - 2021 : Director, ZeaQuest Company Limited  
 2020 - 2021 : Director, Mermaid Subsea Services (UK) Limited  
 2017 - 2025 : Director, Mermaid Offshore Services Pte. Ltd.  
 2017 - 2025 : Director, Mermaid Subsea Services Saudi Arabia Co., Ltd.  
 2017 - 2021 : Director, Mermaid Subsea Services LLC  
 2017 - 2020 : Director, PT Mermaid Subsea Services Indonesia  
 2015 - 2025 : Director, Seascope Surveys Pte. Ltd.  
 2015 - 2021 : Director, Mermaid Drilling (Malaysia) Sdn. Bhd.  
 2015 - 2021 : Director, MTR-2 Ltd.  
 2015 - 2020 : Director, MTR-1 Ltd.



### Mr. Somchai Apinyanukul

(Age 55)

Executive Vice President, Group Human Resources / Member of the Risk Management Committee / Member of the Investment Committee / Member of the Sustainable Development Committee

#### Date of Appointment as Executive:

- 1 January 2019

#### (%) of Shareholding As of 31 December 2025:

- None

#### Relation among Family with Other Directors and Executives:

- None

#### Education

- Master of International Business, Swinburne University of Technology, Melbourne, Australia
- Bachelor of Political Science, Chiangmai University

#### Trainings/Certifications

- PDPA & Cybersecurity Training, Ragnar Corporation Company Limited, 2025
- Preparation of Report and Disclosure of Securities Trading of Listed Companies and Collateralization of Listed Shares, Thoresen Thai Agencies Public Company Limited, 2024
- Cybersecurity Awareness Session, CloudSec Asia Co., Ltd, 2023
- Board Nomination & Compensation Program (BNCP), Thai Institute of Directors Association (IOD), 2023
- Personal Data Protection Act, Ragnar Corporation Company Limited, 2022
- The 7 Habits of Highly Effective People, Signature Edition 4.0, FranklinCovey in Thailand, 2019
- Director Accreditation Program (DAP), Thai Institute of Directors Association (IOD), 2019
- The Predictive Index System, PI Management, Singapore
- HRMS Seminar, Washington DC, USA
- PMAT, Thailand

#### Working Experience (5 years past experience)

##### Positions in Listed Companies in SET

- 2021 - Present : Member of the Risk Management Committee and Member of the Investment Committee, Thoresen Thai Agencies Public Company
- 2021 - Present : Director, PM Thoresen Asia Holdings Public Company Limited
- 2019 - Present : Executive Vice President, Group Human Resources and Member of the Sustainable Development Committee, Thoresen Thai Agencies Public Company Limited

##### Positions in Listed Companies in Other Countries

- None -

##### Positions in Other Companies/Organizations

- 2025 - Present : Director, V Ventures Technologies Co., Ltd.
- 2022 - Present : Director, P80 Jet Co., Ltd.
- 2022 - Present : Director, P80 Air Ltd.
- 2021 - Present : Director, PH Capital Co., Ltd.
- 2019 - Present : Director, Thoresen Klong Padung Krungkasem Joint Venture (Thailand)
- 2018 - Present : Director, Siam Taco Company Limited
- 2017 - Present : Director, Thoresen Shipping (Thailand) Co., Ltd.
- 2023 - 2024 : Director, Asia Svayrieng Water Co., Ltd.



### Mr. Pattarapol Wannarat

(Age 43)  
Executive Vice President,  
Group Industrial and Business Development

#### Date of Appointment as Executive:

- 1 December 2024

#### (%) of Shareholding As of 31 December 2025:

- None

#### Relation among Family with Other Directors and Executives:

- None

#### Education

- Master of Business and Managerial Economics, Chulalongkorn University
- Bachelor of Civil Engineering, Sirindhorn International Institute of Technology, Thammasat University

#### Trainings/Certifications

- PDPA & Cybersecurity Training, Ragnar Corporation Company Limited, 2025
- Online Director's Briefing 4/2025, Topic: ESG Risks Mitigation: What Directors Need to Know Before Risks Become Turning Points for the Organization, The Stock Exchange of Thailand in collaboration with the Thai Institute of Directors (IOD)

#### Working Experience (5 years past experience)

##### Positions in Listed Companies in SET

2024 - Present : Executive Vice President, Group Industrial and Business Development,  
Thoresen Thai Agencies Public Company Limited

##### Positions in Listed Companies in Other Countries

2022 - Present : Deputy Chief Operating Officer, Mermaid Maritime Public Company Limited  
2021 - Present : Regional Director of Zone 1, Mermaid Maritime Public Company Limited  
2020 - 2021 : Business Development Manager, Mermaid Maritime Public Company Limited

##### Positions in Other Companies/Organizations

2025 - Present : Director, Asia Infrastructure Management (Thailand) Company Limited  
2025 - Present : Director, Mermate Co., Ltd.  
2025 - Present : Director, Athene Holdings Ltd.  
2025 - Present : Director, V Ventures Technologies Co., Ltd.  
2025 - Present : Director, Mermaid Subsea Services (Thailand) Ltd.  
2024 - Present : Director, P80 Jet Co., Ltd.  
2024 - Present : Director, Thoresen Jutal Offshore Engineering Heavy Industries (Thailand) Limited  
2023 - Present : Director, Titan Tanker Co., Ltd.  
2022 - Present : Director, Thoresen FSO Co., Ltd.  
2022 - Present : Director, P80 Go Co., Ltd.

## Other Key Personnel

### 1. Company Secretary

#### Ms. Nanchalee Kecharananta

(Age 59)  
Company Secretary and Director, Corporate Affairs

#### Date of appointment:

- 10 December 2020

#### (%) of shareholding as of 31 December 2025:

- None

#### Relation among family with other directors and executives:

- None

#### Education

- Master of Development Administration, Western Michigan University, USA
- Bachelor of Laws, Chulalongkorn University

#### Trainings/Certifications

- PDPA & Cybersecurity Training, Ragnar Corporation Company Limited, 2025
- "ESG: Opportunities and Risks" seminar, Thai Listed Companies Association (TLCA), 2025
- Decoding Carbon Footprint to Sustainability, Tact Social Consulting Company Limited, 2025
- PDPA Awareness Training, Ragnar Corporation Company Limited, 2025
- "The First Year with FTSE Russell ESG Scores: Advancing Toward Sustainability through International Standards" seminar, The Stock Exchange of Thailand (SET), 2025
- Leaders as Coach: Coaching High Performers, Coach Camp, 2024
- Cybersecurity Awareness Session, CloudSec Asia Co., Ltd., 2023
- Corruption Risk and Control Workshop (CRC), Thai Institute of Directors Association (IOD), 2023
- Strengthen Corporate Governance Seminar: "Roles and Responsibilities of Directors and Executives in Listed Companies", The Securities and Exchange Commission (SEC), 2023
- Personal Data Protection Act, Ragnar Corporation Company Limited, 2022
- Effective Minutes Taking Program, Thai Institute of Directors Association (IOD), 2006
- Director Accreditation Program, Thai Institute of Directors Association (IOD), 2003
- Company Secretary Program, Thai Institute of Directors Association (IOD), 2002

**Working Experience (5 years past experience)****Positions in Listed Companies in SET**

- 2020 - Present: Company Secretary and Director, Corporate Affairs, and Member of the Sustainable Development Committee, Thoresen Thai Agencies Public Company Limited
- 2012 - 2020 : Company Secretary and Assistant Vice President, Corporate Affairs Department, Laguna Resorts & Hotels Public Company Limited

**Positions in Other Companies/Organizations**

- 2012 -2020 : Director, Certain related companies of Laguna Resorts & Hotels Public Company Limited

In compliance with the Securities and Exchange Commission Act, Sections 89/15 and 89/16, the Board appointed Mrs. Nanchalee Kecharananta as the Company Secretary effective from 10 December 2020 to take responsibility for matters connected with meetings of the Board and the shareholders and to contribute to good corporate governance practices. She also serves as the secretary to the Executive Committee, Corporate Governance Committee, Sustainable Development Committee, oversees the activities of the Board and coordinates subsequent actions under the Board's resolutions.

**The Company Secretary's duties and responsibilities include:**

- Provide advice pertaining to the Company's regulations and Articles of Association, to monitor new laws and regulations on a regular basis, and to report any significant changes to the Board;
- Arrange meetings of shareholders and the Board in accordance with applicable laws and regulations and the Company's Articles of Association;
- Prepare minutes of shareholders and Board meetings and to monitor execution of such resolutions on a regular basis;
- Ensure that all public information disclosure is in accordance with laws and the SET's and SEC's regulations;
- Facilitate the Board's activities, including director orientation
- File and keep records of the Company's key documents, such as directors' registration, notice of the Board meetings, minutes of the Board meetings, Annual Reports, notice to shareholders' meetings and the minutes of the shareholders' meetings, and reports on directors' and management's interest.

**2. The person assigned to take direct responsibility for accounting supervision (Chief Accountant) who has qualifications and conditions as per the Notification of the Department of Business Development****Mr. Katarat Suksawang**

(Age 59)

Executive Vice President, Account and Finance and Group Chief Financial Officer

**Date of appointment:**

- 14 July 2023

More information are provided in the "Details of the Board of Directors, Subcommittees, Executives and Other Key Personnel" section.

**3. The Head of Internal Audit, Compliance and Risk Management Department****Ms. Apichaya Phongpreecha**

(Age 43)

Director, Internal Audit, Compliance and Risk Management Department, Secretary to Audit Committee and Secretary to Risk Management Committee

**Date of appointment:**

- 1 April 2019

**(%) of shareholding as of 31 December 2025:**

- None

**Relation among family with other directors and executives:**

- None

**Education**

- Master of MBA, Aston University, United Kingdom
- Bachelor of Accounting, Faculty of Commerce and Accountancy, Chulalongkorn University

**Trainings/Certifications**

- PDPA & Cybersecurity Training, Ragnar Corporation Company Limited, 2025
- ESG Internal Audit, IIAT, 2025
- Anti-Corruption Internal Audit, CAC and TFAC, 2025
- Decoding Carbon Footprint to Sustainability, Tact Social Consulting Company Limited, 2025
- Personal Data Protection Act, Ragnar Corporation Company Limited, 2025

- Blockchain Risks and Controls, Federations of Accounting Professions, 2024
- To prevent and deter inappropriate behavior of listed companies, SET, 2024
- Leaders as Coach: Coaching High Performers, Coach Camp, 2024
- Personal Data Protection Act, Ragnar Corporation Company Limited, 2024
- Cybersecurity Awareness Session, CloudSec Asia Co., Ltd., 2023
- IIA Thailand Annual Conference 2023, IIAT, 2023
- Corporate Fraud Controls & Detection Corruption Conference, SNP Training Co., Ltd, 2023
- AC Forum, KPMG Phoomchai Audit Ltd., 2022
- Personal Data Protection Act, Ragnar Corporation Company Limited, 2022
- AC Forum, The Securities and Exchange Commission, 2022
- IIA Thailand Annual Conference 2021, IIAT, 2021
- The disclosure in 56-1 One Report, KPMG, 2021
- Agile Audit, TeamMate, 2021
- Anti-Corruption Training, Thoresen Thai Agencies Plc. Speaker from Thai Institute of Directors (IOD), 2020
- Road to Join CAC, Thai Institute of Directors (IOD), 2020
- The 7 Habits of highly effective people, PacRim Group, 2019

#### **Working Experience (5 years past experience)**

##### **Positions in Listed Companies in SET**

2022 - Present: Director, Internal Audit, Compliance and Risk Management, and Secretary to Risk Management Committee Thoresen Thai Agencies Public Company Limited

2019 - Present: Secretary to Audit Committee Thoresen Thai Agencies Public Company Limited

2019 - 2022 : Associate Director, Internal Audit and Compliance Thoresen Thai Agencies Public Company Limited

##### **Positions in Other Companies/Organizations**

2012 - 2019 : Head of Internal Audit Department, Tripetch Isuzu Leasing Company Limited

#### **Duties and responsibilities include:**

1. Prepare and revise Annual Audit Plan by using proper Risk-Based Methodology which concerned related risks and controls of the Company before presenting the plan to the Audit Committee to review and approve, as well as regularly update the plan to keep it current.
2. Perform internal audit according to Annual Audit Plan which has been approved by the Audit Committee. Perform ad-hoc tasks as per assigned by the Audit Committee and Management.
3. Act and maintain professionalism as specified in Internal Audit Charter.
4. Regularly report progress of work according to audit plan to the Audit Committee as well as the sufficiency of Internal Audit resource.
5. Prepare Internal Audit Report and present audit results directly to the Audit Committee and Management.
6. Monitor the progress of corrective action plans and prepare Follow-Up Report before reporting to the Audit Committee and Management on a regular basis.
7. Review complaints from Company's Whistleblowing channels regarding misconduct, fraud and corruptions before quarterly reporting to the Audit Committee and proceed according to the Company's policy.
8. Act as Secretary to the Audit Committee, hold Audit Committee meeting, prepare minutes of meeting, prepare summary of significant matters which Audit Committee will present to the Board of Directors.
9. Review and coordinate with responsible persons to ensure that the Company is complied with Rules of the Stock Exchange of Thailand Governing Listed Companies, Securities and Exchange Act, Public Limited Companies Act as well as governance guidance and other rules and regulations which related to business.
10. Report results of Compliance Checklist to the Audit Committee on a quarterly basis.

#### **4. The Head of Investor Relations Department**

##### **Ms. Vipada Chai-arporn**

Manager, Investor Relations and Treasury

Email : investors@thoresen.com

Address : 26/26-27 Orakarn Building, 8<sup>th</sup> Floor, Soi Chidlom, Lumpinee, Pathumwan, Bangkok 10330

Tel : +66 (0) 2254 8437 Ext: 207

Fax : +66 (0) 2655 5631

**Duties and responsibilities include:**

The Company places emphasis on the disclosure of information that is accurate, complete, transparent, and comprehensive all stakeholders. Investor Relations is a centralized essential information to investors and shareholders, with financial data like the performance and financial statements, Management's Discussion and Analysis (MD&A), corporate strategies, and outlooks of the Company, which are regularly, fairly, and thoroughly disclosed. Investors can communicate this information through various channel such as telephone, email, and website. The public can access TTA's disclosed information on various matters in both Thai and English via the Company's website (<https://www.thoresen.com>), which is constantly updated.

Another significant aspect of investor relations is to build strong relations between the Company and investors, analysts, financial institutions, and credit rating agency. Investor Relations is also responsible for regular activities arrangement including analyst meeting, and meeting with investors. Besides communicating the Company information outside stakeholders, Investor Relations also act as a medium to receive opinions and suggestions from people involved with the Company and presented to the executives and the Board of Directors for acknowledgment in order to bring useful suggestions to use in making decisions and determining the Company's strategy in the future.

# Report on the Securities Holding of the Directors and Executives

As of 31 December 2025

Name	No. of Shares held		
	As of 31 Dec 2024	As of 31 Dec 2025	Changes During the Year Increase/(Decrease)
<b>Board of Directors</b>			
1. Mr. Prasert Bunsumpun	182,000	182,000	-
Spouse and Minor Child	-	-	-
2. Mr. Chalermchai Mahagitsiri <sup>1/2</sup>	427,679,159	427,679,159	-
Spouse and Minor Child	-	-	-
3. Ms. Ausana Mahagitsiri <sup>1/3</sup>	99,866,937	99,866,937	-
Spouse and Minor Child	-	-	-
4. Dr. Jean Paul Thevenin	-	-	-
Spouse and Minor Child	-	-	-
5. Mr. Kamolsut Dabbaransi <sup>1</sup>	-	-	-
Spouse and Minor Child	99,866,937	99,866,937	-
6. Mr. Somboonkiat Kasemsuwan	-	-	-
Spouse and Minor Child	-	-	-
7. Mr. Santi Bangor	50,100	50,100	-
Spouse and Minor Child	-	-	-
8. Mr. Cherdpong Siriwit	-	-	-
Spouse and Minor Child	-	-	-
9. Dr. Chitrapongse Kwangsukstith	-	-	-
Spouse and Minor Child	-	-	-
10. Mr. Mohammed Rashed Ahmed M. Alnasri	-	-	-
Spouse and Minor Child	-	-	-
11. Mr. Somchai Chaisuparakul	-	-	-
Spouse and Minor Child	-	-	-
<b>Executives</b>			
1. Mr. Katarat Suksawang	2,000	2,000	-
Spouse and Minor Child	-	-	-
2. Mr. Sigmund Stromme	-	-	-
Spouse and Minor Child	-	-	-
3. Dr. Vincent Siaw	-	-	-
Spouse and Minor Child	-	-	-
4. Mr. Somchai Apinyanukul	-	-	-
Spouse and Minor Child	-	-	-
5. Mr. Pattarapol Wannarat	-	-	-
Spouse and Minor Child	-	-	-

**Remarks :** <sup>1</sup> Director who holds executive position.

<sup>2</sup> As of 27 February 2026, he held 450,299,859 shares (included his shares held under custodian account)

<sup>3</sup> Spouse of Mr. Kamolsut Dabbaransi

- Means No securities holding in TTA / No change in the securities holding

# Details of the Board of Directors

## 1. The Board of Directors Structure

The Board of Directors (the Board) has the Board diversity with the appropriate qualifications and being in line with the composition and structure of the Board which are in accordance with the Company's business strategy. The Company has set the Board skills matrix and the Board diversity structure which are illustrated in "Nomination and Appointment of Directors" section in this Form 56-1 One Report.

The Board is composed of 11 directors, consisting of 3 executive directors (27.27 percent of the total number of directors) comprising 2 male directors and 1 female director, and 8 non-executive directors (72.73 percent of the total number of directors), comprising 5 independent directors (45.45 percent of the total number of directors).

## 2. The Board of Directors

As of 31 December 2025, the Board is composed of 11 directors as follows:

Name	Position	First Appointment Date as Director
1. Mr. Prasert Bunsumpun	Chairman of the Board / Non-Executive Director / Chairman of Executive Committee	31 January 2012
2. Mr. Chalermchai Mahagitsiri	Executive Director / President and Chief Executive Officer / Member of Executive Committee / Chairman of Investment Committee	31 January 2012
3. Dr. Jean Paul Thevenin	Non-Executive Director / Member of Executive Committee / Member of Risk Management Committee / Member of Investment Committee / Member of Corporate Governance Committee	30 January 2014
4. Ms. Ausana Mahagitsiri	Executive Director / Deputy Chief Executive Officer / Member of Executive Committee / Member of Nomination and Remuneration Committee / Member of Corporate Governance Committee	31 January 2012
5. Mr. Kamolsut Dabbaransi	Executive Director / Senior Executive Vice President, Head of Food & Beverage / Chairman of Sustainable Development Committee	27 April 2016
6. Mr. Somboonkiat Kasemsuwan	Independent Director / Chairman of Audit Committee	14 November 2016
7. Mr. Santi Bangor	Independent Director / Chairman of Nomination and Remuneration Committee / Chairman of Corporate Governance Committee / Member of Audit Committee	31 January 2012
8. Mr. Cherdpong Siriwit	Independent Director / Chairman of Risk Management Committee / Member of Audit Committee	30 January 2013
9. Dr. Chitrapongse Kwangsukstith	Independent Director	13 May 2015
10. Mr. Mohammed Rashed Ahmed M. Alnasri	Independent Director / Member of Nomination and Remuneration Committee	30 January 2013
11. Mr. Somchai Chaisuparakul	Non-Executive Director	1 January 2022

### Authorized Directors of the Company

Authorized directors to sign on behalf of the Company are Mr. Chalermchai Mahagitsiri, President and Chief Executive Officer or Miss Ausana Mahagitsiri, Deputy Chief Executive Officer, shall singly sign with the common seal of the Company affixed or Mr. Jean Paul Thevenin and Mr. Kamolsut Dabbaransi, two directors, shall jointly sign together with the common seal of the Company affixed.

### 3. Authority and Duties of the Board

The Board must take part in setting out the Company goals and carry out all the policies with an objective to optimize utmost benefits to all shareholders and stakeholders without an obligation to personal benefits or any particular party. They must avoid all actions that may cause conflicts of interest between the Company and its affiliated companies. Their duties include:

1. Conduct business with responsibility, due care, and integrity according to the law, and the Company's objectives, Articles of Association, as well as resolutions of the Board and shareholders' meeting as per laws, rules and regulations specified by SET and SEC, as well as disclosing sufficient information to the shareholders;
2. Formulate policies and set directions for the Company's operations. The Board must also provide oversight over the executive in delivering on all defined policies and strategies with effectiveness and efficiency;
3. Review and approve the Company's vision, mission core value, and strategies annually;
4. Consider and approve the Company's investment and annual budget;
5. Consider and appoint directors and subcommittee members to replace those who will retire by rotation as well as consider the remuneration package for such directors and subcommittee members, which are proposed by Nomination and Remuneration Committee, prior to proposing for consideration and approval at the shareholders' meeting;
6. Consider and appoint subcommittees to oversee administrative process and internal control system to coincide with Company's policies, including Executive Committee, Audit Committee, Risk Management Committee, Corporate Governance Committee, Nomination and Remuneration Committee, Investment Committee and Sustainable Development Committee;
7. Consider and appoint the President and Chief Executive Officer and Company Secretary;
8. Ensure Profit & Loss Statement of Financial Position of the Company is available on a fiscal year-end. Authorize the statement and present them for further consideration and approval by the Annual General Meeting of Shareholders;
9. Consider and nominate the Company's auditors with appropriate remuneration, proposed by the Audit Committee, for consideration and approval at the Annual General Meeting of Shareholders;
10. Ensure that the Company has written Corporate Governance Policy and Code of Business Conduct as well as internal control system and risk management and that there will be no conflicts of interest;
11. Ensure that good corporate governance is implemented to demonstrate Company's strict commitment to operating business with ethics and to bring fair treatment to all groups of stakeholders;
12. Immediately inform the Company of his/her or related parties' personal interest upon entering into any direct or indirect transaction with the Company or its subsidiaries; and
13. Provide support to all forms of anti-corruption schemes in pursuit of progress and sustainable growth.

#### 4. Level of Authorities Matrix of the Board

The latest Level of Authorities Matrix was approved by the Board on 27 February 2025. The matrix details the approval powers of the Board as follows:

1. Consider to submit the following matters for approval at the shareholders' meeting:
  - Nomination of persons for director election, compensation for directors, appointment of auditors and determination of auditor compensation, annual dividend payment (or omission thereof), annual financial statements, and legal reserve for the Company
  - Amendments or updates to the Memorandum of Association and/or Articles of Associations of the Company
  - Capital increase and reduction
  - Financing activities encompass capital increase, equity and debt instruments, other capital-related instruments, and the issuance of the Company's debentures
2. Examine and grant important approvals summarized as follows:
  - Approval of interim dividends payment
  - Approval of appointment of member of the Board and subcommittees and approval of revisions or additions to the Board charter and subcommittee charters
  - Approval of the reviewed financial statements for the quarter and approval of the Company's financial disclosure
  - Approval to establish accounting reserves exceeding Baht 1.5 billion per transaction, such as to cover losses from bad debts and impairment of assets
  - Approval of changes to significant accounting policies
  - Approval of amendment/addition of Company's Level of Authorities Matrix
  - Approval of business plan, business strategy, and Key Performance Indicators (KPI)
  - Approval of annual budget and any changes to the annual budget exceeding 10 percent of the approved budget amount
  - Approval of financial transactions with a budget over Baht 1.5 billion per transaction, including:
    - Capital investment in non-wholly owned subsidiaries, as well as joint ventures, associates
    - Investment, capital expenditures, and risk diversification investments
    - Alternate funding activities (other than specified above)
    - Derivatives and the issuance of letter of credit
    - Providing or seeking financial assistance between non-wholly owned subsidiaries

- Approval of expenses for due diligence and/or feasibility studies of businesses or projects with an amount exceeding Baht 100 million per transaction.

These shall be subject to the criteria set by the relevant regulatory body and the conditions of the bank or investment institution.

### **Segregation of Chairman of the Board from President and Chief Executive Officer Position**

The segregation of positions takes a major role in corporate governance for Company's benefits and shareholders. To strike a balance of power within the Company, the Chairman of the Board and President and Chief Executive Officer are 2 separate individuals. The Chairman oversees the implementation of policies and guidelines pursuant to the strategies established by the Board and management and ensure that the Board's meetings are successfully conducted according to Articles of Association of the Company and agenda specified. During each meeting, all directors are encouraged to actively participate, raise essential questions, make a discretion and give opinions freely.

The roles and responsibilities of the Board and management are clearly defined and segregated. At the same time, the Board stays away from routine tasks or business activities under management responsibility.

### **Duties and Responsibilities of the Chairman of the Board**

1. Convene the Board meetings and assign the Company Secretary to arrange for delivery of meeting notices and meeting materials to ensure that the Board receives sufficient information in a timely manner;
2. Preside at the Board and shareholders' meetings to ensure that the meetings are conducted in accordance with the Company's Articles of Association and specified agenda;
3. Ensure efficient communication between the directors and the shareholders;
4. Perform duties specified by laws as the duties of a Chairman;
5. Exercise a casting vote in case the Board or shareholders' meeting has a tie vote;
6. Oversee, monitor, and ensure that the Board efficiently carries out its duties to achieve the Company's goals and strategies; and
7. Promote constructive relationships between executives and non-executive directors and between the Board and executive.

The Chairman of the Board is neither a non-executive director and not an independent director as he takes both positions as Chairman of the Board and Chairman of the Executive Committee. This is because the Company foresees that his knowledge, competencies, and experiences can enhance and advance noticeably the business of the Company. Additionally, the Company operates in accordance with the principles of good corporate governance, and the Chairman will perform his duties in accordance with the law, the scope of his duties and authority, as well as the resolutions made by the Board and the shareholders' meetings. However, in order to promote a balance of power between the Board and the management, the Chairman of the Audit Committee, Chairman of the Nomination and Remuneration Committee, Chairman of the Corporate Governance Committee, and Chairman of the Risk Management Committee, who are independent directors, participate in setting the agenda of the Board meetings.

### **Duties and Responsibilities of the President and Chief Executive Officer**

The President and Chief Executive Officer has duties to manage the Company as assigned by the Board, and in accordance with the work plan or budget approved by the Board, in order to protect the best interests of the Company and its shareholders. The authority and duties of the President and Chief Executive Officer also cover the followings:

1. Manage general operation and control in business of the Company to comply with its objectives, policies, regulations and the Company's Articles of Association;
2. Consider business investment plans prior to proposing to the Executive Committee and further approval from the Board;
3. Enter into any transaction binding the Company within the scope outlined under the Authorities Policy and the Company's Level of Authorities Matrix; and
4. Carry out any assignment according to the resolutions of the Board and/or the shareholders' meetings.

Authority of the President and Chief Executive Officer shall not be delegated or sub-delegated to authorize the President and Chief Executive Officer or the delegation to approve any connected transactions between themselves or any persons who may have conflict of interest (according to the concept of conflict of interest in the SEC's notification) with the Company or its subsidiaries, except such transactions are handled in line with the connected transaction procedure or policy approved by the Board. To comply with SET/SEC regulations or any relevant laws and regulations, such connected transactions shall be proposed to the Board and/or shareholders for consideration and approval.

## Details of Subcommittees

The Board has appointed 6 committees, namely 1) Audit Committee, 2) Executive Committee, 3) Nomination and Remuneration Committee, 4) Corporate Governance Committee, 5) Risk Management Committee and 6) Sustainable Development Committee. In addition, the Company has Investment Committee, which is an executive-level committee responsible for considering and screening various investments of the Company.

### Audit Committee

The Audit Committee (AC) is composed of at least 3 independent directors. The Board approved the appointment of AC and approved the AC's Charter.

Members of the AC as of 31 December 2025

No.	Name	Position	First Appointment Date
1.	Mr. Somboonkiat Kasemsuwan	Chairman	14 November 2016
2.	Mr. Santi Bangor	Member	14 February 2012
3.	Mr. Cherdpong Siriwit	Member	14 February 2013

All AC members are independent directors. All 3 AC members have adequate expertise and experience to perform their duties in reviewing the credibility of the financial report.

### Roles and Responsibilities of AC

1. Review the accuracy, sufficiency, credibility, and objectivity of the financial reporting process by coordinating with the auditors and executives responsible for preparing the quarterly and yearly financial reports.
  - 1.1 Promote the development of financial reporting systems to be aligned with International Financial Reporting Standards and consider and endorse the significant change in accounting policy of the Company and its subsidiaries prior to proposing for Board approval.
2. Review the appropriateness and effectiveness of internal control systems and internal audit functions by coordinating with the auditors and internal auditors, ensuring the adequacy of the internal control systems and internal audit functions as follows:
  - 2.1 Review the activities and organizational structure of the Internal Audit and Compliance Department which reports functionally to the AC. The AC reviews the execution of the Internal Audit and Compliance Department to ensure its independence and that no unjustified restrictions or limitations are imposed;

The AC has full delegated authority from the Board to perform its tasks. An annual audit plan and meeting schedule are set each year to allow the AC to review the financial reporting process, the internal control and financial risk management systems, and audit process, including the processes for monitoring compliance with laws, regulations, and the Company's Articles of Association.

- 2.2 Evaluate the independence of the Internal Audit and Compliance Department;
- 2.3 Consider and approve the appointment, removal, transfer, or dismissal of senior executives of Internal Audit and Compliance Department;
- 2.4 Consider audit reports and recommendations presented by Internal Audit and Compliance Department and monitor the implementation of the recommendations;
- 2.5 Review the adequacy of the Company's risk management and ensure that risk management complies with the guidelines of the relevant authorities and the Company's internal policies;
- 2.6 Evaluate the performance of senior executives of Internal Audit and Compliance Department; and
- 2.7 Approve audit plans, annual budgets, manpower plans, staff training plan of Internal Audit and Compliance Department to ensure that the audit scope covers finance, accounts and operations and monitor the performance against the aforementioned plans.
3. Review the Company's business operations, ensure compliance with the laws on securities and exchange, the Stock Exchange of Thailand (SET)'s regulations and the laws relating to the Company's business;
4. Consider, recruit, nominate, appoint, and remove an independent person to be the Company's auditor, including negotiate auditing fee and the following main activities:

- 4.1 Review the performance of the auditors by taking into account the auditor's credibility, the adequacy of resources, audit engagements, and experience of its staff assigned to audit the Company's accounts;
  - 4.2 Review the auditors' proposed audit scope and approach and ensure no unjustified restrictions or limitations have been placed on the scope;
  - 4.3 Make recommendations to the Board regarding the reappointment of the auditors;
  - 4.4 Consider audit reports and recommendations presented by the auditors and monitor the implementation of the recommendations; and
  - 4.5 During the year, the AC meets with the auditors and the Head of Internal Audit and Compliance Department separately without any management in attendance at least once a year.
5. Consider the Company's business operations including connected transactions and ensure that there is no conflict of interest, taking into consideration transactions between the Company and subsidiaries or related parties in order to assure the effectiveness of the system for monitoring compliance with laws and regulations and reasonableness of the transactions for the best interest of the Company;
  6. Prepare and disclose in the Company's Form 56-1 One Report, the Audit Committee's Report which must be signed by the AC's Chairman and consist of at least the following information:
    - 6.1 An opinion on the accuracy, completeness and credibility of the Company's financial report;
    - 6.2 An opinion on the adequacy of the Company's internal control system;
    - 6.3 An opinion on the compliance with the laws on securities and exchange, the SET regulations, or the laws relating to the Company's business;
    - 6.4 An opinion on the suitability of the auditors. The Company has a policy to safeguard the independence of the auditors by limiting non-audit services to define audit-related and tax services. The selection of the auditor shall be considered bidding for new auditors every 4 years;
    - 6.5 An opinion on the transactions that may lead to conflicts of interests;
    - 6.6 The number of the AC meetings, and the attendance of such meetings by each committee member;
    - 6.7 An opinion or overview comment received by the AC from its performance of duties in accordance with the AC Charter; and
    - 6.8 Other transactions which, according to the AC's opinion, should be known to the shareholders and general investors, subject to the scope of duties and responsibilities assigned by the Board.
  7. Perform any other duties as assigned by the Board, with the approval of the AC;
  8. Report AC's activities at every Board's quarterly meeting;
  9. Review the summary and evidence of fraud of employees or executives which results in damage to the Company and propose the reviewed report by the AC to the Board for consideration;
  10. Review the AC's performance on an annual basis;
  11. Review and reassess the adequacy of the AC's Charter periodically and recommend any proposed changes to the Board for approval;
  12. Proceed the process of overseeing and receiving recommendations or complaints submitted by stakeholders;
  13. Hire external parties temporarily or as needed basis to ensure that Internal Audit and Compliance Department has adequate human resources and know-how to complete the required work effectively in a timely manner; and
  14. Review the Company's business operations to ensure compliance with the Company's Anti-Corruption Policy.

Moreover, the AC has emphasized the effective and appropriate risk management and internal control system by implementation of the Three Lines of Defense Concept to internal control system in order to encourage every department to understand the compliance of the Company. For this concept, the first line should understand their role in compliance risks management and ensure the compliance of their functions. The Risk Management, meanwhile, serves as the second line to monitor and control in support of management including risk and control functions. Additionally, the third line, Internal Audit and Compliance Department provides the independent assurance to the Board as well as evaluates and improves the effectiveness of risk management and control process.

In 2025, the AC convened 8 meetings. The details of AC activities are illustrated in "Audit Committee Report" section in this 2025 Form 56-1 One Report.

### Executive Committee

The Board approved the appointment of the Executive Committee (ExCom) and the ExCom's Charter. The ExCom comprises a minimum 4 members. The Board shall appoint the ExCom members and may appoint any other person, or persons, who hold management positions in the Company or are external individuals, to be members of the ExCom to fill the vacancies when the situation arises.

## Members of the ExCom as of 31 December 2025

No.	Name	Position	First Appointment Date
1.	Mr. Prasert Bunsumpun	Chairman	14 February 2012
2.	Mr. Chalermchai Mahagitsiri	Member	14 February 2012
3.	Dr. Jean Paul Thevenin	Member	12 February 2014
4.	Ms. Ausana Mahagitsiri	Member	11 August 2021

**Roles and Responsibilities of ExCom**

1. Consider the formulation of business plan, direction of business operations, and management structure as well as the Company's strategies, and delegation of authorities for further approval of the Board;
2. Consider and approve significant matters such as acquisition or investments, investments in securities and immovable assets, divestments, funding requests, borrowings, and expenditures, in accordance with the Company's investment and financial policies of the Company;
3. Audit, monitor, and set the Company's management policies for efficiency and productivity as well as to conform with the instruction of the Board;
4. Consider and opine on the Company's overall performance, annual budget and investment plan prior to further approval of the Board;
5. Have the authority to enter into any transactions binding the Company within its authorities under the Company's Authorities Policy and Level of Authorities Matrix and procedures;

6. Consider any other activities according to the assignment from the Board.

Additionally, according to ExCom Charter, to ensure that the Board can closely monitor the performance of the Company, the management of each business unit is entrusted to directly report the ExCom its performance and update the material issues to the ExCom meeting quarterly.

In 2025, the ExCom convened 7 meetings. The details of ExCom activities are illustrated in "Executive Committee Report" section in this 2025 Form 56-1 One Report.

**Nomination and Remuneration Committee**

The Board approved the appointment of the Nomination and Remuneration Committee (NRC) and the NRC's Charter. The NRC comprises not less than 3 members; 2 independent directors and 1 executive director. The Chairperson of the Committee is an independent director and was elected by the NRC.

## Members of the NRC as of 31 December 2025

No.	Name	Position	First Appointment Date
1.	Mr. Santi Bangor <sup>1</sup>	Chairman	14 February 2013
2.	Ms. Ausana Mahagitsiri	Member	14 February 2012
3.	Mr. Mohammed Rashed Ahmed M. Alnasri <sup>1</sup>	Member	14 February 2013

<sup>1</sup> Members of the NRC who are independent director

**Roles and Responsibilities of NRC**

1. Recruit, select, and nominate appropriate candidates for independent directors, Chairman of the Board and Board members, which will be proposed for consideration of the Board and/or further approval of the shareholders when those positions are vacant due to expiration of terms or other reasons;
2. Recruit, select, and nominate appropriate candidates for members of the subcommittees, President and Chief Executive Officer (CEO) and Company Secretary which will be proposed for consideration of the Board when such

position is vacant as well as determine criteria for the succession plan of senior executives;

3. Propose to the Board the remuneration policy, guidelines and other remuneration packages for all members of the Board, subcommittees, CEO and senior executives of which must be complimented to their duties, and responsibilities, and conform to Company's operating performance and market's atmosphere;
4. Determine the annual remuneration budget based on the Company's performance;
5. Review and screen the Company's salary structure and any other remunerations;

6. Screen and verify the list of the candidates proposed to be the director to the relevant agencies to ensure that they are not blacklisted or have been revoked from the list of such agencies;

In 2025, the NRC convened 2 meetings. The details of NRC activities are illustrated in “Nomination and Remuneration Report” in the 2025 Form 56-1 One Report.

Members of the CGC as of 31 December 2025

No.	Name	Position	First Appointment Date
1.	Mr. Santi Bangor <sup>1</sup>	Chairman	14 February 2012
2.	Ms. Ausana Mahagitsiri	Member	14 February 2012
3.	Dr. Jean Paul Thevenin	Member	11 August 2021

<sup>1</sup> Member of the CGC who is an independent director

#### Roles and Responsibilities of CGC

The CGC has the duty to review the CG policy and to monitor compliance of the policy and practices so that it remains within an ethical framework. The CGC has the following duties and responsibilities:

- To consider and review the appropriateness and adequacy of the Company’s Corporate Governance Policy and Code of Business Conduct and regularly update them;
- Monitor and supervise directors, executives, and employees’ compliance with the Corporate Governance Policy and Code of Business Conduct to ensure alignment with guidelines determined by the Board;
- Provide measures of performance evaluation for the Board on a group and individual basis to the Board, as well as for subcommittees; to participate in the evaluation and to monitor improvements based on the results of such evaluation;

#### Corporate Governance Committee

The Board approved the appointment of the Corporate Governance Committee (CGC) and approved the CGC’s Charter. The CGC comprises a minimum of 3 directors. The Chairman of the CGC is an independent director and was elected by the CGC.

- Review and recommend an amendment to scope of work, duties, and responsibilities of the CGC to respond to changing circumstances;
- Report to the Board the Company’s corporate governance with recommendations for improvement on the corporate governance of the Company as appropriate;
- Oversee the presence of appropriate and sufficient Anti-Corruption Policy and Measures for business operations.

In 2025, the CGC convened 2 meetings. The details of CGC activities are illustrated in “Corporate Governance Committee Report” section in this 2025 Form 56-1 One Report.

#### Risk Management Committee

The Board approved the appointment of the Risk Management Committee (RMC) and the RMC’s Charter. The RMC comprises a minimum of 3 members; consisting of 2 Board members and 1 executive.

Members of the RMC as of 31 December 2025

No.	Name	Position	First Appointment Date
1.	Mr. Cherdpong Siriwit <sup>1</sup>	Chairman	15 May 2017
2.	Dr. Jean Paul Thevenin	Member	15 May 2017
3.	Mr. Katarat Suksawang	Member	11 August 2021
4.	Mr. Somchai Apinyanukul	Member	11 August 2021

<sup>1</sup> Member of the RMC who is an independent director

### Roles and Responsibilities of RMC

1. Review the effectiveness of the Enterprise Risk Management system within the Group and be assured that material risks are identified, and appropriate risk management processes are in place, including the formulation and subsequent updating of appropriate Group policies;
2. Evaluate the adequacy and effectiveness of administrative, operating, and accounting controls used by the Group;
3. Review actual and potential material risk exposures;
4. Monitor the implementation of business unit and corporate risk management plans;
5. Review business contingency planning processes within the Group and be assured that material risks are identified, and appropriate contingency plans are in place;
6. Regularly coordinate with the Audit Committee by sharing information about risks and internal control potentially affecting the Company's business;
7. Decide and provide recommendations on critical issues obtained from the risk management process;
8. Promote and provide support to the execution of risk management program within the Group.
9. Oversee and ensure that the Group's risk management practices are aligned with the Company's strategy, business plans, and long-term objectives.
10. Consider emerging risks and environmental, social, and governance (ESG) risks, that may have an impact on the business.

In 2025, the RMC convened 4 meetings. The details of RMC activities are illustrated in "Risk Management Committee Report" in this 2025 Form 56-1 One Report.

To facilitate risk governance support, the Company has established corporate functions at the Group level with assigned responsibilities to focus and contribute to the implementation and improvement of risk process. This includes enterprise-wide risk management functions - responsible for overseeing and assessing, and mitigating risks at the organizational level, which help identify key business risks, provide for appropriate oversight of the businesses' management of these risks, and enforce through policies and procedures; and respective Business Unit Risk Management Committee, which led by their executive officers and drive the implementation of risk program within its business unit, enables more early risk detection and more proactive risk management for the business unit to own and manage their business risk.

Besides, the Company also holds risk management workshops and training for each business unit. The training focuses on concepts and principles of practicing on risk management

throughout the organization which would contribute ensuring the sustainable growth of the Company as well as create long-term value for stakeholders and shareholders.

### Sustainable Development Committee

The Board approved the appointment for the Sustainable Development Committee (SDC) and the SDC's Charter. The SDC comprises of at least 1 director appointed by the Board, presiding as a chairman of the committee, and executives from each business unit and related departments of the Company and its subsidiaries as members. Presently, the SDC comprises 12 members and has Mr. Kamolsut Dabbaransi, Director, Senior Executive Vice President, Head of Food & Beverage, being as the Chairman of the Committee and 11 members who are head of each business unit and related departments of the Company and its subsidiaries.

The SDC established the Sustainable Development Working Group (SD Working Group) which consists of senior managers and managers of many business sectors. The members were responsible for employing the sustainable development strategies to ensure that sustainability practices were in conformity with business operation and also continuously developed and clearly communicated. Also, the members are assigned to monitor the SD performance and its outcomes to be in line with the sustainable development plan. Furthermore, the SD Working Group has to prepare progress reports and present them to the SDC and the Board regularly.

### Roles and Responsibilities of SDC

1. Formulate policies, strategies and sustainable development plans aligned with the Company's business operation in terms of economic or governance, social and environment in order to sustainably create value to all group of stakeholders;
2. Consider and approve any budget related to sustainable development activities;
3. Encourage and support the Company's initiatives and activities to achieve the Sustainable Development Policy;
4. Oversee, monitor, and review sustainable development operations at least once a year and push the Company toward collaborative working under sustainable development framework with relevant agencies, both in and outside the organization;
5. Advise, encourage and support in terms of appropriate people and resources to ensure consistent implementation of sustainable development strategy is carried out consistently and in alignment throughout the organization; and
6. Report its performance to the Board.



In 2025, the SDC convened 5 meetings and the details of the SDC activities are illustrated in “Sustainable Development Committee Report” in the 2025 Form 56-1 One Report.

### Investment Committee

In addition, the Company has Investment Committee (IC), which is an executive-level committee responsible for considering and screening various investments of the Company. The Committee comprises a minimum of 4 members.

Members of the IC as of 31 December 2025

No.	Name	Position	First Appointment Date
1.	Mr. Chalermchai Mahagitsiri	Chairman	27 April 2015
2.	Dr. Jean Paul Thevenin	Member	27 April 2015
3.	Mr. Katarat Suksawang	Member	11 August 2021
4.	Mr. Somchai Apinyanukul	Member	11 August 2021

### Roles and Responsibilities of IC

1. Review and evaluate investment proposals to the Board for approval for the best interests of the Company;
2. Monitor all areas of the proposed investment project;
3. Provide guidance to management on analyzing and structuring the proposed investment project prior to proposing to the Board for approval.

Charter of each subcommittee in full can be accessed from the Company’s website (<https://www.thoresen.com/en/corporate-governance/corporate-policy-documents>).

## Executives Information

List of names and positions of executives: As of 31 December 2025, the Company has 8 executives as follows:

No.	Name of Executives	Position
1.	Mr. Chalermchai Mahagitsiri	President and Chief Executive Officer
2.	Ms. Ausana Mahagitsiri	Deputy Chief Executive Officer
3.	Mr. Kamolsut Dabbaransi	Senior Executive Vice President and Head of Food & Beverage
4.	Mr. Katarat Suksawang	Executive Vice President, Account and Finance / Group Chief Financial Officer
5.	Mr. Sigmund Stromme	Executive Vice President, Agro & Logistics
6.	Dr. Vincent Siaw	Executive Vice President, Legal & International Projects
7.	Mr. Somchai Apinyanukul	Executive Vice President, Group Human Resources
8.	Mr. Pattarapol Wannarat	Executive Vice President, Group Industrial and Business Development

**Remark :** The list of executives above is in accordance with the definition of “executive” in the notification of the Securities and Exchange Commission.

**Executives and Directors Information**

as of 31 December 2025

Thoresen Thai Agencies Public Company Limited		TTA	Thailand	Mr. Prasert Bunsumpun	Mr. Chalermchai Mahagitsiri	Dr. Jean Paul Thevenin	Ms. Ausana Mahagitsiri	Mr. Kamolsut Dabbaransi	Mr. Somboonkiat Kasemsuan	Mr. Santi Bangor	Mr. Cherdpong Sirwit	Dr. Chitrapongse Kwangsukstith	Mr. Mohammed Fashed Ahmed Murtah Alnasri	Mr. Somchai Chaisuparakul	Mr. Katarat Suksawang	Mr. Sigmund Stromme	Dr. Vincent Siaw	Mr. Somchai Aphinyanukul	Mr. Pattarapol Wannarat	Mr. Robert Andrew Hillier	Ms. Supattra Trakankit	Mr. Kevin Tan King Chang	Ms. Tng Jing Chyun	Mr. Wee Choo Peng	Mr. Paul Burger Whitley	Mr. Phiboon Buakhungamcharoen
Shipping	1	Premo Shipping Public Company Limited	Thailand	X	/	/	/	/	/	/	/	/	/	/	/	/	/	0	0	/	/	/	/	/	/	/
	2	Thoresen Shipping Singapore Pte. Ltd.	Singapore		/											/	/			/	/	/	/	/	/	/
	3	Thoresen Shipping Company Pte. Ltd.	Singapore		/											/	/			/	/	/	/	/	/	/
	4	Thoresen & Company (Bangkok) Limited	Thailand		/	/										/	/			/	/	/	/	/	/	/
	5	Thoresen Shipping (Thailand) Co., Ltd.	Thailand		/	/										/	/			/	/	/	/	/	/	/
	6	Thoresen Klong Paedung Krungkasem Joint Venture	Thailand		/	/										/	/			/	/	/	/	/	/	/
	7	Thoresen Shipping Dry Bulk DMCC	United Arab Emirates													/	/			/	/	/	/	/	/	/
	8	Thoresen Chartering (HK) Limited	Hong Kong													/	/			/	/	/	/	/	/	/
	9	Thoresen Shipping Germany GmbH	Germany													/	/			/	/	/	/	/	/	/
Offshore Services	10	Mermaid Maritime Public Company Limited	Thailand	X	//	/													0							
	11	Mermaid Ventures Co., Ltd.	Thailand		/															/					/	/
	12	PTGC Co., Ltd.	Cambodia		X	/																				
	13	Zamil Mermaid Offshore Services Company LLC	Saudi Arabia																							
	14	Mermaid Drilling Ltd.	Thailand		/	/																			/	/
	15	Mermaid Maritime Mauritius Ltd.	Mauritius		/																					
	16	Mermaid International Ventures	Cayman Islands		/																					
	17	Mermaid Subsea Services (International) Ltd.	Seychelles		/																				/	/
	18	Mermaid Subsea Services Saudi Arabia Co., Ltd.	Saudi Arabia		/																				/	/
	19	Mermaid Subsea Services W.L.L	Qatar																							
	20	Mermaid Subsea Services (Thailand) Ltd.	Thailand		/	/														/	/	/	/	/	/	/
	21	Mermaid Decom Co., Ltd.	Thailand			/																			/	/
22	Seascope Surveys Pte. Ltd.	Singapore																						/	/	
23	Mermaid Offshore Services Pte. Ltd.	Singapore																						/	/	
24	Mermaid Subsea Services (Malaysia) Sdn. Bhd.	Malaysia																						/	/	
25	Mermaid Subsea Services (UK) Limited	UK											X											/	/	
26	ZeaQuest Co., Ltd.	Thailand																						/	/	
27	Mermaid Subsea Oil and Gas Services DMCEST	United Arab Emirates																						/	/	
28	Millennium 3 Ship Management and Operations DMCCO	United Arab Emirates																						/	/	
29	Tan Cang Mermaid Subsea Services Company Limited	Vietnam																						/	/	
30	Mermaid Co., Ltd.	Taiwan																						/	/	
31	Mermaid E.G.S.A	Republic of Equatorial Guinea																							X	

Remarks : X = Chairman ID = Independent Director / = Director // = Executive Director 0 = Executive

	Mr. Prasert Bunsumpun	Mr. Chaleemchal Mahagitsrit	Dr. Jean Paul Thevenin	Ms. Ausana Mahagitsrit	Mr. Kamolrut Dabbaransi	Mr. Somboonkiat Kasemsuwan	Mr. Santi Bangor	Mr. Cherdpong Sirwit	Dr. Chitrapongse Kwangsuksith	Mr. Mohammed Rashed Ahmed Murtah Alnassr	Mr. Somchai Chaisuparakul	Mr. Katarat Suksawang	Mr. Sigmund Stromme	Dr. Vincent Siaw	Mr. Somchai Apinyanukul	Mr. Pattarapol Wannarat	Mr. Robert Andrew Hillier	Ms. Supattra Trakankit	Mr. Kevin Tan King Chang	Ms. Ting Jing Chyun	Mr. Wee Choo Peng	Mr. Paul Burger Whitley	Mr. Phiboon Bakhunngamchareon
Food and Beverage	32	PM Thoresen Asia Holdings Public Company Limited			PMTA	Thailand																	
	33	PM Thoresen Asia (Singapore) Pte. Ltd.		/	PMTS	Singapore							/								/		
	34	Baconco Co., Ltd.		/	BCC	Vietnam							X										
	35	PH Capital Co., Ltd.		/	PHC	Thailand									/								
	36	Siam Taco Company Limited		/	STC	Thailand									/								
	37	Thoresen (Indochina) S.A.		/	TI	Panama							/	/O									
Logistics	38	Thoresen-Vinama Co., Ltd.			TV	Vietnam							XO										
	39	Thoresen-Vinama Logistics Company Limited			TVL	Vietnam							XO										
	40	Thoresen-Vi Na Ma Tug Joint Stock Company			TVT	Vietnam																	
	41	Gulf Agency Company (Thailand) Ltd.		/	GAC	Thailand						/	/										
	42	GAC Thoresen Logistics Ltd.		/	GTL	Thailand						/	/										
	43	Chidlom Marine Services & Supplies Ltd.		/	CMSS	Thailand						/	/										
	44	Thoresen Shipping FZE		/	TFZE	United Arab Emirates						/	/										
	45	Titan Tanker Co., Ltd.		/	TTT	Thailand						/	/										/
	46	Baria Serce		/	BARIA	Vietnam								/									
	47	Asia Infrastructure Management (Thailand) Company Limited		/	AIM	Thailand						/	/										
Water Resource Management	48	Asia Nampapa Luangprabang Sole Co. LTD.		/	ALP	Laos																	
	49	Asia Infrastructure (Cambodia) Co., Ltd.		/	AIC	Cambodia						/	/										
	50	Aisa Swayrieng Water Co., Ltd.		/	ASW	Cambodia						/	/										
	51	TTA Mariner Co., Ltd.		/	TMC	Thailand																	
Other Investments	52	TTA Chao Phraya Express Boat Joint Venture		/	JV-CPX	Thailand																	
	53	PMT Property Co., Ltd.		/	PMTP	Thailand																	
	54	Thoresen FSO Co., Ltd.		/	TFSO	Thailand						/	/										
	55	P80 Air Ltd.		/	P80A	Thailand						/	/										
	56	P80 Jet Co., Ltd.		/	P80J	Thailand						/	/										
	57	Soleado Holdings Pte. Ltd.		/	SOH	Singapore						/	/								/		
	58	P80 Sky Ltd.		/	P80S	British Virgin Islands						/	/										
	59	V Ventures Technologies Co., Ltd.		/	VVT	Thailand						/	/										
	60	P80 Go Co., Ltd.		/	P80G	Thailand						/	/										
	61	High Cloud Music Co., Ltd.		/	HCM	Thailand						/	/										
	62	Strom (Thailand) Co., Ltd.		/	STROM	Thailand						/	/										

Remarks : X = Chairman ID = Independent Director / = Director // = Executive Director O = Executive



Thoresen Thai Agencies Public Company Limited		TTA	Thailand	Mr. Dickson Dungau Anak George	Mr. Dome Liewlomviboon	Mr. Michel Lefebvre	Mr. Tang Kee Fei	Mr. Tan Yew Chee William	Mr. Rongfred Koleschka	Mr. Marc John Bernardis	Mr. Salth Zada	Mr. Lennox Ernest Thompson	Mr. Abrar Ahmad Sial	Mr. Jaber Said J O Al-Rumaihi	Mrs. Khushoo Beehary	Mr. Kenny Paramaseeven Curpen	Mr. Gibran Bin Harith	Mr. Mohamad Suhaimi Bin Sulaiman	Mr. Milin Jeevapatsa	Mr. Thasaphich Thavornsuk	Mr. Zamill Abdullah Al Zamill	Mr. Suryan Zamill Abdullah Al Zamill	Mr. Faisal Sulaiman Abdullah Al Zamill	Mr. Leng Kheang	Mr. Scott Cornack	Mr. Songpan Savasdikara
Shipping	1	Premo Shipping Public Company Limited	PREMO	Thailand																						
	2	Thoresen Shipping Singapore Pte. Ltd.	TSS	Singapore																						
	3	Thoresen Shipping Company Pte. Ltd.	TSC	Singapore																						
	4	Thoresen & Company (Bangkok) Limited	TCB	Thailand																						
	5	Thoresen Shipping (Thailand) Co., Ltd.	TST	Thailand																						
	6	Thoresen Klong Paedung Krungkasem Joint Venture	JV-TKK	Thailand																						
	7	Thoresen Shipping Dry Bulk DMCC	TSB	United Arab Emirates																						
	8	Thoresen Chartering (HK) Limited	THK	Hong Kong																						
	9	Thoresen Shipping Germany GmbH	TSG	Germany																						
Offshore Services	10	Mermaid Maritime Public Company Limited	MML or Mermaid	Thailand	ID	ID	ID	ID																		
	11	Mermaid Ventures Co., Ltd.	MV	Thailand					/																	
	12	PTGC Co., Ltd.	PTGC	Cambodia																				/		
	13	Zamil Mermaid Offshore Services Company LLC	ZMOS	Saudi Arabia																		X	/O	/		
	14	Mermaid Drilling Ltd.	MDL	Thailand																						
	15	Mermaid Maritime Mauritius Ltd.	MMM	Mauritius							/															
	16	Mermaid International Ventures	MIV	Cayman Islands																						
	17	Mermaid Subsea Services (International) Ltd.	MSSI	Seychelles																						
	18	Mermaid Subsea Services Saudi Arabia Co., Ltd.	MSS-SKA	Saudi Arabia						/																
	19	Mermaid Subsea Services W.L.L	MSSWLL	Qatar										/	/											
	20	Mermaid Subsea Services (Thailand) Ltd.	MSST	Thailand																						
	21	Mermaid Decom Co., Ltd.	MDCOM	Thailand																						
	22	Seascope Surveys Pte. Ltd.	SSS	Singapore																						
	23	Mermaid Offshore Services Pte. Ltd.	MOS-SG	Singapore																						
24	Mermaid Subsea Services (Malaysia) Sdn. Bhd.	MSSM	Malaysia															/								
25	Mermaid Subsea Services (UK) Limited	MSS-UK	UK										/											/		
26	ZeaQuest Co., Ltd.	ZQ	Thailand																/					/		
27	Mermaid Subsea Oil and Gas Services DMCEST	MSOGS	United Arab Emirates																							
28	Millennium 3 Ship Management and Operations DMCCO	M3JV	United Arab Emirates																							
29	Tan Cang Mermaid Subsea Services Company Limited	TC Mermaid	Vietnam																							
30	Mermaid Co., Ltd.	MERMATE	Taiwan																							
31	Mermaid E.G S.A	MEG	Republic of Equatorial Guinea																							

Remarks : X = Chairman ID = Independent Director / = Director // = Executive Director O = Executive



No.	Name of Company	Country	Role	Director	Executive Director	Chairman	Independent Director
63	Laser Game Asia Ltd.	Thailand	LGA				
64	Praneat Co., Ltd.	Thailand	PN				
65	Skootar Beyond Co., Ltd.	Thailand	SKB	/			
66	KK Venture Co., Ltd.	Thailand	KKV	/			
67	V Smart City Co., Ltd.	Thailand	VSC	/			
68	Prompt Now Co., Ltd.	Thailand	PromptNow	/			
69	Sat Prime Co., Ltd.	Thailand	SPR	/			
70	V Ventures Int Pte. Ltd.	Singapore	VVI	/			
71	dwp cityspace Ltd.	Thailand	DWPC	/			
72	V Ventures Labs Ltd.	British Virgin Islands	VVL	/			
73	V Ventures Partners Ltd.	British Virgin Islands	VVP	/			
74	East Meta Capital Pte. Ltd.	Singapore	EMC	/			
75	Grid Entertainment Corporation	Republic of Korea	GRID	/			
76	dwp Cityspace (HK) Co., Limited	Hong Kong	DWPC (HK)	/			
77	Deemples Technologies Sdn. Bhd. <sup>1</sup>	Malaysia	DEEMPLES				
78	Thoresen Jutal Offshore Engineering Heavy Industries (Thailand) Limited	Thailand	TJE				
79	Athene Holdings Ltd.	Thailand	ATH				
80	Unique Mining Services Public Company Limited	Thailand	UMS	//			
81	UMS Distribution Company Limited	Thailand	UMSD	X			
82	UMS Lighter Company Limited	Thailand	UMSL	X			
83	UMS Pallet Energy Company Limited	Thailand	UMSPE	X			
84	UMS Port Services Company Limited	Thailand	UMSP	X			
85	UMS Clean Energy 1 Company Limited	Thailand	UMSCE-1	//			
86	UMS Clean Energy 2 Company Limited	Thailand	UMSCE-2	//			
87	Valeura Energy Inc.	Canada	VLE				
<b>Other Investments</b>							
	Mr. Dickson Dungau Anak George						
	Mr. Dome Lewiornviboon						
	Mr. Michel Lefebvre						
	Mr. Tang Kee Fei						
	Mr. Tan Yew Chee William						
	Mr. Rongfred Koletschka						
	Mr. Marc John Bernardis						
	Mr. Salth Zada						
	Mr. Lennox Ernest Thompson						
	Mr. Abrar Ahmad Sial						
	Mr. Jaber Said J O Al-Rumaihi						
	Mrs. Khushoo Beehary						
	Mr. Kenny Paramaseeven Curpen						
	Mr. Gibran Bin Harith						
	Mr. Mohamad Suhaimi Bin Sulaiman						
	Mr. Milin Jeevapatsa						
	Mr. Thasaphich Thavornsuk						
	Mr. Zamil Abdullah Al Zamil						
	Mr. Suryan Zamil Abdullah Al Zamil						
	Mr. Faisal Sulaiman Abdullah Al Zamil						
	Mr. Leng Kheang						
	Mr. Scott Cornack						
	Mr. Songpan Savasdikara						

Remarks : <sup>1</sup> No representative from TTA Group appointed as director

X = Chairman ID = Independent Director / = Director // = Executive Director O = Executive



	Mr. Sahit Parianglong	Mr. Rapee Moungront	Mrs. Suwimol Mahagitsiri	Poll.Gen. Prakard Sataman	Mr. Taratom Wongprasat	Mr. Somporn Chitphentom	Mr. Ekattip Tippavang	Ms. Nuanchan Vasinanurak	Mr. Chakkrit Amsakul	Mr. Carl Pontus Fredriksson	Mr. Sven Daniel Nordberg	Mr. Julian Peter Kordek	Mr. Pornthep Letvorrtatham	Mr. Ratchata Titayanurak	Mr. Sebastian Abad	Mr. Benjamin Carmine Chertx	Mr. Nudtharm Uparipak	Mr. Toshiro Ikeuchi	Mr. Kensaku Tanabe	Mr. Surapong Weerakdeacha	Mr. Tom Preststulen	Mr. Habib Mohamed Naha Mohamed	Ms. Nopphamad Jumpadib
	ID	ID	/	ID																			
Food and Beverage	32	PM Thoresen Asia Holdings Public Company Limited		PMITA	Thailand																		
	33	PM Thoresen Asia (Singapore) Pte. Ltd.		PMITS	Singapore																		
	34	Baconco Co., Ltd.		BCC	Vietnam																		
	35	PH Capital Co., Ltd.		PHC	Thailand																		
	36	Siam Taco Company Limited		STC	Thailand																		
	37	Thoresen (Indochina) S.A.		TI	Panama																	X	
Logistics	38	Thoresen-Vinama Co., Ltd.		TV	Vietnam																		
	39	Thoresen-Vinama Logistics Company Limited		TVL	Vietnam																		
	40	Thoresen-Vi Na Ma Tug Joint Stock Company		TVT	Vietnam																		
	41	Gulf Agency Company (Thailand) Ltd.		GAC	Thailand					/	/	/	/	/									
	42	GAC Thoresen Logistics Ltd.		GTL	Thailand					/	/	/	/	/									
	43	Chidlom Marine Services & Supplies Ltd.		CMSS	Thailand																		
	44	Thoresen Shipping FZE		TFZE	United Arab Emirates																	/O	
	45	Titan Tanker Co., Ltd.		TTT	Thailand																		
	46	Baria Serece		BARIA	Vietnam																		
	47	Asia Infrastructure Management (Thailand) Company Limited		AIM	Thailand										/								
Water Resource Management	48	Asia Nampapa Luangprabang Sole Co. LTD.		ALP	Laos									X									
	49	Asia Infrastructure (Cambodia) Co., Ltd.		AIC	Cambodia									X									
	50	Aisa Swayrieng Water Co., Ltd.		ASW	Cambodia									X									
	51	TTA Mariner Co., Ltd.		TMC	Thailand										O								
Other Investments	52	TTA Chao Phraya Express Boat Joint Venture		JV-CPX	Thailand																		
	53	PMT Property Co., Ltd.		PMTIP	Thailand												/	/	/				
	54	Thoresen FSO Co., Ltd.		TFSO	Thailand																		
	55	P80 Air Ltd.		P80A	Thailand																		
	56	P80 Jet Co., Ltd.		P80J	Thailand																		
	57	Soleado Holdings Pte. Ltd.		SOH	Singapore																		
	58	P80 Sky Ltd.		P80S	British Virgin Islands																		
	59	V Ventures Technologies Co., Ltd.		VVT	Thailand																		
	60	P80 Go Co., Ltd.		P80G	Thailand																		
	61	High Cloud Music Co., Ltd.		HCM	Thailand																		
	62	Strom (Thailand) Co., Ltd.		STROM	Thailand																		

Remarks : X = Chairman ID = Independent Director / = Director // = Executive Director O = Executive

Other Investments		Mr. Sahit Parlantong	Mr. Rapee Moungnont	Mrs. Suvimol Mahagitsiri	Pol.Gen. Prakard Sataman	Mr. Taratorn Wongprasat	Mr. Somporn Chitphantom	Mr. Ekathip Tippavang	Ms. Nuanchan Vasinanrak	Mr. Chakrit Amsakul	Mr. Carl Pontus Fredriksson	Mr. Sven Daniel Norberg	Mr. Julian Peter Kordek	Mr. Ponthep Letvoratham	Mr. Ratchata Titayanrak	Mr. Sebastian Abad	Mr. Benjamin Carmine Chertx	Mr. Nudtham Uparpak	Mr. Toshihiro Ikeuchi	Mr. Kensaku Tanabe	Mr. Surapong Weerakakdeacha	Mr. Tom Preststulen	Mr. Habib Mohamed Naina Mohamed	Ms. Nophamad Jumpangb
63	Laser Game Asia Ltd.	LGA																						
64	Praneat Co., Ltd.	PN																						
65	Skootar Beyond Co., Ltd.	SKB																						
66	KK Venture Co., Ltd.	KKV																						
67	V Smart City Co., Ltd.	VSC																						
68	Prompt Now Co., Ltd.	PromptNow																						
69	Sat Prime Co., Ltd.	SPR																						
70	V Ventures Int Pte. Ltd.	VVI																						
71	dwp cityspace Ltd.	DWPC																						
72	V Ventures Labs Ltd.	VVL																						
73	V Ventures Partners Ltd.	VVP																						
74	East Meta Capital Pte. Ltd.	EMC																						
75	Grid Entertainment Corporation	GRID																						
76	dwp Cityspace (HK) Co., Limited	DWPC (HK)																						
77	Deemples Technologies Sdn. Bhd. <sup>1)</sup>	DEEMPLES																						
78	Thoresen Jutal Offshore Engineering Heavy Industries (Thailand) Limited	TJE																						
79	Athene Holdings Ltd.	ATH																						
80	Unique Mining Services Public Company Limited	UMS																						
81	UMS Distribution Company Limited	UMSD																						
82	UMS Lighter Company Limited	UMSL																						
83	UMS Pallet Energy Company Limited	UMSPE																						
84	UMS Port Services Company Limited	UMSP																						
85	UMS Clean Energy 1 Company Limited	UMSCE-1																						
86	UMS Clean Energy 2 Company Limited	UMSCE-2																						
87	Valaura Energy Inc.	VLE																						

Remarks : <sup>1)</sup> No representative from TTA Group appointed as director

X = Chairman    ID = Independent Director    / = Director    // = Executive Director    O = Executive

Thoresen Thai Agencies Public Company Limited		TTA	Thailand	Mr. Jan Gandorf
Shipping	1	Premo Shipping Public Company Limited	Thailand	
	2	Thoresen Shipping Singapore Pte. Ltd.	Singapore	
	3	Thoresen Shipping Company Pte. Ltd.	Singapore	
	4	Thoresen & Company (Bangkok) Limited	Thailand	
	5	Thoresen Shipping (Thailand) Co., Ltd.	Thailand	
	6	Thoresen Klong Paedung Krungkasem Joint Venture	Thailand	
	7	Thoresen Shipping Dry Bulk DMCC	United Arab Emirates	
	8	Thoresen Chartering (HK) Limited	Hong Kong	
	9	Thoresen Shipping Germany GmbH	Germany	
10	Mermaid Maritime Public Company Limited	MML or Mermaid		
11	Mermaid Ventures Co., Ltd.	MV	Thailand	
12	PTGC Co., Ltd.	PTGC	Cambodia	
13	Zamil Mermaid Offshore Services Company LLC	ZMOS	Saudi Arabia	
14	Mermaid Drilling Ltd.	MDL	Thailand	
15	Mermaid Maritime Mauritius Ltd.	MMM	Mauritius	
16	Mermaid International Ventures	MIV	Cayman Islands	
17	Mermaid Subsea Services (International) Ltd.	MSSI	Seychelles	
18	Mermaid Subsea Services Saudi Arabia Co., Ltd.	MSS-SKA	Saudi Arabia	
19	Mermaid Subsea Services W.L.L	MSSWLL	Qatar	
20	Mermaid Subsea Services (Thailand) Ltd.	MSST	Thailand	
21	Mermaid Decom Co., Ltd.	MDCOM	Thailand	
22	Seascope Surveys Pte. Ltd.	SSS	Singapore	
23	Mermaid Offshore Services Pte. Ltd.	MOS-SG	Singapore	
24	Mermaid Subsea Services (Malaysia) Sdn. Bhd.	MSSM	Malaysia	
25	Mermaid Subsea Services (UK) Limited	MSS-UK	UK	
26	ZeaQuest Co., Ltd.	ZQ	Thailand	
27	Mermaid Subsea Oil and Gas Services DMCEST	MSOGS	United Arab Emirates	
28	Millennium 3 Ship Management and Operations DMCCO	M3JV	United Arab Emirates	
29	Tan Cang Mermaid Subsea Services Company Limited	TC Mermaid	Vietnam	
30	Mermaid Co., Ltd.	MERMATE	Taiwan	
31	Mermaid E.G S.A	MEG	Republic of Equatorial Guinea	
Offshore Services				Mr. Jan Gandorf
				Mr. Nguyen Huu Manh Nhuong
				Mr. Pailion Gregory, Claude, Jean-Marc
				Mr. Lo Liang Lai
				Mrs. Kee Fong Wong
				Mr. Mohit Kumar Purbey
				Mr. Pham Viet Ha
				Mr. La Nhat Quang
				Mr. Dao Chi Thiet
				Mom Luang Kamopruhd Jumbala
				Mr. Teebob Kitchawattana
				Mr. Prayudh Mahagitsiri
				Mr. Pan Maharakaga
				Ms. Natapree Fichaironaronongsongkram
				Mr. Sumit Charoentum
			Mr. Farkudeen Ali Ahamed Kupparakotti Noorullah	
			Mr. Junaid Ahmad	
			Mom Rajawongse Peeranupong Panupan	
			Ms. Bussaraporn Pompaisansak	
			Ms. Pannipa Pompaisansak	
			Ms. Yupaporn Littiyam	
			Mr. Natthawut Srinhok	
			Ms. Pimradaporn Benjawanatapat	

Remarks : X = Chairman ID = Independent Director / = Director // = Executive Director O = Executive

No.	Name of Director	Company	Position	Nationality	Remarks
32	PM Thoresen Asia Holdings Public Company Limited		PMTA	Thailand	
33	PM Thoresen Asia (Singapore) Pte. Ltd.		PMTS	Singapore	
34	Baconco Co., Ltd.		BCC	Vietnam	
35	PH Capital Co., Ltd.		PHC	Thailand	
36	Siam Taco Company Limited		STC	Thailand	
37	Thoresen (Indochina) S.A.	/	TI	Panama	
38	Thoresen-Vinama Co., Ltd.		TV	Vietnam	/O
39	Thoresen-Vinama Logistics Company Limited		TVL	Vietnam	/O
40	Thoresen-Vi Na Ma Tug Joint Stock Company	/	TVT	Vietnam	
41	Gulf Agency Company (Thailand) Ltd.		GAC	Thailand	
42	GAC Thoresen Logistics Ltd.		GTL	Thailand	
43	Chidlom Marine Services & Supplies Ltd.		CMSS	Thailand	
44	Thoresen Shipping FZE		TFZE	United Arab Emirates	
45	Titan Tanker Co., Ltd.		TTT	Thailand	
46	Baria Serece		BARIA	Vietnam	X / / /
47	Asia Infrastructure Management (Thailand) Company Limited		AIM	Thailand	
48	Asia Nampapa Luangprabang Sole Co., LTD.		ALP	Laos	
49	Asia Infrastructure (Cambodia) Co., Ltd.		AIC	Cambodia	
50	Aisa Swayrieng Water Co., Ltd.		ASW	Cambodia	
51	TTA Mariner Co., Ltd.		TMC	Thailand	
52	TTA Chao Phraya Express Boat Joint Venture		JV-CPX	Thailand	/ /
53	PMT Property Co., Ltd.		PMTP	Thailand	
54	Thoresen FSO Co., Ltd.		TFSO	Thailand	
55	P80 Air Ltd.		P80A	Thailand	/ /
56	P80 Jet Co., Ltd.		P80J	Thailand	
57	Soleado Holdings Pte. Ltd.		SOH	Singapore	
58	P80 Sky Ltd.		P80S	British Virgin Islands	
59	V Ventures Technologies Co., Ltd.		VVT	Thailand	
60	P80 Go Co., Ltd.		P80G	Thailand	
61	High Cloud Music Co., Ltd.		HCM	Thailand	
62	Strom (Thailand) Co., Ltd.		STROM	Thailand	

Remarks : X = Chairman ID = Independent Director / = Director // = Executive Director O = Executive

No.	Name of the Company	Country	Role	Director	Executive
63	Laser Game Asia Ltd.	Thailand	LGA		
64	Praneat Co., Ltd.	Thailand	PN		
65	Skootar Beyond Co., Ltd.	Thailand	SKB		
66	KK Venture Co., Ltd.	Thailand	KKV		
67	V Smart City Co., Ltd.	Thailand	VSC		
68	Prompt Now Co., Ltd.	Thailand	PromptNow		
69	Sat Prime Co., Ltd.	Thailand	SPR		
70	V Ventures Int Pte. Ltd.	Singapore	VVI		
71	dwp cityspace Ltd.	Thailand	DWPC		
72	V Ventures Labs Ltd.	British Virgin Islands	VVL		
73	V Ventures Partners Ltd.	British Virgin Islands	VVP		
74	East Meta Capital Pte. Ltd.	Singapore	EMC		
75	Grid Entertainment Corporation	Republic of Korea	GRID		
76	dwp Cityspace (HK) Co., Limited	Hong Kong	DWPC (HK)		
77	Deemples Technologies Sdn. Bhd. <sup>1)</sup>	Malaysia	DEEMPLES		
78	Thoresen Jutal Offshore Engineering Heavy Industries (Thailand) Limited	Thailand	TJE		
79	Athene Holdings Ltd.	Thailand	ATH		
80	Unique Mining Services Public Company Limited	Thailand	UMS		
81	UMS Distribution Company Limited	Thailand	UMSD		
82	UMS Lighter Company Limited	Thailand	UMSL		
83	UMS Pallet Energy Company Limited	Thailand	UMSPE		
84	UMS Port Services Company Limited	Thailand	UMSP		
85	UMS Clean Energy 1 Company Limited	Thailand	UMSCE-1		
86	UMS Clean Energy 2 Company Limited	Thailand	UMSCE-2		
87	Valeura Energy Inc.	Canada	VLE		
<b>Other Investments</b>					
	Mr. Jan Gandorf				
	Mr. Nguyen Huu Manh Nhuong				
	Mr. Papiilon Gregory, Claude, Jean-Marc				
	Mr. Lo Liang Lai				
	Mrs. Kee Fong Wong				
	Mr. Mohit Kumar Purbey				
	Mr. Pham Viet Ha				
	Mr. La Nhat Quang				
	Mr. Dao Chi Thiet				
	Mom Luang Kamopruh Jumbala		/		
	Mr. Teebob Kitchawattana		/		
	Mr. Prayudh Mahagitsiri				
	Mr. Pan Maharakgaga				
	Ms. Natapree Pichaironaronongsongkram				
	Mr. Sumit Charoenthum				
	Mr. Fakuween Ali Ahamed				
	Kupparakotti Noorullah				
	Mr. Junaid Ahmad				
	Mom Rajawongse Peeranupong Panupan				
	Ms. Bussaraporn Pomsaisansak				
	Ms. Pannipa Pomsaisansak				
	Ms. Yupaporn Littiyam				
	Mr. Natthawut Srimhok				
	Ms. Pimradaporn Benjawanatapat				

Remarks : <sup>1)</sup> No representative from TTA Group appointed as director

X = Chairman    ID = Independent Director    / = Director    // = Executive Director    O = Executive

Thoresen Thai Agencies Public Company Limited		TTA	Thailand	Ms. Jetiya Puttisathaporn	Mr. Scott Thomas Whitaker	Mr. Ted Poshakrishna Thirapattana	Ms. Sarinath Kamolratatapanboon	Mr. Wut Bootsabong	Ms. Hartsawan Sirwong	Mr. Apiwat Thepbudda	Mr. Raed Bassatne	Mr. Deepa Tajoo	Sim Hye Jin	Ms. Namton Fueangkanjanakul	Mr. Nguyen Xuan Quy	Ms. Wei Xiaoli	Mr. Xin Xiaolei	Mr. Tang Hui	Mr. Remy Tan Kwok Keng	Mr. Aekasit Hemawong	Mr. Nutira Honda	Ms. Isariya Wittayawranont	Dr. Tim Marchant	Dr. Sean Guest	Mr. Tim Chapman
Shipping		1	Premo Shipping Public Company Limited	PREMO	Thailand															/					
		2	Thoresen Shipping Singapore Pte. Ltd.	TSS	Singapore																				
		3	Thoresen Shipping Company Pte. Ltd.	TSC	Singapore																				
		4	Thoresen & Company (Bangkok) Limited	TCB	Thailand																				
		5	Thoresen Shipping (Thailand) Co., Ltd.	TST	Thailand																				
		6	Thoresen Klong Padung Krungkasem Joint Venture	JV-TKK	Thailand																				
		7	Thoresen Shipping Dry Bulk DMCC	TSB	United Arab Emirates																				
		8	Thoresen Chartering (HK) Limited	THK	Hong Kong																				
		9	Thoresen Shipping Germany GmbH	TSG	Germany																				
		10	Mermaid Maritime Public Company Limited	MML or Mermaid	Thailand																				
		11	Mermaid Ventures Co., Ltd.	MV	Thailand																				
		12	PTGC Co., Ltd.	PTGC	Cambodia																				
		13	Zamil Mermaid Offshore Services Company LLC	ZMOS	Saudi Arabia																				
		14	Mermaid Drilling Ltd.	MDL	Thailand																				
		15	Mermaid Maritime Mauritius Ltd.	MMM	Mauritius							/													
		16	Mermaid International Ventures	MIV	Cayman Islands																				
		17	Mermaid Subsea Services (International) Ltd.	MSSI	Seychelles																				
		18	Mermaid Subsea Services Saudi Arabia Co., Ltd.	MSS-SKA	Saudi Arabia																				
		19	Mermaid Subsea Services WLL	MSSWLL	Qatar																				
		20	Mermaid Subsea Services (Thailand) Ltd.	MSST	Thailand																				
		21	Mermaid Decom Co., Ltd.	MDCOM	Thailand																				
		22	Seascope Surveys Pte. Ltd.	SSS	Singapore															/					
		23	Mermaid Offshore Services Pte. Ltd.	MOS-SG	Singapore															/					
		24	Mermaid Subsea Services (Malaysia) Sdn. Bhd.	MSSM	Malaysia																				
		25	Mermaid Subsea Services (UK) Limited	MSS-UK	UK																				
		26	ZeaQuest Co., Ltd.	ZQ	Thailand																				
		27	Mermaid Subsea Oil and Gas Services DMCEST	MSOGS	United Arab Emirates																				
		28	Millennium 3 Ship Management and Operations DMCCO	M3JV	United Arab Emirates																				
		29	Tan Cang Mermaid Subsea Services Company Limited	TC Mermaid	Vietnam																			/	
		30	Mermaid Co., Ltd.	MERMATE	Taiwan																				
		31	Mermaid EG SA	MEG	Republic of Equatorial Guinea																				

Remarks : X = Chairman ID = Independent Director / = Director // = Executive Director O = Executive





Thoresen Thai Agencies Public Company Limited		TTA	Thailand	Mr. Russell Hiscock	Ms. Anna Green	Ms. Lina Lee	Mr. Jim McFarland, P.Eng.	Mr. Lu, Yuan-Jui	Mr. Chen-Shan Kung	Mr. Ching-Yao Chen	Ms. Teresa Isabel Nhang Avomo	Mr. Manuel Ndong Bindang	Mr. Stephan Burger	Mr. Tyron Roworth	Mr. James Balfour Thomson
Shipping	1	Premo Shipping Public Company Limited	PREMO	Thailand											
	2	Thoresen Shipping Singapore Pte. Ltd.	TSS	Singapore											
	3	Thoresen Shipping Company Pte. Ltd.	TSC	Singapore											
	4	Thoresen & Company (Bangkok) Limited	TCB	Thailand											
	5	Thoresen Shipping (Thailand) Co., Ltd.	TST	Thailand											
	6	Thoresen Klong Padung Krungkasem Joint Venture	JV-TKK	Thailand											
	7	Thoresen Shipping Dry Bulk DMCC	TSB	United Arab Emirates											
	8	Thoresen Chartering (HK) Limited	THK	Hong Kong											
	9	Thoresen Shipping Germany GmbH	TSG	Germany											
Offshore Services	10	Mermaid Maritime Public Company Limited	MML or Mermaid	Thailand											
	11	Mermaid Ventures Co., Ltd.	MV	Thailand											
	12	PTGC Co., Ltd.	PTGC	Cambodia											
	13	Zamil Mermaid Offshore Services Company LLC	ZMOS	Saudi Arabia											
	14	Mermaid Drilling Ltd.	MDL	Thailand											
	15	Mermaid Maritime Mauritius Ltd.	MMM	Mauritius											
	16	Mermaid International Ventures	MIV	Cayman Islands											
	17	Mermaid Subsea Services (International) Ltd.	MSSI	Seychelles											
	18	Mermaid Subsea Services Saudi Arabia Co., Ltd.	MSS-SKA	Saudi Arabia											/
	19	Mermaid Subsea Services WLL	MSSWLL	Qatar											/
	20	Mermaid Subsea Services (Thailand) Ltd.	MSST	Thailand											
	21	Mermaid Decom Co., Ltd.	MDCOM	Thailand											
22	Seascope Surveys Pte. Ltd.	SSS	Singapore												
23	Mermaid Offshore Services Pte. Ltd.	MOS-SG	Singapore												
24	Mermaid Subsea Services (Malaysia) Sdn. Bhd.	MSSM	Malaysia												
25	Mermaid Subsea Services (UK) Limited	MSS-UK	UK												
26	ZeaQuest Co., Ltd.	ZQ	Thailand												
27	Mermaid Subsea Oil and Gas Services DMCEST	M5OGS	United Arab Emirates												
28	Millennium 3 Ship Management and Operators DMCCO	M3JV	United Arab Emirates												
29	Tan Cang Mermaid Subsea Services Company Limited	TC Mermaid	Vietnam												
30	Mermaid Co., Ltd.	MERMATE	Taiwan					X	/	/					
31	Mermaid E.G.S.A	MEG	Republic of Equatorial Guinea											/	

Remarks : X = Chairman ID = Independent Director / = Director // = Executive Director O = Executive





# Remuneration Policy

## Remuneration Policy for Directors

The Company has set remuneration policy for directors that is composed of standard monthly fee, meeting attendance fee, and annual reward (bonus) (granted upon the Company's performance). The remuneration of directors is considered by taking into account the suitability, duties, and responsibilities assigned and being in line with strategies and the Company's short-term and long-term goals, including additional remuneration from the increased responsibility of serving as a member of a subcommittee. The remuneration is comparable to that of similarly sized listed companies in the same industry and is appealing enough to attract and retain qualified directors and motivate the directors to perform their roles and carry out their responsibilities to accomplish the Company's goals efficiently, clearly and transparently to assure the shareholders. The Nomination and Remuneration Committee will determine the fair and reasonable remuneration amount and propose this to the Board prior to obtaining the shareholders' approval.

## Remuneration Policy for the President & Chief Executive Officer

Remuneration policy for the President & Chief Executive Officer is considered from the self-assessment (CEO Performance Evaluation) and the Company's Key Performance Indicator (KPI). The President & Chief Executive Officer will be evaluated by the individual Board members, the results will be proposed to the Nomination and Remuneration Committee prior to further consideration and approval from the Board.

## Remuneration Policy for the Executives

The Company has established a remuneration policy for executives based on performance, including the MAX Performance Evaluation and the Company's Key Performance Indicators (KPIs), which reflect the achievement of the Company's goals and strategic objectives. Executives conduct a self-assessment and submit the results to the President & Chief Executive Officer for consideration and approval.

The remuneration determination is based on clear, transparent, and fair criteria, covering both short-term compensation (salary and annual bonus) and long-term compensation (provident fund and other benefits, such as life and health insurance). The proportion of remuneration depends on the executives' ability to manage the business to achieve its objectives and generate sustainable value creation.

## Remuneration Management Principles

1. A performance measurement process is established in alignment with both short-term and long-term operational plans, linking to the Company's business strategy and value creation objectives.
2. Performance indicators must be appropriate, aligned with the business's capabilities, and reflective of operational progress.
3. Performance evaluation is based on both financial and non-financial performance indicators.

## Remuneration structure of the Directors and Executives

The remuneration structure for the directors consists of:

- The non-executive director(s) shall receive a standard monthly fee and an attendance fee for each meeting.
- An incentive in the form of an annual reward (bonus) shall be paid to directors, corresponded to the Company's goal achievement in compliance with the Director Bonus Policy approved by the Company's shareholders.

The remuneration structure for the executives consists of:

- Fixed Compensation
  - Salary: Determined based on duties and responsibilities, experience, and skills. It is reviewed annually, taking into account individual performance, inflation, and labor market trends.
  - Welfare: Including life insurance, health insurance, annual health check-ups, provident fund contributions, statutory leave entitlements, and social security contributions.
- Performance-Based Variable Compensation
  - Annual reward (bonus): Considered based on the executive's individual performance evaluation (Performance Bonus).

In addition, the Company provided Directors and Officers Liabilities Insurance for directors and officers of the Company and its subsidiaries with a total liability limit of Baht 1,400 million per year.

## Monetary Remuneration

### Remuneration of Directors and Members of Subcommittees

In accordance with the resolution of the 2025 AGM on 28 April 2025 approved the remunerations in the form of standard monthly fee, meeting attendance fees for directors and

members of subcommittees and annual reward (bonus) at the total amount of not exceeding Baht 10 million for the year 2025 and authorized the Board of Directors to allocate the remunerations to directors and members of subcommittees as deemed appropriate.

**Details of Remuneration of Directors and Members of Subcommittees for Year 2025 are as follows:**

Committees	Type of Remuneration	Rate
Board of Directors (Non-executive directors)	Standard monthly fee	Baht 150,000 - Chairperson Baht 24,500 per non-executive director
	Attendance fee per meeting	Baht 54,000 - Chairperson Baht 31,500 per non-executive director
	Annual Reward (bonus)	A bonus for all non-executive directors shall be paid at a rate of not exceeding 1 percent of the consolidated net profit of the Company (after deducting unrealized gains/losses).  The Board of Directors will fix the appropriate amount of the bonus to be payable to the directors (in compliance with the above director bonus policy).
Audit Committee	Attendance fee per meeting	Baht 33,600 - Chairperson Baht 28,000 per member
Nomination and Remuneration Committee	Attendance fee per meeting	Baht 25,200 - Chairperson Baht 21,000 per member
Risk Management Committee	Attendance fee per meeting	Baht 15,120 - Chairperson Baht 12,600 per member
Corporate Governance Committee	Attendance fee per meeting	Baht 15,120 - Chairperson Baht 12,600 per member
Executive Committee	Attendance fee per meeting	Baht 100,000 - Chairperson Baht 28,000 per member

**Remark :** The director(s) who take the executive position will not receive the remuneration as director and subcommittee member.

In 2025, the Company paid directors' remuneration to directors and subcommittees in the form of standard monthly fee and meeting attendance fee totaling Baht 8.65 million. Meanwhile, directors' remuneration in the form of an annual reward (bonus) in the amount of Baht 1.35 million based on the Company's 2025 operating results and budget was paid in 2026, of which the total amounts are in line with the director bonus policy, and do not exceed the remuneration budget of Baht 10 million as approved by the shareholders at the 2025 AGM on 28 April 2025. The Directors and Officers Liability Insurance has

been provided for directors and officers of the Company and its subsidiaries in the total liability limit of Baht 1,400 million per year. The Company did not pay any other forms of remuneration or benefit to directors apart from the remuneration as aforementioned.

The details of remuneration and annual reward (bonus) paid to directors and subcommittees in 2025 are shown in the following table.

**Remuneration and Annual Reward (bonus) for the Board and Subcommittees of TTA for Year 2025**

Unit: Baht

Name	Board of Directors			Attendance Fee						Total
	Standard Monthly Fee	Annual Reward (Bonus) <sup>1</sup>	Attendance Fee	Nomination						
				Audit Committee	Executive Committee	Remuneration and Corporate Governance Committee	Risk Management Committee	Sustainable Development Committee		
1. Mr. Prasert Bunsumpun	1,800,000	370,000	594,000	-	700,000	-	-	-	-	3,464,000
2. Mr. Chalermchai Mahagitsiri	-	-	-	-	-	-	-	-	-	-
3. Dr. Jean Paul Thevenin	294,000	133,640	346,500	-	196,000	-	25,200	50,400	-	1,045,740
4. Ms. Ausana Mahagitsiri	-	-	-	-	-	-	-	-	-	-
5. Mr. Kamolsut Dabbaransi	-	-	-	-	-	-	-	-	-	-
6. Mr. Somboonkiat Kasemsuwan	294,000	143,640	346,500	268,800	-	-	-	-	-	1,052,940
7. Mr. Santi Bangor	294,000	153,640	346,500	224,000	-	50,400	30,240	-	-	1,098,780
8. Mr. Cherdpong Siriwit	294,000	143,640	346,500	224,000	-	-	-	60,480	-	1,068,620
9. Dr. Chitrapongse Kwangsukstith	294,000	133,640	346,500	-	-	-	-	-	-	774,140
10. Mr. Mohammed Rashed Ahmed M. Alnasri	294,000	133,640	252,000	-	-	42,000	-	-	-	721,640
11. Mr. Somchai Chaisuparakul	294,000	133,640	346,500	-	-	-	-	-	-	774,140
<b>Total</b>	<b>3,858,000</b>	<b>1,345,480</b>	<b>2,925,000</b>	<b>716,800</b>	<b>896,000</b>	<b>92,400</b>	<b>55,440</b>	<b>110,880</b>	<b>-</b>	<b>10,000,000</b>

**Remark :** <sup>1</sup> Annual Reward (bonus) based on the 2025 operational results, which was approved by the 2025 AGM normally paid in the following year (2026).

**Other Form of Non-Monetary Remuneration or Benefits**

The Company did not pay any other remuneration, both monetary and non-monetary, to directors. In this regard, only Directors and Officers Liability Insurance has been provided for directors and officers of the Company and its subsidiaries in the total liability limit of Baht 1,400 million per year.



Unit : Baht

Name	Board of Directors			Meeting Allowance for the Year 2025						Total
	Standard Monthly Fee	Annual Reward (Bonus)	Attendance Fee	Nomination and Corporate Risk Sustainable						
				Audit Committee	Executive Committee	Remuneration Committee	Corporate Governance Committee	Risk Management Committee	Sustainable Development Committee	
<b>Unique Mining Services Public Company Limited (Other Investments Group/Importation of Coals)</b>										
Mr. Chalermchai Mahagitsiri	-	-	-	-	-	-	-	-	-	-
Mr. Dome Liewlomviboon	-	-	-	-	-	-	-	-	-	-
Mr. Somporn Chitphentom	216,000	-	-	126,000	117,600	-	-	-	-	459,600
Mr. Ekatiip Tippavang	216,000	-	-	126,000	98,000	-	-	-	-	440,000
Mr. Taratorn Wongprasat	216,000	-	-	112,000	84,000	-	8,400	-	-	420,400
<b>Total</b>	<b>648,000</b>	<b>-</b>	<b>-</b>	<b>364,000</b>	<b>299,600</b>	<b>-</b>	<b>8,400</b>	<b>-</b>	<b>-</b>	<b>1,320,000</b>
<b>Asia Infrastructure Management (Thailand) Company Limited (Other Investments Group/Water Resource Management)</b>										
Mr. Chalermchai Mahagitsiri	-	-	-	-	-	-	-	-	-	-
Dr. Jean Paul Thevenin	-	-	-	-	-	-	-	-	-	-
Mr. Ratchata Titayanurak <sup>1</sup>	-	-	-	-	-	-	-	-	-	-
Mr. Katarat Suksawang	-	-	-	-	-	-	-	-	-	-
<b>Total Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Remark :** <sup>1</sup> Directors in such company received the remuneration as executive of the company.

<sup>2</sup> Amount of SGD 2,800 per annum, which is settled every 6-month calendar.

<sup>3</sup> Dr. Jean Paul Thevenin, Mr. Tang Kee Fei, and Mr. Michel Louis Auguste Cornille Lefebvre received the remuneration as the Nomination Committee.

<sup>4</sup> Dr. Jean Paul Thevenin, Mr. Michel Louis Auguste Cornille Lefebvre, and Mr. Tan Yew Chee William received the remuneration as the Remuneration Committee.

<sup>5</sup> Mr. Tan Yew Chee William as a Independent Director, Chairman of Remuneration Committee and as a Nomination Committee from 30 April 2025, replacing Mr. Tay Yu-Jin, who resigned from the positions on 30 April 2025.

## Remuneration of Executives

Remuneration of executives of TTA in the form of salary, annual reward (bonus) and other benefits are as follows:

Remuneration	For the Year Ended 31 December 2024		For the Year Ended 31 December 2025	
	Total number of executives during the year	Amount (Million Baht) <sup>1</sup>	Total number of executives during the year	Amount (Million Baht) <sup>1</sup>
	Total salary and Annual Reward (Bonus)	8	110.7	8
Other benefits (which included social security and provident fund contributions by TTA)	8	4.5	8	4.79

**Remark :** <sup>1</sup> Excluded Mr. Sigmund Stromme, executive of the Company, who received the remuneration as executive in subsidiary, PM Thoresen Asia Holdings Public Company Limited.

## Remuneration of the Main Business Units' Executives

Remuneration of the main business units' Executives in the form of salary and annual reward (bonus) and other benefits are as follows:

Remuneration	For the Year Ended 31 December 2024		For the Year Ended 31 December 2025	
	Total number of executives during the year	Amount (Million Baht)	Total number of executives during the year	Amount (Million Baht)
<b>Thoresen Shipping Singapore Private Limited (Shipping Group)</b>				
Total salary and Annual Reward (Bonus)	5	47.60	5	43.27
Other benefits <sup>/1</sup>	5	1.85	5	4.88 <sup>/2</sup>
<b>Mermaid Maritime Public Company Limited (Offshore Services Group)</b>				
Total salary and Annual Reward (Bonus)	11	109.28	13	124.34
Other benefits <sup>/1</sup>	11	20.39	13	14.81
<b>PM Thoresen Asia Holdings Public Company Limited (Agrochemical Group)<sup>/2</sup></b>				
Total salary and Annual Reward (Bonus)	4	6.44	4	6.95
Other benefits <sup>/1</sup>	4	0.36	4	0.39
<b>PH Capital Company Limited (Food and Beverage Group)</b>				
Total salary and Annual Reward (Bonus)	6	24.12	5	28.95
Other benefits <sup>/1</sup>	6	2.49	5	2.66
<b>Siam Taco Company Limited (Food and Beverage Group)</b>				
Total salary and Annual Reward (Bonus)	5	8.70	4	7.00
Other benefits <sup>/1</sup>	5	0.24	4	0.63
<b>Unique Mining Services Public Company Limited (Other investments/Importation of Coals)</b>				
Total salary and Annual Reward (Bonus)	3	4.77	3	4.83
Other benefits <sup>/1</sup>	3	0.63	3	0.54
<b>Asia Infrastructure Management (Thailand) Company Limited (Other Investments Group/Water Resource Management)</b>				
Total salary and Annual Reward (Bonus)	5	7.82	5	5.74
Other benefits <sup>/1</sup>	5	0.75	5	0.51

**Remark :** <sup>/1</sup> Other benefits such as social security, provident fund contributions, allowances, etc.

<sup>/2</sup> Includes retirement compensation for one executive.

<sup>/3</sup> Mr. Sigmund Stromme, executive of the Company, received the remuneration as executive in PM Thoresen Asia Holdings Public Company Limited.

# Personnel

As of 31 December 2025, TTA has a total direct workforce of 143<sup>/1</sup>, consisting of executive officers and employees as detailed below.

Number of Executive Officers of TTA	
President and Chief Executive Officer	1
Deputy Chief Executive Officer	1
Senior Executive Vice President	1
Executive Vice President	5 <sup>/2</sup>
<b>Total number of executive officers of TTA</b>	<b>8<sup>/2</sup></b>
Number of Employees of TTA	
1. Group Supports and CEO's office	98
2. Corporate Finance and Accounting, Investor Relations and Legal	23
3. Corporate Human Resource	6
4. Group Business Development	4
5. Corporate Risk Management and Internal Audit	5
<b>Total number of employees of TTA</b>	<b>136</b>
Number of Employees of subsidiaries in main business units	
1. Thoresen Shipping Singapore Pte. Ltd (Shipping Group)	88
2. Mermaid Maritime Public Company Limited (Offshore Services Group)	196
3. PM Thoresen Asia Holdings Public Company Limited (Agrochemical Group)	7
4. PH Capital Company Limited (Food and Beverage Group)	1,595
5. Siam Taco Company Limited (Food and Beverage Group)	261
6. Unique Mining Services Public Company Limited (Other Investments Group/Importation of Coals)	54
7. Asia Infrastructure Management (Thailand) Company Limited (Other Investments Group/Water Resource Management)	14 <sup>/3</sup>
<b>Total Number of employees of subsidiaries in main business units</b>	<b>2,215</b>
<b>Total Number of employees of TTA and subsidiaries in main business units</b>	<b>2,358<sup>/4</sup></b>

- Remark :** <sup>/1</sup> Excludes one Executive Vice President of TTA who is also an executive of PM Thoresen Asia Holdings Public Company Limited.  
<sup>/2</sup> Includes one Executive Vice President of TTA who is also an executive of PM Thoresen Asia Holdings Public Company Limited.  
<sup>/3</sup> The number of employees has decreased significantly (46 as of 31 December 2024) due to the completion of several projects in 2025 and no additional bidding.  
<sup>/4</sup> Excluding the crew on-board

- Over the past 3 years, there had been no material labor disputes in the Company and main business unit.
- Employee Development Plan has been disclosed under the topic of "Corporate Governance Report"

TTA	Number of Employees (excluding executives)	Remuneration for the fiscal year ended 31 December 2025 (Baht)
Male	55	293,519,072
Female	81	
Disabled Employees <sup>/1</sup>	0	
<b>Total</b>	<b>136</b>	

- Remark :** <sup>/1</sup> In 2025, TTA has paid contributions to the Department of Empowerment of Persons with Disabilities according to the Act on Promotion and Development of the Quality of Life of Persons with Disabilities, B.E. 2007, Section 33, in the amount of Baht 120,450.

**Total remuneration of employees of TTA and main business units**

	The fiscal year ended 31 December 2024 (Baht)	The fiscal year ended 31 December 202 (Baht)
Total remuneration of employees of TTA and main business units, excluding executives	1,019,563,551	1,111,135,873

**TTA Employees' Provident Fund for the year 2025**

	Number of employees eligible to join the provident fund (person)	Number of employees participating in the provident fund (person)	Proportion of employees participating in the provident fund/ total employees (percent)	Proportion of employees participating in the provident fund/ employees eligible to participate in the provident fund (percent)	Total provident funds (Baht)
Male	53	49	89.09	92.45	35,458,955
Female	73	69	85.19	94.52	
Disabled Employees	0	0	0	0	
<b>Total</b>	<b>126</b>	<b>118</b>	<b>86.76</b>	<b>93.65</b>	

**Provident fund information for employees of subsidiaries in the main business lines for the year 2025**

Main business units	Number of employees eligible to join the provident fund (person)	Number of employees participating in the provident fund (person)	Proportion of employees participating in the provident fund/ total employees (percent)	Proportion of employees participating in the provident fund/ employees eligible to participate in the provident fund (percent)
Thoresen Shipping Singapore Pte. Ltd (Shipping Group)	78	75	85.23	96.15
Mermaid Maritime Public Company Limited (Offshore Service Group)	166	105	53.57	63.25
PM Thoresen Asia Holdings Public Company Limited (Agrochemical Group)	4	4	57.14	100
PH Capital Company Limited (Food and Beverage Group)	592	143	8.97	24.16
Siam Taco Company Limited (Food and Beverage Group)	146	57	21.84	39.04
Unique Mining Services Public Company Limited (Other Investments Group/ Importation of Coals)	54	52	96.30	96.30
Asia Infrastructure Management (Thailand) Company Limited (Other Investments Group/Water Resource Management)	10	9	64.29	90.00

# Highlights of Corporate Governance

## Summary of the Performance of the Board of Directors in the Past Year

The Board of Directors (the Board) has an important role in formulating policies and strategies that may lead to increased competitiveness, creating corporate culture and values, including optimization, supervision of the adequacy of internal control systems, and corporate risk management, or giving other opinions that are beneficial to the development of the corporation.

In 2025, the Board held 11 meetings and 2 meetings among Non-Executive Directors which were held to consider and give opinions as well as deliberate on the following key matters:

- Considered and approved the vision, mission, corporate values, key strategies for 2026-2028, business plan, and 2026 budget for the Company and the Group at the Board of Directors' Meeting No. 11/2025 in December 2025;
- Monitored the implementation of the Company's strategies. Management was required to report the results to the Board of Directors' meeting on a quarterly basis and to the Executive Committee's meeting on a monthly basis;
- Considered and approved the investment matters, material connected transactions, key personnel management, financial management, quarterly financial statements, Internal Control Sufficiency Evaluation Form, evaluation of the President and Chief Executive Officer's performances, Directors and Officers Liability Insurance, amendment to the Company's objectives, and share repurchase program for the purpose of financial management;
- Considered and approved the review of policies, practices, and corporate governance systems, as detailed under "Significant Changes and Developments Relating to the Review of Policies, Practices, and Corporate Governance Systems, or the Board and Subcommittee Charters, in the Past Year" in this Form 56-1 One Report; and
- Considered and acknowledged the following key matters:
  - o Acknowledged and expressed opinions on the reports of subcommittees such as Audit Committee Report, Corporate Governance Committee Report, Executive Committee Report, Nomination and Remuneration Committee Report, Risk Management Committee Report, and Sustainable Development Committee Report. The self-assessments for the performance in year 2025 of the Board and subcommittees were also taken into account;
  - o Acknowledged report from the 2 Non-Executive Directors meetings in 2025 without the presence of management, held on 13 May 2025 and on 13 November 2025;
  - o Acknowledged the results of the Corporate Governance Report of The Listed Companies (CGR) project undertaken by the Thai Institute of Directors Association (IOD) with support from the SET;
  - o Acknowledged the results of the AGM Quality Assessment as announced by The Thai Investors Association (TIA); and

## Recruiting, Developing, and Evaluating the Performance of the Board of Directors

### Independent Director

An independent director is a director who does not manage the Company or any of its subsidiaries, not having affiliations or business relationships with the Company and not being directly associated with a major shareholder of the Company, nor having any relationships or circumstances exist which are likely to, or could appear to, interfere with the exercise of his independent business judgment with a view to the best interest of the Company. The qualifications of an independent director are as per the Company's criteria which are in line and more stringent than the criteria set by the Notification of the Capital Market Supervisory Board which is also available on the Company's website. At the present, the said criteria prescribed that the qualifications of independent director are as follows:

- 1.1 Holding no exceeding 0.5 percent of the total voting shares of the Company, parent company, subsidiaries, associated companies, major shareholders or controlling persons of the Company, including the shares held by connected persons of such independent director;
- 1.2 Not being or having been executive director, employee, staff or an advisor who receives a regular salary; or a controlling person of the Company, parent company, subsidiaries, associated companies, same-level subsidiaries, major shareholders or controlling persons of the Company unless the foregoing status has ended for at least 2 years prior to the date of appointment. Such prohibited characteristics shall exclude the case where an independent director used to be a government official or advisor of a governmental agency, which is a major shareholder or the controlling person of the Company;
- 1.3 Not being a person related by blood or registration under laws, such as father, mother, spouse, sibling, and child, including spouse of the children, executives, directors, major shareholders, controlling persons of the Company, or persons to be nominated as executives, directors, or controlling persons of the Company or its subsidiaries;

1.4 Not having or having had a business relationship with the Company, parent company, subsidiaries, associated companies, major shareholders or controlling persons of the Company in a manner that may interfere with independent discretion, which includes not being or having been a significant shareholder or controlling person of any person having a business relationship with the Company, parent companies, subsidiaries, associated companies, major shareholders or controlling person, unless the foregoing status has ended for at least 2 years prior to the date of appointment;

The aforementioned business relationship under the first paragraph 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 extending loan, guarantee, providing assets as collateral, and any other similar actions, which result in the Company or its counterparty being subject to indebtedness payable to the other party in an amount starting from 3 percent of the net tangible assets of the Company or from Baht 20 million or more, whichever amount is lower. The calculation of such indebtedness shall be in accordance with the method for calculating the value of connected transactions under the Notification of the Capital Market Supervisory Board Re: Rules on Connected Transactions, *mutatis mutandis*. The consideration of such indebtedness shall include the indebtedness incurred during the period of 1 year prior to the date of establishing the business relationship with such related person;

1.5 Not being or having been an auditor of the Company, parent company, subsidiaries, associated companies, major shareholders or controlling person of the Company, and not being a significant shareholder, controlling person, or partner of an audit firm which employs auditors of the Company, parent company, subsidiaries, associated companies, major shareholders or controlling persons, unless the foregoing status has ended for at least 2 years prior to the date of appointment;

1.6 Not being or having been a provider of any professional services including those as legal advisor or financial advisor who receives service fees exceeding Baht 2 million per year from the Company, parent company, subsidiaries, associated companies, major shareholders or controlling persons of the Company, and not being a significant shareholder, controlling person or partner of the provider of professional services, unless the foregoing status has ended for at least 2 years prior to the date of appointment;

1.7 Not being a director who has been appointed as a representative of the Company's director, major shareholder or shareholder who is a connected person of the Company's major shareholder;

1.8 Not undertaking any business in the same nature and in significant competition to the business of the Company or subsidiaries or not being a significant partner in a partnership or being an executive director, employee, staff, advisor who receives a regular salary or holding shares exceeding 1 percent of the total voting shares of other company which undertakes business in the same nature and in significant competition to the business of the Company or subsidiaries;

1.9 Not having any characteristic which makes him/her incapable of expressing independent opinions with regard to the Company's business affairs.

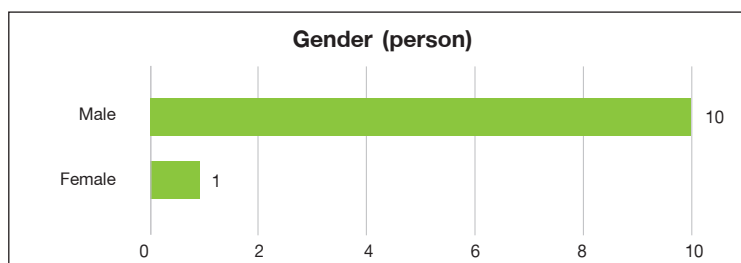
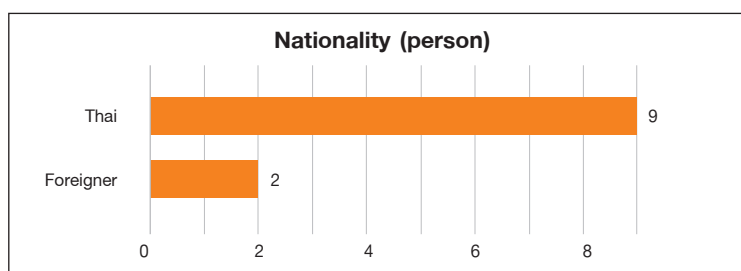
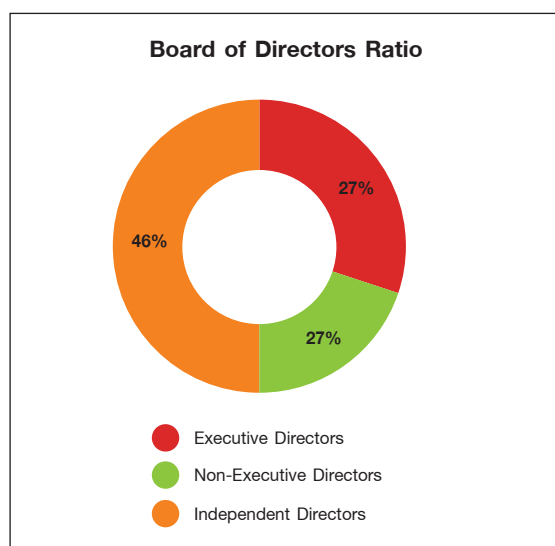
After having been appointed as an independent director with qualifications complying with the criteria under items 1.1 to 1.9 above, the independent director may be assigned by the Board to take part in the business decision of the Company, parent company, subsidiaries, associated companies, same-level subsidiaries, major shareholders or controlling persons of the Company, providing that such decision shall be in the form of collective decision.

## **Nomination and Appointment of Directors and Top Executive**

### **Nomination and Appointment of Directors**

The Board assigned the Nomination and Remuneration Committee, composing of 2 independent directors from the total of 3 members, to seek qualified candidates as a director of the Company. The Nomination and Remuneration Committee will search for the candidate, when the Company has a vacant position for directors, by recommendation from other directors, nomination from shareholder(s), professional search firm or database of other agencies or other methods that the Nomination and Remuneration Committee deems appropriate. The Nomination and Remuneration Committee will consider diversity among the Board, including a range of ages, genders, races, knowledge, experiences, and professions, including preparing the Board Skills Matrix to thoroughly assess the qualifications of potential directors (Details of which are as shown in Board Skills Matrix appeared in the subsequent section). The Board must include at least 1 Non-Executive Director who has knowledge of the Company's business and does not possess any characteristics that are against the law by considering the necessary skills that are currently lacking, as well as suitable qualifications that align with the Company's business strategies and the composition and structure of the directors. Additionally, the Board must consist of at least 7 and no more than 14 directors, including a number of independent directors that meet the Company's qualifications, which comply with but are more stringent than those specified by the Capital Market Supervisory Board. At least one-third of the entire Board must be independent directors, and there must be at least 3 independent directors. The Company currently has 5 independent





### New Director Orientation and Development of Director and Executive

The Company prepares a handbook for directors, which includes a summary of the Company's information, policies, charters, and management structure and also the useful documents and information for the assumed position of each new director, including the general information of the Company such as the objectives, key goals, vision, mission, core values, and Code of Business Conduct for all directors as basic information. The Company established a director orientation session for new Board members by briefing on the Company's policies and key business operations to facilitate their prompt performance of duties. Moreover, new Board members will also meet with senior executives of each business unit to understand business of the Company in greater detail.

As of 31 December 2025, 10 of the total 11 directors participated in the Thai Institute of Directors' Association (IOD) director training programs, including the Role of Chairman Program (RCP),

the Director Accreditation Program (DAP), the Director Certification Program (DCP), the Finance for Non-Finance Director Program (FND), the Role of the Compensation Committee Program (RCC), the Audit Committee Program (ACP), Monitoring Fraud Risk Management (MFM), Monitoring the System of Internal Control and Risk Management (MIR), Monitoring the Internal Audit Function (MIA), Monitoring the Quality of Financial Reporting (MFR), Corporate Governance Program for Insurance Company (CIC), Corporate Governance for Capital Market Intermediaries (CGI), Hot Issue for Directors - What Directors Need to Know about Digital Assets?, Hot Issue for Directors - Empowering Boards: Enhancing Governance, Standards, and Financial Insights, and Hot Issue for Directors - The Evolving Role of Audit Committee in Fostering Trust and Transparency.

The Company encourages directors who have not participated in the above training programs to participate at the Company's expense.

Summary of IOD courses which the Company's directors attended is as follows:

Director	IOD course attended
1. Mr. Prasert Bunsumpun	RCP 2012, DAP 2004
2. Mr. Chalermchai Mahagitsiri	DAP 2004, DCP 2005
3. Dr. Jean Paul Thevenin	DAP 2008
4. Ms. Ausana Mahagitsiri	DAP 2004
5. Mr. Kamolsut Dabbaransi	DCP 2009
6. Mr. Somboonkiat Kasemsuwan	DCP 2007, Hot Issue for Directors 2025
7. Mr. Santi Bangor	DCP 2001, EXAM 2001, RCC 2013, ACP 2013, MFM 2013, MIR 2013, MIA 2013, MFR 2013, Hot Issue for Directors 2022, Hot Issue for Directors 2024, Hot Issue for Directors 2025
8. Mr. Cherdpong Siriwit	RCP 2004, DAP 2004, FND 2004, DCP 2008, ACP 2009
9. Dr. Chitrapongse Kwangsukstith	DCP 2004, FND 2004, RCC 2010
10. Mr. Mohammed Rashed Ahmed M. Alnasri	-
11. Mr. Somchai Chaisuparakul	DAP 2004, CGI 2014, CIC 2022, Hot Issue for Directors 2022, Hot Issue for Directors 2024

The Company encourages its directors and executives to enhance their knowledge and skills through attendance of training courses and seminars. In 2025, all directors and executives successfully completed a training program on PDPA & Cybersecurity. This information is documented under the section “Details of the Board of Directors, Subcommittees, Executives and Personnel”

**Assessment of the Board of Directors, Subcommittees, President and Chief Executive Officer**

**1. Self-Assessment of Board of Directors as a group and on an individual basis**

The Company’s self-assessment forms as a group and on an individual basis for the Board and subcommittees apply the SET’s evaluation guideline to suit the characteristics and structure of the Board. The Chairman of the Corporate Governance Committee assigned the Company Secretary to send a Board of Directors assessment form as a group and on an individual basis to each director. The Company Secretary collected the responses to the form to compile an overview and summarize the results of the scores. This information will be presented to the Board for their consideration annually. The objective is to use the results to make recommendations for improving the effectiveness of the Board’s work and to maximize the benefits of corporate governance. The assessment criteria for both types of assessments are as follows:

1. “Excellent” has score range between 90 - 100.
2. “Very Good” has score range between 80 - 89.
3. “Good” has score range between 70 - 79.
4. “Satisfactory” has score range between 60 - 69.
5. “Pass” has score range between 50 - 59.
6. “Unsatisfactory” has score range below 50.

There were 6 key components of self-assessment of the Board as a group, namely:

1. Structure and Characteristics of the Board
2. Roles and Responsibilities of the Board
3. Board of Directors’ Meetings

4. Board of Directors’ Performance of Duties
5. Relationship with Management
6. Self-Development of Directors

There were 3 key components of self-assessment of the Board on an individual basis, namely:

1. Structure and Qualifications of the Board
2. Board of Directors’ Meetings
3. Roles, Duties and Responsibilities of the Board

The Chairman of the Corporate Governance Committee reported the assessment results to the Board. In 2025, the assessment results as a group were “Excellent” with an average of 92.40 percent, and the assessment results as an individual basis were “Excellent” with an average of 93.86 percent. The Board discussed the results and possible improvements and asked subcommittees to propose measures to improve the efficiency of the Board.

**2. Self-Assessment of subcommittees members as a group and on an individual basis.**

In 2025, subcommittees, namely Audit Committee, Executive Committee, Nomination and Remuneration Committee, Corporate Governance Committee, Risk Management Committee, and Sustainable Development Committee conducted an assessment of their own performance as a group and on an individual basis. For the assessment process, the Chairman of the Corporate Governance Committee assigned the Company Secretary to send subcommittees assessment form as a group and on an individual basis to each member. The responses to the form were collected by the Company Secretary and evaluated the scores. The results were reported to the Board in order to use any recommendations on the performance evaluation to improve the effectiveness of the committees’ operation and maximize the benefits of corporate governance and to be used for considering the appropriateness of the Board’s composition.

In 2025, the performance evaluation results of subcommittees members are as follows:

Subcommittee	Evaluation Results (as a group)	Evaluation Results (on an individual basis)
Audit Committee	100.00 percent Excellent	99.19 percent Excellent
Executive Committee	92.19 percent Excellent	96.88 percent Excellent
Nomination and Remuneration Committee	95.61 percent Excellent	96.67 percent Excellent
Corporate Governance Committee	96.30 percent Excellent	97.50 percent Excellent
Risk Management Committee	89.93 percent Very Good	96.25 percent Excellent
Sustainable Development Committee	91.17 percent Excellent	86.36 percent Very Good

### 3. Assessment of the President and Chief Executive Officer (CEO)

The Company conducts an annual evaluation of the performance of the CEO. The CEO will be evaluated by the individual Board members, the results will be proposed to the Nomination and Remuneration Committee prior to further consideration and approval from the Board. Remuneration policy for the CEO is considered from the results of CEO Performance Evaluation and the Company's key performance indicators (KPI).

CEO Performance Evaluation Form is divided into 2 Sections:

#### Section 1: Performance Evaluation

1. Leadership
2. Strategic Planning
3. Strategy Execution
4. Financial Planning and Performance
5. Relationship with the Board of Directors
6. External Relations
7. Management and Employee Relations
8. Succession Planning
9. Knowledge of Products and Services
10. Personal Attributes

#### Section 2: CEO Development

1. Key strengths of CEO
2. Areas for development of the CEO

In 2025, at the Board of Directors' Meeting No. 11/2025 held on 12 December 2025, the Board approved the performance evaluation results of the CEO, which were rated at a "Good" level (B).

### Succession Plan for the President and Chief Executive Officer Position

The Board places a high value on effective and efficient management, as well as ensuring business continuity. As a result, the Company has developed a succession plan for key executive positions, particularly the President and Chief Executive Officer. These individuals must possess a bachelor's degree, have strong leadership skills, a clear vision, and relevant work experience in the Company's field of business. The Nomination and Remuneration Committee is responsible for determining the criteria for the succession plan of senior executive, including recruiting, selecting, and nominating individuals for the role of President and Chief Executive Officer. This is done with transparency, fairness, and in line with the Company's business direction to ensure that the Company has senior executive with the potential to succeed in important positions within the organization. These senior executive positions must possess the necessary knowledge, skills, experience, and characteristics to drive the organization towards its goals. The Nomination and Remuneration Committee regularly reviews the succession plan and reports its progress to the Board on an annual basis.

#### Top Executive Recruitment

The Board assigned the Nomination and Remuneration Committee to select and screen a person with the appropriate abilities and qualifications to hold the position of top executive. The preliminary factors used for consideration include qualifications, knowledge, competency, and experience. The selected for the position should have the same management concept and vision as the Board for the Company's operations to be successful and achieve the goals. The top executive and the Board must have mutual trust and close coordination.

The Nomination and Remuneration Committee will nominate the selected person to the Board for consideration and appointment. The top executive will consider other executive positions.

### Meeting Attendance

Board of Directors' meetings shall be convened once at least every 3 months as specified in the Company's Articles of Association. Special meetings are convened as necessary to address specific needs. In 2025, there were 11 Board of Directors' meetings. The principal meeting agendas were: consideration of the Company's strategic direction, annual business plan and budget, quarterly financial reports, significant acquisition and disposition of assets and connected transactions, cancellation of the rights offering program

and process, amendment to the Company's objectives and memorandum of association, and share repurchase program for the purpose of financial management.

The Board requires all members to devote sufficient time to the work of the Board, to perform the duties and responsibilities of directors, and to use their best endeavors to always attend meetings. All directors are encouraged to attend at least 75 percent of all Board of Directors' meetings held during the year.

Moreover, in every ordinary Board of Directors' Meeting, directors and executives are required to report whether there is any change of their holding in the Company's security from the latest report.

### Attendance Record of the Board and Subcommittees for Year 2025

Name	Board of Directors' Meetings				Subcommittee Meetings					
					Audit Committee	Executive Committee	Nomination and Remuneration Committee	Corporate Governance Committee	Risk Management Committee	Sustainable Development Committee
	In Person	Via Electronics	Total 11 Meetings	percent	Total 8 Meetings	Total 7 Meetings	Total 2 Meetings	Total 2 Meetings	Total 4 Meetings	Total 5 Meetings
1. Mr. Prasert Bunsumpun	4/11	7/11	11/11	100.00	-	7/7	-	-	-	-
2. Mr. Chalermchai Mahagitsiri	-	10/11	10/11	90.91	-	7/7	-	-	-	-
3. Dr. Jean Paul Thevenin	7/11	4/11	11/11	100.00	-	7/7	-	2/2	4/4	-
4. Ms. Ausana Mahagitsiri	-	8/11	8/11	72.73	-	6/7	2/2	2/2	-	-
5. Mr. Kamolsut Dabbaransi	-	10/11	10/11	90.91	-	-	-	-	-	5/5
6. Mr. Somboonkiat Kasemsuwan	6/11	5/11	11/11	100.00	8/8	-	-	-	-	-
7. Mr. Santi Bangor	5/11	6/11	11/11	100.00	8/8	-	2/2	2/2	-	-
8. Mr. Cherdpong Siriwit	7/11	4/11	11/11	100.00	8/8	-	-	-	4/4	-
9. Dr. Chitrapongse Kwangsukstith	7/11	4/11	11/11	100.00	-	-	-	-	-	-
10. Mr. Mohammed Rashed Ahmed	1/11	7/11	8/11	72.73	-	-	2/2	-	-	-
M. Alnasri										
11. Mr. Somchai Chaisuparakul	-	11/11	11/11	100.00	-	-	-	-	-	-

In 2025, a total of 11 Board of Directors' meetings were held consisting of 6 regular meetings and 5 special meeting. There were also 2 Non-Executive Directors' meetings held without the presence of management, and the outcome was presented at the Board of Directors' meeting. Directors who could not attend the meeting due to urgent missions abroad or other missions informed in advance to the Company Secretary who would notify the Chairman of the Board afterward or attended the meeting via electronic means instead.

### Supervision of Subsidiaries and Associated Companies

The Company has sent person to represent the Company as directors or executives in subsidiaries and associated companies in proportion to the Company's shareholding and the Company has established regulations for nomination and

voting to appoint persons to be directors in subsidiaries and associated companies must be approved by the President and Chief Executives Officer or Executive Committee and reported to the Board for acknowledgment. The person appointed to be a director in a subsidiary or associated company is obliged to act in the best interests of such subsidiary or associated company. The Company requires that the appointed person must obtain the approval of the Board prior to voting or exercising their rights to vote on important matters at the same level as those required by the Board if it was carried out by the Company itself.

In addition, the Company stipulates regulations for persons appointed by the Company to supervise the subsidiary to comply with the rules, regulations relating to connected transactions,

acquisition or disposition of assets, or any other important transactions of such company to be complete and correct and use the rules related to disclosure of information and the above transactions in the same manner as the Company's rules as well as to supervise the collection of information and accounting records of the subsidiaries so that the Company can examine and collect them to prepare the consolidated financial statements in a timely manner.

The Company, as a company that operates its core business by holding shares in other companies (Holding company), the Board supervises the operations of subsidiaries and associated companies to maintain the benefits in the investment of the Company as follows:

- Encourage subsidiaries and associated companies to implement good corporate governance policies;
- Select persons as representatives of the Company, approved by the President and Chief Executives Officer or Executive Committee, to be directors and executives in subsidiaries and associated companies in proportion to the Company's shareholding;
- Supervise through representative directors and executives and policies set by the parent company;
- Consider important matters such as strategy, business plan, capital increase or capital reduction, dissolution, including important policies;
- Follow up on performance by the Company's management, Executive Committee, and the Board;
- Ensure that subsidiaries and associated companies comply with relevant rules and regulations of regulatory agencies such as related transactions, acquisition and disposition of assets, adequate and timely disclosure of information, as well as to ensure that accounting and financial reports are prepared in accordance with relevant laws and generally accepted accounting standards; and
- Audit by Internal Audit and Compliance Department to ensure that the established internal controls are sufficient and effective.

#### **Monitoring to Ensure Compliance with Corporate Governance Policies and Practices**

The Company places importance on good corporate governance by stipulating relevant policies and practices in the Company's Corporate Governance Policy and Code of Business Conduct as well as to promote real practice to build confidence to all groups of stakeholders. In the past year, the Company has followed up to achieve compliance with good corporate governance, as shown in the report with corporate governance as follows:

#### **Corporate Governance Report**

The Board regularly reviewed the Company's Corporate Governance Policy and revised its Corporate Governance Policy, reviewed its Code of Business Conduct, and Anti-Corruption Policy and Measures to be in line with the principles of good corporate governance, as well as business strategies, business

direction, present business situation and also all laws and regulations as appropriated on an annual basis.

Moreover, the Corporate Governance Committee has reviewed the Company's Corporate Governance report to ensure that the Company has been conducting the business in accordance with the international standard of Corporate Governance practices, both the principles of good corporate governance for Listed Companies by the SET and ASEAN Corporate Governance Scorecard (ACGS).

For the year 2025, the Company followed 5 corporate governance practices as follows:

#### **1. Rights of Shareholders**

All shareholders are encouraged to exercise their fundamental rights which include, but not limited to, the right to buy, sell, or transfer shares, to share in the profit of the Company, to obtain relevant and adequate information on the Company in a timely and regular manner, and to participate and vote in the shareholders' meeting on significant matters such as to elect or remove members of the Board, appoint the auditor, and make decisions on any transactions that affect the Company, such as dividend payment, amendments to the Company's Articles of Association, capital increases or reductions, or the approval of extraordinary transactions. Shareholders are also given ample time to ask questions or give comments on matters that the Board presents or requests for approval at the shareholders' meeting.

All shareholders have the same basis and rights in the casting of votes at the meeting and the receipt of dividends as declared by the Company. The dividend amount is calculated based on their respective shareholding in the Company.

Apart from the abovementioned fundamental rights of shareholders, the Company has made additional effort to encourage and facilitate shareholders in exercising their rights as follows:

#### **Shareholders' Meeting**

The Company conducts shareholders' meeting in accordance with applicable laws, which allow shareholders to exercise their rights by getting full information. Within 4 months after the fiscal year-end, the Company organizes an AGM which is conducted in accordance with applicable laws and SET requirements, from the calling of the meeting, the notification of the meeting agenda, the dispatch of meeting materials, the conduct of the meeting, to the distribution of minutes. In case that the Company is required to propose a special agenda which affect or involve the shareholders' interest or involve conditions, regulations, or laws that require the shareholders' approval, an Extraordinary General Meeting of Shareholders (EGM) shall be called on a case by case basis.

## Procedures for the Shareholders' Meeting were as follows:

### (a) Procedures Prior to the Meeting

The Board of Directors' Meeting No. 4/2025, held on 6 March 2025, resolved to hold the 2025 AGM on Monday, 28 April 2025 at 1:30 hrs. via electronic means (e-AGM). The e-AGM was broadcasted live from the Persian Gulf Conference Room located on the 5<sup>th</sup> floor of the Orakarn Building, 26/15 Soi Chidlom, Ploenchit Road, Lumpinee, Pathumwan, Bangkok 10330.

The Board of Directors' Meeting No. 9/2025, held on 14 August 2025, resolved to hold the EGM No. 2/2025 on Tuesday, 28 October 2025 at 1:30 hrs. via electronic means (e-EGM). The e-EGM was broadcasted live from the Persian Gulf Conference Room located on the 5<sup>th</sup> floor of the Orakarn Building, 26/15 Soi Chidlom, Ploenchit Road, Lumpinee, Pathumwan, Bangkok 10330.

The Company also provides convenience and support for all shareholders and institutional investors by scheduling meeting date, time, and venue conveniently for shareholders to travel to the place of the meeting with appropriate time allocation, sufficient for discussion. The Company informed the shareholders of the date, time, venue, and meeting agenda together with the rationale and opinion of the Board on each agenda via SET channel, on the same day on which the Board resolved to call the shareholders' meeting and published via the Company's website.

The Company provided the opportunity for shareholders to ensure sufficient time to scrutinize meeting notice or request additional information ahead of the meetings. Both Thai and English 2025 e-AGM notice and e-EGM No. 2/2025 notice together with relevant documents including proxy forms in order to facilitate the shareholders who were not able to attend the meeting by themselves, were sent to shareholders at least 21 days in advance by post. The meeting agenda and detailed documents were also provided, with indications for consideration of report or matters for approval. All matters were clearly categorized, for example, for the Board related matter, director elections and directors' compensation approval were separated into 2 agenda items, with facts and supporting details from the Board in each item. For the agenda of appointment of auditors, the auditors' profiles, their working company and audit fee were completely and clearly illustrated for shareholders' consideration of the performance and appropriateness of auditors. Moreover, Chairman of the meeting held a meeting by following the order of agenda item in the notice and did not allow adding unnecessary agenda items that were not specified in the notice, especially those requiring shareholders to scrutinize before making decisions.

The Company specified the identification documents and a list of documents required for attending the meeting to assist them in exercising their rights and casting their votes on each agenda item. The Company honored their rights by sending proxy forms in order to facilitate the shareholders who were not able to attend the meeting themselves, so they could grant the proxy to vote on their behalf by specifying the votes of approval, disapproval, or abstention in each agenda. Moreover, the profiles of the Company's independent directors as well as the procedures and related documents to appoint the independent director to vote on their behalf as an alternative for shareholders to appoint proxies. Envelopes were made readily available for shareholders together with the meeting notification to assist them to post the proxy forms back to the Company.

The Company encourages all shareholders including individual and juristic persons and institutional investors to attend the Company's shareholders' meetings. Apart from direct mailings, the Company notified its shareholders via SET channel that the notice of the e-AGM and e-EGM together with relevant documents, written in both Thai and English, were available for download on the Company's website at <https://www.thoresen.com/en/investor-relations/downloads/shareholders-meeting?year=2025> from 24 March 2025, 35 days in advance of the e-AGM and from 23 September 2025, 35 days in advance of the e-EGM to give shareholders time to study the information for decision making.

The Company also advertised the notice calling for the shareholders' meeting in both Thai and English on the Company's website at least 3 days prior to the meeting date and set up an announcement for at least 3 consecutive days according to the law and in line with the Company's Articles of Associations and the Notification of Department of Business of Development Re: the advertisement via electronic means, to inform shareholders to prepare in advance before participating in the meeting. The notice calling for the 2025 e-AGM in both Thai and English was advertised on the Company's website for 35 days from 24 March - 27 April 2025.

For the e-EGM, the Company advertised the notice calling in both Thai and English on the Company's website at least 3 days prior to the meeting date and set up an announcement for at least 3 consecutive days according to the law and in line with the Company's Articles of Associations and the Notification of Department of Business of Development Re: the advertisement via electronic means. The notice calling for the e-EGM No. 2/2025 in both Thai and English was advertised on the Company's website for 35 days prior to the e-EGM from 23 September - 27 October 2025.

### **Rights of Shareholders to Propose Agenda Items and Director Candidate for AGM in Advance, and Submit Questions for AGM and EGM in Advance**

In order to comply with the principles of good corporate governance regarding shareholders' rights for year 2025, the Company provided the opportunity for the rights of shareholders to propose agenda items, director candidates, and submit questions in advance from 1 November 2024 to 31 January 2025, through the methods and channels indicated by the Company. Those methods and channels have been publicized on the Company's website as informed via SET channel on 31 October 2024.

The rights of shareholders to propose agenda items of the e-AGM in advance was granted for a shareholder who has a listed name on the Record Date of that specific year, continuously holding not less than 5 percent of the total issued and paid up shares for a period of at least 12 months, being either 1 shareholder or shareholders, and being a shareholder as at the date of proposing such agenda. The Company Secretary would review the qualification of such shareholder(s) with the criteria and methods introduced by the Company, as well as the correctness and completion of submitted documents before proposing to the Board for further consideration and approval. If an agenda was approved, it would be added to the notice of the e-AGM with an indication that it was proposed by a shareholder/shareholders and opinion from the Board. If an agenda was not approved, shareholder(s) who proposed the agenda would be informed of reasons in the e-AGM or via other appropriate methods.

The rights of shareholders to propose the candidates to be elected as the Company's Board members in the e-AGM in advance was granted for a shareholder who has a listed name on the Record Date, continuously holding not less than 5 percent of the total issued and paid up shares for a period of at least 12 months, being either 1 shareholder or shareholders, and being a shareholder as at the date of proposing the director candidate. The Company Secretary would review the qualification of such shareholder(s) and the correctness and completion of submitted documents, before proposing to the Nomination and Remuneration Committee for further consideration through recruitment and selection procedure. The Nomination and Remuneration Committee shall review the proposed submission and express its opinion to the Board for consideration before bringing to the AGM for consideration and approval. If a nominated individual was not recommended by the Board, shareholder(s) who nominated the candidate would be informed of reasons at the e-AGM or via other appropriate channels. The determination of the Board's judgment shall be deemed final.

Furthermore, shareholders could submit the original copies of the documents for proposing agenda items and nominating candidates for election as Board members before the Company's 2025 e-AGM with all necessary documents. All the documents had to arrive at the Company by 31 January 2025 addressing Company Secretary Office:

Thoresen Thai Agency Public Company Limited  
26/26-27, Orakarn Building 7<sup>th</sup> Floor, Soi Chidlom,  
Ploenchit Road, Lumpinee, Pathumwan, Bangkok 10330  
Telephone: +66 (0) 2250 0569 Ext. 109-110

Shareholders could unofficially send the above documents to the Company first via COR@thoresen.com.

In 2025, however, there were no shareholders proposing agenda items or nominating candidates for election as the Board members in advance of the 2025 e-AGM via the methods and channels indicated by the Company.

The Company had given the opportunity for shareholders to submit questions in advance of the 2025 e-AGM via the Company's website at <https://www.thoresen.com/en/investor-relations/shareholder-information/shareholders-meeting/submission-of-agm-questions> to gather questions and answer questions with reasons for the 2025 e-AGM held on Monday, 28 April 2025. It appeared that there were shareholders who submitted questions in advance of such meeting, and the Company addressed those questions during the meeting.

Moreover, the Company had given the opportunity for shareholders to submit questions in advance of the e-EGM No. 2/2025 via the Company's e-mail COR@thoresen.com to gather questions and answer questions with reasons for the e-EGM No. 2/2025 held on Tuesday, 28 October 2025. It appeared that there was a shareholder who submitted questions in advance of such meeting, and the Company addressed those questions during the meeting.

#### **(b) Date of Shareholders' Meeting**

The Company held the 2025 e-AGM and e-EGM No. 2/2025, broadcast from the meeting room in Orakarn Building, via electronic means according to the Royal Decree on the Supervision of Digital Platform Services Subjected to Prior Notification, B.E. 2022 by engaging a digital platform service provider who is registered with the Electronic Transactions Development Agency (ETDA). Shareholders who wished to attend the meeting in person or attend the meeting by proxy could submit a request form through the meeting system in advance of the meeting date. For shareholders who wished to assign proxy to independent directors of the Company could send the proxy form together with supporting documents to the Company by post. In addition,

the Company opened a pre-registration for shareholders who appointed a custodian in Thailand to be a share depository and keeper.

On the meeting day, the Company had facilitated registration by electronic means that would allow access to the system 2 hours prior to the meeting's opening. The Company had prepared a channel in case shareholders encountered problems logging into the meeting system or voting system. The shareholders could study and follow the advice given along with the notice calling or contact the administrator. In the event that the system crashed during the meeting, shareholders would receive an e-mail to return to the meeting through the backup system.

### (c) During the Meeting

During the 2025 e-AGM held on Monday, 28 April 2025 via electronic means, there were 11 directors in total. 4 directors attended the meeting in person, while 7 directors participated via electronic means, resulting in a 100 percent attendance rate among all directors. And during the e-EGM No. 2/2025 held on Tuesday, 28 October 2025 via electronic means, there were 11 directors in total. 4 directors attended the meeting in person, while 7 directors participated via electronic means, resulting in a 100 percent attendance rate among all directors. The Chairman of the Board was the Chairman of the meeting and was responsible for conducting the meetings continuing under the relevant laws, rules, or the Company's Articles of Association. The Chairman of the meeting would allocate time appropriately and equally to each shareholder to present their comments and raise questions in the meetings according to the agenda items. In addition to the Company's auditors attending in the e-AGM, all directors, including the Chairmen of subcommittees, the President and Chief Executive Officer, attended the e-AGM. Senior executives of the Company and major subsidiaries were also present to assist the Board in addressing queries raised by the shareholders including for clarity. The Company used media for the presentation during the meetings, including when it was showing the voting results of each agenda. All shareholders would be informed of the number and percentage of shareholders' attendance, including proxies, meeting process, shareholders' voting methodology, and counting of votes before the start of the agenda. The Company conducted meetings according to the agenda with frequency required by the law and provided all shareholders opportunities to vote equitably. Shareholders, who arrived at the meetings after the meeting has begun, were still entitled to vote on the agenda items that were still under consideration and had not been voted upon. However, in the election of directors agenda, the Company offered each shareholder the rights to vote on individual director. No additional agenda were proposed after dispatch of the notice calling.

For the election of directors agenda, the directors who had conflict of interest in such matter would temporarily leave the meeting room or electronic means to promote shareholders' freedom for questioning and voting.

To facilitate Thai shareholders, the Company provided professional interpreter in case foreign directors report the Company's performance or answer the shareholders' questions in English. Moreover, legal counsel from Able & Primpton Co., Ltd., a law firm act as an independent inspector to monitor the counting of votes and in case there are any legal questions which requires clarification during the e-AGM and to ensure the meeting was transparent and complied with applicable laws as well. Under each agenda item, the Chairman of the meeting gave the shareholders an opportunity to give opinions and suggestions as well as asking questions. In response to the questions, the Chairman of the meeting and the executives gave the shareholders appropriate answers and explanations. The voting results had to be revealed to all attendees, presenting the scores of approval, disapproval, abstention, not entitled to vote, and void on each agenda item. In addition, all important questions and comments were included in the minutes of the meetings.

### (d) Procedures Following the Meeting

The Company submitted to the SET the resolutions of the 2025 e-AGM and 2/2025 e-EGM held on Monday, 28 April 2025 and on Tuesday, 28 October 2025, respectively, with details of voting results-approval, disapproval, abstention, not entitled to vote, and void-of each agenda via SET channel after the meeting. The Company prepared and submitted the minutes of the 2025 e-AGM and 2/2025 e-EGM in both Thai and English to the SET and related organization within the required timeframe (14 days) on 9 May 2025 and 7 November 2025, respectively. The minutes were also posted on the Company's website (<https://www.thoresen.com/en/investor-relations/downloads/shareholders-meeting?year=2025>) for the shareholders verification.

The Company's 2025 e-AGM and 2/2025 e-EGM minutes presented the information as follows:

- (1) List of the directors, executives, and other attendees with ratio showing the directors who attended the meeting and those who were absent
- (2) Meeting procedures showing how to vote and how to count votes, resolutions, and voting results (approval, disapproval, abstention, not entitled to vote, and void) of each agenda
- (3) Summary of material clarification, questions and answers as well as material suggestions and comments during the meeting, and names of both questioners and answerers

The Company has been rated the AGM quality assessment as “Excellent” (scores ranging between 90-100) consecutively from the year 2007-2024. The assessment results were based on the assessment form conducted by the Thai Investors Association (TIA) in conjunction with the Securities and Exchange Commission (SEC) and the Listed Companies Association. In 2025, the Company was rated “Excellent” (100 scores) for the quality assessment of the 2025 AGM held on Monday, 28 April 2025 for the fifth consecutive year.

## 2. Equitable Treatment of Shareholders

### 2.1 Equitable Treatment

The Company is aware of the duty to protect with due care the interests of all Thai and foreign, major and minor shareholders fairly. All shareholders including individual and juristic shareholders and institutional investors were treated equally under the Company’s policy. In addition, the Company sets policy for equitable treatment to all shareholders for attending and vote in the shareholders’ meetings, sharing in profits, regularly and timely obtained adequate information, and business performance. In the shareholders’ meeting, each shareholder shall have 1 vote on each share. If shareholders would like to appoint a proxy, proxy form, which contains detail of voting as approve, disapprove or abstain vote, were delivered, with details of the Company’s independent directors also attached for shareholders consideration as alternative proxy. The requiring documents and voting methods were delivered together with the notice calling. In addition, in case of on-site meeting, the ballots were provided for each agenda, especially the agenda of director elections where directors are elected individually. The shareholders’ meetings were conducted according to the sequence of agenda set out in the notice calling and did not have any additional agenda items which are not indicated the notice calling, nor distributed additional documents in the meeting otherwise rights of the shareholders who could not participate in the meeting by themselves will be deprived, especially the ones requiring shareholders to scrutinize before making decisions.

## 3. Roles of Stakeholders

**3.1 Caring for the Rights of Stakeholders:** Information on the Company’s stakeholder practice guidelines can be found in the Code of Business Conduct

### (a) Shareholders

The Company respects basic rights of all its shareholders with fair and equitable treatment to achieve maximum shareholder satisfaction and makes an effort to maximize shareholders’ long-term benefits through careful consideration of business risks. The Company shall fairly and transparently disclose all information in a timely manner and use best efforts to protect the Company’s assets and reputation.

In addition to the basic rights, rights stipulated under the laws and the Company’s Articles of Association such as the rights to request a verification of the number of shares; the rights to receive share certificates; the rights to attend and vote at the shareholders’ meetings; the rights to freely express opinions at the shareholders’ meeting; and the rights to receive fair returns, The Company also gives shareholders the rights, as the owners of the Company, to make suggestions and comments on the Company’s affairs through the independent directors. Each comment and suggestion will be carefully considered and presented to the Board. Further comments and suggestions from shareholders to the Company can be sent via the Company’s website <https://www.thoresen.com/en/investor-relations/information-inquiry/ir-contact> and e-mail [Investors@thoresen.com](mailto:Investors@thoresen.com), or by mails to the Company’s address.

In 2025, the Company, or its directors, or its executives had no record of penalty, accusation, or civil lawsuit prosecuted by the Company’s regulatory authorities regarding the equitable treatment of shareholders in treasury stock, non-compliance with treasury stock regulations, restrictions on shareholder communications, or failure to disclose shareholder agreements which materially affect the Company or other shareholders. Additionally, there have been no violations concerning asset acquisition or disposition, disclosure of related-party transactions, and any other violations of laws or regulations enforced by relevant authorities. In addition, there have been no cases of any acts or omissions carried out dishonestly or with gross negligence, nor any disclosure or dissemination of false information or statements concerning the Company or its subsidiaries by any director or executive of the Company.

### (b) Employees

Employees (or workers or laborers) are regarded as valuable assets of the Company, who can strengthen operational excellence and sustainable growth of the Company and drive operational efficiency in accordance with the objectives, primary goal, and benefits to the business in the long run. Therefore, human resources management and development strategies have been introduced in accordance with the business operation. The Company has taken care of and provided benefits for employees appropriately, completely, and in accordance with the law and has given importance to the care of employees in terms of compensation and benefits for incentives and appropriateness. The benefits given to employees are competitive and motivating for employees at all levels. Most of the benefits and policies cover more than what is required by law to ensure fairness to all employees and to maintain employees to work with the Company in the long term as well as creating a balance between

work life and personal life for employees. The Company pays fair and appropriate remuneration to employees, and competitive with other companies in the same industry. It is the Company's policy to pay remuneration to employees at the rate consistent with its short and long-term performance. Short-term remuneration such as salary, annual reward (bonus), varies according to employee performance and operating results of the Company, while long-term remuneration such as provident fund is intended to enrich their living and provide employees with supposedly sufficient financial security upon resignation or retirement. The employee's accumulated rate equals 3 or 5 or 7 or 10 or 15 percent of wages, and the Company's contribution rate equals 7 percent of wages.

The Company has guidelines for selecting appropriate fund managers by considering financial institutions with strong financial stability, high credit ratings, and a proven track record that is well recognized within the Thai financial system. The selected institutions must demonstrate ethical conduct, transparency in business operations, as well as expertise and extensive experience in asset management. In the past year, TISCO Asset Management Company Limited (TISCO) served as the Company's fund manager. TISCO operates under an investment approach focused on generating appropriate returns while exercising prudent risk management. Currently, TISCO offers a total of 11 investment policies to align with employees' risk tolerance levels and financial goals at different life stages. These policies cover investments in fixed income instruments, high-quality fixed income securities, as well as Thai and foreign equities. The Company and TISCO place continuous emphasis on promoting financial literacy among employees. Training sessions are organized to provide guidance on investment planning appropriate to each individual's age and risk profile. Employees are able to access their investment information through the E-PVD system on TISCO's website, which facilitates convenient monitoring of returns and allows them to independently adjust their investment plans.

The Company facilitates employees' enrollment in the Provident Fund by allowing eligible employees to apply for membership from the first day after passing their probation period, flexible contribution rates are offered to accommodate employees' varying income levels and financial obligations. Throughout the year, the Company promotes employees' awareness and understanding of the importance of long-term savings. An annual Provident Fund performance report is prepared, and complimentary online financial planning seminars are organized in collaboration with TISCO Bank. These initiatives aim to ensure that the Provident Fund Committee, existing members, and non-member employees understand the investment policies, associated risks, and are able to continuously select investment options aligned

with their individual risk tolerance levels. The Provident Fund serves as a welfare to encourage adequate savings for future needs, support long-term financial security, and enable employees to regularly review and adjust their investment policies in line with their personal circumstances and risk profiles. In addition, the Company closely monitors developments in government policies and is preparing to align with the anticipated implementation of the Employee Welfare Fund in the future.

The policy and guidelines for fair treatment of employees, which include non-discrimination, equal opportunity in employment, compensation and welfare, and employee development, as well as ensuring employee well-being and workplace safety, can be found in the full version of the Company's Code of Business Conduct, which is available on the Company's website (<https://www.thoresen.com/storage/download/code-of-conduct/20251215-tta-code-conduct-en.pdf>).

#### **Fair Compensation**

Each year, the Company reviews regularly the employees' compensation and benefits to ensure the competitiveness in the market of the same industry or similar business. The Company also organizes a meeting for Company's subsidiaries human resource to collect and exchange information for consideration and determination of compensation and approve principles and practices related to special compensation and rewards for each subsidiary. This is to standardize the compensation process for the whole company in accordance with the Company's strategies.

Moreover, the Company sets the policy and procedure of annual performance evaluation called MAX Performance Evaluation, which is thoroughly executed to evaluate employees of all levels following the stages of MAX Performance Cycle as set out below:

1. Performance Planning
2. Mid-Year Review
3. Year-End Review

This maximizes the employee's efficiency and effectiveness via performance planning which is aligned with the Company's goal and strategy as well as encourages clarity and synergy within the Company. In addition, the MAX Performance Evaluation also emphasizes the importance of systematic planning, stewardships, and appraisal throughout the entire process. Moreover, to ensure transparency and fairness, supervisors and employees are encouraged to discuss and work together in order to promote regular dialogues, knowledge sharing and development opportunities especially employee's career path, which employee can be promoted to higher position in or not in the same field, to give an opportunity for an employee to challenge themselves, at least twice a year following MAX Performance Cycle. The Human Resources

Department will take this information into account to support annual salary increase and/or annual bonus adjustment in keeping with operating results and remuneration policy.

**Considerable Employee Benefits**

The Company has implemented the Company’s benefits policy for all employees equally to reduce cost of living, ease worry, and promote health and well-being which can positively influence the employees’ performance and lives. The benefits are communicated through employee handbook and public relations through the Corporate Communications Department in forms of internal e-mail, Portal system and LINE group. The benefits can be divided into 4 main categories as follows:

- **Financial support:** baby gifts, get-well presents, condolence money, mobile phone fees, etc.
- **Health and insurance:** pre-employment health checks, annual health checks (depending on different needs of ages and genders), influenza vaccine, group health insurance and accident insurance, etc.
- **Funds:** provident fund, compensation fund, social security fund
- **Internal and external activities:** New Year party, annual off-site trip

With respect to occupational environment and health, the Company has determined a safety policy and established the Occupational Safety, Health, and Environment Working Committee to ensure good health and a good environment in the workplace, safety for lives and properties of the employees and the Company. All employees shall notify the supervisor or persons assigned by the Company of any unsafe conditions. New employees are trained regarding safety at the orientation. This is to ensure that employees are aware of the potential hazards at the workplace, and understand how to conduct themselves in an event of danger. In 2025, the Company has no report on work-related accident statistics with zero staff casualty, dead or severely injured at work.

The Company encourages employees across all departments and companies to be mindful of the environmental impact of their work which is mostly due to the employees’ insufficient understanding. The Company therefore has an approach to instill awareness for all employees involved both directly and indirectly by promoting the concept of reduce, reuse, and recycle- e.g., printing on both sides of the paper, using electronic documents. The Company implements energy-saving measures in the workplace - e.g., use of energy-efficient lighting, turning off lights and air conditioning units when not in use, during breaks, or outside of working hours. In addition, the Company arranged the activities to promote environmental conservation among not only the employees but also their families; for example, forest rehabilitation. Details of environmental activities and conservation of natural resources appear under

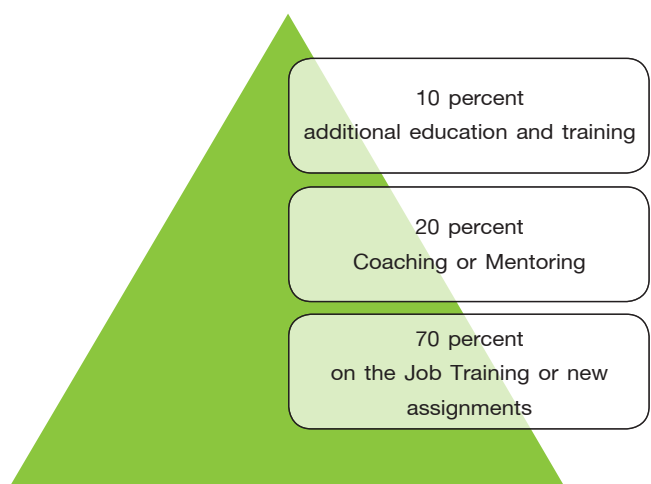
“Sustainability Management - Environment Dimension” in Sustainability Report 2025.

For shipping business, the Company organized environmental trainings for sea staff, namely Vessel Fuel Performance Management Course and Marine Energy Efficiency Management Course.

**Employee Training and Development**

The Company recognizes the importance of employees’ development and has a policy in such regard by implementing 70:20:10 Model as detailed below:

- 70 percent For main work according to job description
- 20 percent For projects related to main business with mentoring or coaching by supervisor
- 10 percent For new assignments/projects not related to main business



With this model, employees are empowered to innovate and take control of their creativity.

**70:20:10 Learning & Development Model**

- **70 percent Working Experience and Problem Solving**  
Experimental learning through life and working experience gives the employee a chance to learn from daily or from new tasks/projects from a supervisor. This can help them to learn and improve many skills so that the employee can adapt to make a successful work.
- **20 percent Receiving Feedback from Mentor or Coach**  
Coaching and feedback from supervisor, colleague, or team meeting, may serve as a chance for peer-to-peer learning. This type of learning can be achieved from working with others.
- **10 percent Training and Reading**  
This type of learning is derived from attending course or training. If a seminar was designed to focus purely on theory, the seminar attendee will receive knowledge only 10 percent. Therefore, the workshop or practice should be added in order to give them a chance to develop practical learning.

In addition, in 2025, the Company's personnel underwent training and development in a range of courses, including the Company's policy review training and courses such as Measuring & Managing Corporate Supply Chain, Professional Development Secretary, Cybersecurity Audit Safeguarding Data, Data Leak Protection Basic, TFAC's Accounting Professions Summit 25, ESG Internal Audit, Blockchain Risks and Controls,

Biodiversity & Business Sustainability, Maximizing Timber & Carbon Credits., TFRS for year 2025, and AI for Business Development.

In 2025, the Company's employees were trained and developed their knowledge and skills with 1,224 hours or 9.00 hours/person/year averagely.

Summary of Personnel Training by Level of Personnel in 2025 is as follows:

Personnel Level	Overall Training Hours	Average Training Hours/Person/Year
Senior management	96 hours	8.00 hours/person/year
Mid-level management	136 hours	15.10 hours/person/year
First-line management	744 hours	8.55 hours/person/year
Operational level officers	248 hours	8.86 hours/person/year
<b>Total training hours</b>	<b>1,224 hours</b>	<b>9.00 hours/person/year</b>

**(c) Contractual parties (Competitors, Creditors, Debenture Holders, Suppliers, and Customers)**

The Company conducts business affairs with key stakeholders, including, competitors, creditors, debenture holders, suppliers, customers, etc., in accordance with contractual terms and conditions, in a fair and ethical manner. Treatment of counterparties practices of the Company to create good understanding and cooperation shall be as follows:

**Competitors:** The Company treats competitors fairly and honestly, by operating its business with integrity and professionalism, as follows:

- The Company will not commit any action that violates or breaches the law governing trade competition; and
- The Company implements an Anti-Corruption Policy and Measures and prohibits its directors, executives, employees, or any of whom acting on behalf of the Company from taking unlawful or inappropriate actions to secure business advantages.

During the last year, there were no disputes with competitors.

**Creditors:** The Company is committed to maintaining sustainable relationships with its creditors and credit guarantors with a fair and equitable treatment policy, by providing accurate, transparent, and traceable information, and strictly adhering to the terms and

conditions made with creditors, in terms of payment of the principal, interest and fees, maintenance of the financial ratio, terms of guarantees, capital management, payment default prevention measure, and other conditions. If the Company foresees failure to comply with any of such conditions, it will promptly notify the creditor, in order to mutually agree on a solution.

During the last year, there was no payment default.

**Debenture Holders:** The Company abides by regulation of the right and duty of debenture issuer and holder, the criteria and notification of SEC, as well as related laws. In 2021, the Company issued and offered for sale the "Debentures of Thoresen Thai Agencies Public Company Limited No. 2/2021, Tranche 1, maturity year 2025, and No. 2/2021, Tranche 2, maturity year 2026". In 2023, the Company issued and offered for sale the "Debentures of Thoresen Thai Agencies Public Company Limited No. 1/2023, Tranche 1, maturity year 2026, and No. 1/2023, Tranche 2, maturity year 2028". In 2024, the Company issued and offered for sale the "Debentures of Thoresen Thai Agencies Public Company Limited No. 1/2024, Tranche 1, maturity year 2026, and No. 1/2024, Tranche 2, maturity year 2027". In addition, in 2025, the Company issued and offered for sale the "Debentures of Thoresen Thai Agencies Public Company Limited No. 1/2025, Tranche 1, maturity year 2027" and there is no default on principal and interest payments of the debentures.

**Suppliers:** The Company sets selection criteria for a supplier or service provider by considering that the business strategy of a potential service provider is consistent with that of the Company, in terms of competitiveness, business continuity, protection and treatment of customers, and risk management approaches. The selection criteria for a service provider are as follows:

- Technical skills, including expertise and experience;
- Financial position;
- Business reputation;
- Record on complaints and legal actions;
- Service policies;
- Risks posed by provision of services to several customers;
- Security and environment;
- Record on corruption; and
- Conflict of interest

In return, the Company treats its service providers fairly.

**Customers:** The Company recognizes that customers are crucial to the success of its operations. Accordingly, the Company aims at building customers' satisfaction through, high-quality services that meet their needs and expectations in a fair and professional manner. The Company's policy and practices on the treatment of customers as specified in the Code of Business Conduct are as follows:

- Deliver quality services and goods per their needs;
- Provide accurate and complete information on the goods and services of the Company in a timely manner;
- Strictly follow the terms and conditions agreed upon with the customer;
- Treat customers politely and effectively to gain their trust; and
- Keep the customers' secrets confidential, and avoid using them to gain one's own benefit or the benefit of others.

### **Responsibility to Community, Society, and Environment**

The Company emphasizes on the most effective use of natural resources with the least environmental impact. The Company employs technology and develops work processes that are environmentally friendly, while raising awareness of effects of work performance towards the environment among employees. The Company believes that, to progress and grow in a sustainable manner, a business must balance organization development with responsibility to community, society, and environment.

Details on the Company's responsibility to community, society, and environment can be found in Sustainability Report 2025.

### **Communication Channel for Stakeholders**

The Company provides reporting channels for stakeholders to the Company as detailed in the topic "(4) Whistleblowing" of the report on Highlights of Corporate Governance.

## **4. Information Disclosure and Transparency**

The Company is determined to disclose accurate, complete information in a transparent and timely manner, both financial and non-financial, and also general information related to the Company's business in both Thai and English to shareholders, investors, and stakeholders in conformity with the relevant laws, rules, and regulations. Such information is disclosed via SET channel and on the Company's website at <https://www.thoresen.com/en/investor-relations/newsroom/set-announcements>. Investor Relations and Company Secretary are in charge of providing such information and responding to inquiries.

Disclosed important information is as follows:

### **1) Corporate Governance Policy and Implementation Results**

The Company is committed to the disclosure of both financial and non-financial, as well as general information that is related to its business and operating results in accurate, complete, sufficient, appropriate, and timely manner through appropriate channels. Such disclosure will truly reflect the Company's financial and operational performance and future business direction. Such information is disclosed to shareholders, investors, and any related parties through different means, such as SET channel, Company's website ([www.thoresen.com](http://www.thoresen.com)), Company's Form 56-1 One Report, press conference, as well as Opportunity Day which is arranged by the SET. Moreover, the Company protects the price-sensitive information relevant to the Company's stock price prior to disclosure to the public at an appropriate time.

#### **(1) Disclosure of Important Information in Form 56-1 One Report**

- **Financial Information:** The Company's financial statements are reviewed and audited by a professional auditor for the accuracy in the essence of material information, and in accordance with accounting standards. Each financial statement had been approved by the Audit Committee and the Board prior to disclosure to shareholders and the public. Statement of the Board of Directors' responsibilities for the financial statements has also been disclosed together with auditor's

report in the Form 56-1 One Report as well as the related party transactions, and Management Discussion and Analysis.

In 2025, the Company was not given from related regulatory bodies any trading sign regarding late submission of quarterly and yearly financial statements, including no order sent from regulatory bodies to revise quarterly and yearly financial statements.

- Non-financial information: This includes shareholding structure, conflict of interest report and related person upon the first appointment as the director or executive and upon any change, as well as the shareholdings report in the Board of Directors' meeting.

## **(2) Disclosure Channel of Significant Information in Both Thai and English**

- SET Channel
- The Company's website at [www.thoresen.com](http://www.thoresen.com) which is regularly updated.

Channels that may be used to contact the relevant divisions are also clearly displayed.

- Press releases as well as participation in the "Opportunity Day" which is arranged by the SET every quarter.

## **2) Remuneration of Directors and Executives**

Policy of Directors' Remuneration and Executives has been clearly set with transparency and could be comparable to the general practice in the same industry and be appealing enough to attract and retain qualified directors. The directors who are also appointed to be the member of any subcommittees will be paid appropriately more in accordance with the extra work. The Nomination and Remuneration Committee will consider the remuneration and propose for consideration by the Board prior to further approval by the shareholders.

The remuneration of directors and executives is detailed under "Details of the Board of Directors, Subcommittees, Executives and Other Key Personnel".

## **3) Responsibilities of the Board for Financial Statements**

The Board is responsible for the Company and its subsidiaries consolidated financial statements and any financial information disclosed in this Form 56-1 One Report. Such financial statements are consistently prepared in accordance with the generally accepted accounting standard in Thailand with appropriate

accounting policy that is consistently abided by and with careful discretion and the best estimates made. Adequate disclosure of important information appears in the notes to the financial statements which have been audited by independent auditors who are able to express honest opinions and have qualifications that are recognized and approved by the SEC to increase confidence and credibility of financial reports.

The Board also sets out and maintains effective internal control system to ensure that accounting records are accurate, complete, and sufficient to maintain the Company's assets and determine weak points in order to prevent dishonesty or significant error. The Board appointed the Audit Committee which is comprised of independent directors to be responsible for the quality of the financial statements and internal control system and express opinion on the matter in this Form 56-1 One Report under the Report of the Audit Committee. Moreover, report of the Board's responsibilities for the financial statements was also disclosed in this Form 56-1 One Report.

## **4) Roles and Responsibilities of the Board**

The Company disclosed the name and profile of each director with roles and duties of the Board, Executive Committee, Audit Committee, Nomination and Remuneration Committee, Risk Management Committee, Corporate Governance Committee, Sustainable Development Committee, and Investment Committee under "Details of the Board of Directors, Subcommittees, Executives and Other Key Personnel". Performance of the Board and each subcommittee was also presented in this Form 56-1 One Report in order to inform shareholders and related parties of their knowledge, skills, experience, and other important information.

## **5) Relationship with Investors**

The Company established Corporate Communications Department and Investor Relations Department to communicate with both institutional and retail investors, shareholders, analysts, relevant agencies, and the general public, in an appropriate and equitable manner.

In 2025, the Company organized various activities to engage with shareholders and interested parties, providing opportunities for meetings and updates on the Company on various occasions as follows:

1. Quarterly meetings with analysts and investors at the SET's Opportunity Day to discuss the Company's most recent financial performance (4 times)

2. Report of the Company's operating results through the SET Digital Roadshow, organized by the SET to present information on performance and growth potential to investors around the world (3 times)
3. Meetings with analysts (4 times)
4. Meetings with credit rating agency (1 time)
5. Investor Relations E-newsletter (4 times)
6. Factsheet (4 times)
7. Snapshot (4 times)
8. Response of answers to analysts' inquiries via e-mail and/or telephone (2 times/week)
9. Disclosure of periodic reports, such as quarterly/yearly financial statements, Management Discussion and Analysis reports (MD&A), reports on reviewed quarterly financial statements (F45), and Form 56-1 One Report (15 disclosures)
10. Disclosure of non-periodic reports, such as the notification of shareholders' meeting and its resolutions, asset dispositions and acquisitions, connected transactions, investments, the Company's registered capital registration, amendment to the objectives and memorandum of association, change in shareholding percentage of a subsidiary, share repurchase program for the purpose of financial management (93 disclosures)
11. Media Outreach: Issuance of 53 press releases and news articles, comprising 52 press releases and 1 advertorial.
12. Distribution of 20 photo releases documenting company activities to the media.
13. Media Relations: Conduct of 10 media relations activities, encompassing media visits to celebrate anniversary milestones, press conferences unveiling new electric vehicle launches, grand opening of Taco Bell Chiang Mai's Tha Phae Gate, media briefings, and local media interviews. the NIU electric motorcycle dealer conference, the opening of Pizza Hut Haven Samui, and the 42<sup>nd</sup> Bangkok International Motor Show.

## 6) Corporate Social Responsibility Policy

Disclosed in Sustainability Report 2025.

## 7) Disclosure of Related Party Transaction

The disclosures of related party transactions are closely monitored by the Company. In case the directors acquire or dispose of the Company's asset or perform any business transaction involving the Company either by himself or herself or on behalf of others, such transactions will be effective only after receiving approval from the Board. Directors having an interest in any transactions are not allowed

to participate in the approval process. The connected transactions are disclosed to the stakeholders via the Company's Form 56-1 One Report and SET channel.

## 5. Structure and Responsibilities of the Board of Directors

Disclosed under "Details of the Board of Directors, Subcommittees, Executives and Personnel" of this Form 56-1 One Report.

In addition, the Company has followed up to ensure compliance with good corporate governance in 4 areas as follows:

### (1) Prevention of Conflicts of Interest and Disclosure of Interest Information

The Company has determined that new directors and executives, as defined by the Securities and Exchange Commission Office (the SEC Office), of the Company are required to submit reports on their interests and those of related persons and close relatives which is a stake related to the management of the Company and its subsidiaries (Report of Interests) to the Company (Company Secretary) within 7 days after being appointed to the position, to report the change of interest information within 3 business days from the date of the change, and to submit the Report of Interests at the end of each year within January of the following year. This information will be kept with the Company in order to provide the Company with the necessary information for monitoring the interests of directors and executives, and to help ensure that the Company's operations comply with the rules relating to connected transactions that may cause conflicts of interest or the transfer of interests of the Company or its subsidiaries. In addition, directors and executives must disclose their interests and those of their related parties when agreeing to enter into any transaction with the Company and its affiliates.

Key practices for prevention of conflicts of interest: directors, executives, and employees must refrain from any transactions that may lead to a conflict of interest with the Company and its subsidiaries either directly or indirectly. Any directors, executives, and employees who have conflict of interests are not allowed to participate in the decision-making process. In particular, directors who have conflicts of interest which could prevent reasonable judgment are prohibited from considering or casting their votes on matters in which they may have a potential conflict of interest. Full guidelines can be found in the Company's Code of Business Conduct.

In the past year, the Company has considered and acted in cases that may cause conflicts of interest with the following conclusions:

- The Audit Committee has reviewed the acquisition and disposition transactions, connected transactions, which may cause conflicts of interest on a quarterly basis, and reported material matters to the Board (if any). In 2025, the Audit Committee has considered connected transactions and had no objection.
- No violations of the prevention of conflicts of interest and disclosure of interest information were detected.
- In 2025, the Company organized training sessions on the Corporate Governance Policy and Code of Business Conduct which covered practices to prevent conflicts of interest for directors and executives on 12 December 2025, and employees on 12 January 2026 to acknowledge and comply, with a total attendance of 100, 100, and 100 percent respectively. The training was also made available through the Company's Portal and website.

## (2) Prevention of Insider Information Usage

The Company's Board of Directors oversees the use of insider information to be in compliance with applicable laws and the principles of good corporate governance, and prescribed this in writing in its Corporate Governance Policy and in the Code of Business Conduct, with an aim to prevent misuse of insider information or insider trading.

In 2025, the Company organized training sessions on the Corporate Governance Policy and Code of Business Conduct which included practices to prevent the use of insider information. On 12 December 2025, such policies were communicated to directors and executives, with the attendance of 100 and 100 percent respectively, including training for employees to acknowledge and comply with 100 percent attendance on 12 January 2026. The training was also made available through the Company's Portal and website. In addition, the Company, or directors, or executives, had no record of penalty, accusation, or civil lawsuit prosecuted by regulatory bodies regarding insider trading by directors or executives of the Company, including unfair or exploitative practices against investors, using inside information from the Company's directors or executives..

The Company requires that directors and executives, as defined by SEC Office, with ranking from Executive Vice President and above, report trading transactions in the Company's securities, and their shareholdings, within 3 business days after the change or when the condition or period is reached according to the rule by SEC. At present,

this is reported through [www.sec.or.th](http://www.sec.or.th) according to the new rule by SEC, and requires the person in charge to submit a copy of the changes in securities and derivatives holding report (Form 59) to the Company Secretary for the Board's acknowledgment. Such securities holding report is included in the agenda items of the Board meeting for the Board's acknowledgment once every 3 months and upon the occurrence of the change as well as disclose information about the change in shareholding at the beginning of the year and at the end of the year in Form 56-1 One Report. Any violation of this policy shall be subject to disciplinary actions.

In 2025, directors and executives acknowledged SEC guidelines on the report and disclosure of securities trading of listed companies and collateralization of listed shares.

In 2025, no trading transactions of the Company's shares were carried out by directors or executives. In January 2026, Mr. Chalermchai Mahagitsiri, a director of the Company, received a transfer of the Company's shares from his father. He reported the change in his securities holding in compliance with the regulations of the SEC, and submitted a copy of such report, together with the report on changes in his interests, to the company secretary within the prescribed timeframe.

In addition, the Company prohibits directors, executives, controlling persons, employees or contractors of the Company and the Group (as well as their related persons, close relatives, and juristic persons over whom the aforementioned persons have control), including anyone who has the access to insider information of the Company and the Group trade in any securities or derivatives or options of the Company and its publicly listed subsidiaries unless the directors, executives, controlling persons, employees or contractors of the Company and the Group (as well as their related persons, close relatives, and juristic persons over whom the aforementioned persons have control), including anyone who has the access to insider information of the Company and the Group is certain that he or she does not use material and/or insider information relevant to the Company and the Group obtained in the course of their duty with the Company and the Group, such as information about a major contract or merger being negotiated, including disclosing such information to others who might use it for trading and/or might pass it along to others who might trade in any securities or derivatives or options of the Company and its publicly listed subsidiaries for the benefit of their own or others.

In 2025, the Company Secretary notified the directors, executives, employees and contractors in advance by e-mail to be aware of the “Blackout Period”. From the inspection, there was no director, executive, or related employee involved in any trading of the Company’s shares during the prohibited period.

### (3) Anti-Corruption Efforts

The Company conducts business with strong ethics and responsibility to all concerned parties. The Board has approved the Anti-Corruption Policy and Measures as a guideline for anti-corruption practices. In addition, practices of anti-corruption have been collated in written form since 2010 to provide guidelines for anti-corruption in accordance with the Company’s anti-corruption policies.

The Company published its Anti-Corruption Policy and Measures internally to employees through the Company’s Portal and also communicated to directors, executives, employees, and stakeholders. An internal control system as one anti-corruption measure has been put into place to fight corruption risks within the Company. It has set control processes such as the level of authorities matrix in approving various types of transactions. The Company also set up procurement policies to prevent corruption in procurement by determining procedures of purchasing, power of procurement division and working group who were engaged in goods receiving which will be a different group from the purchasing staff.

The Company was certified as member of the Thai Private Sector Collective Action Against Corruption (CAC) by the CAC Council on 30 September 2021 and has achieved renewal as certified member of the CAC on 30 September 2024. In addition, the Company also expects its business partners to take a stance against all forms of corruption, including inviting them to join the anti-corruption network.

During 2025, the Company reviewed policies and measures to ensure the comprehensiveness, adequacy, and appropriateness of preventive measures and processes against corruption as well as ensuring that business operations met good corporate governance criteria specified by CAC as follows:

- Reviewed and amended the Corporate Governance Policy regarding the Board of Directors’ meeting schedule framework
  - Annually reviewed the Code of Business Conduct
  - Annually reviewed the Anti-Corruption Policy and Measures
- Invited suppliers by e-mail to join the anti-corruption network of CAC for the purpose of expanding a transparent business network and reducing the corruption in the value chain; and
  - Organized training sessions on Anti-Corruption Policies and Measures for directors and executives on 12 December 2025 and for employees on 12 January 2026 to acknowledge and comply, with a total attendance of 100, 100, and 100 percent respectively. The training was also made available through the Company’s Portal and website.
  - Directors and executives had no record of news/penalty, accusation, or civil lawsuit prosecuted by the regulatory bodies regarding fraud. There was also no violation of regulations that constituted gross misconduct involving the Company.

The Company set up a Risk Management Department to assess all potential risks, including corruption risks, follow-up on the risk management plan and maintain appropriate frameworks. In addition, the Board approved the establishment of Risk Management Committee to be responsible for reviewing risk management policies and structure as well as giving suggestions and guidelines for risk management. For internal control, the Internal Audit and Compliance Department conducts an annual evaluation of the internal control system to ensure an appropriate and adequate mandate of the internal audit system over the Company’s business operations.

### Policy and Measures against Corruption and Bribery

The Company commits to combatting corruption and bribery, as well as supports and encourages all personnel including directors, executives, employees, suppliers, contractual parties and business agents/representatives of the Group to strictly comply with the anti-corruption laws and regulations, as well as the Company’s Anti-Corruption Policy and Measures, in order to ensure the Company’s stakeholders of fairness and transparency, as well as anti-corruption commitment. The Company also introduced written Anti-Corruption Policy and Measures, which is in line with the Corporate Governance Policy and Code of Business Conduct of the Company.

The Company’s directors, executives, employees, suppliers, contractual parties and business agents/representatives of the Group are prohibited to call for, perform or accept any actions relevant to giving or accepting bribery and all forms of corruption (Zero tolerance), directly and indirectly, for the benefits of their own, the Group, or any person in all countries

and agencies, both public and private sectors, in which the Group's businesses are engaged. Every year, the Company conducts a corruption risk assessment, implements measures to cope with the identified risk(s), and reviews such risks and measures. The Board has assigned the Audit Committee the responsibilities for supervising the anti-corruption practices by reviewing related measures and internal controls, considering reports on sufficiency and effectiveness of the anti-corruption practices, and reporting the results with suggestions for improvement to the Board and executives regularly. Appropriate risk management process is also required to prevent any forms of corruption and bribery.

In order to prevent possible corruption and bribery, the Company has introduced anti-corruption measures for directors, executives, and employees of the Company, subsidiaries, and affiliated companies to follow. The measures are as follows:

**1. Giving/Receiving Gifts and Giving/Receiving Hospitality or Other Benefits**

Directors, executives, employees, suppliers, contractual parties and business agents/representatives shall not offer or give goods, gift, present, entertainment or any other benefits which might be perceived as illegal or improper to the interested persons. However, the directors, executives, employees, suppliers, contractual parties and business agents/representatives can offer or give goods, gift, present, entertainment or any other benefits only in occasion which is consistent with customary business practices or within morality, for enhancement of relationship, for good image of the Group. Value should be considered to make it suitable with the occasion, person, or position of the giver and the receiver. However, such action shall not influence any business decision or pose unfair benefits or any impact on the Group's operations and it shall not cause any conflicts of interest between benefits of one's own and the Group's.

Directors, executives, employees, suppliers, contractual parties and business agents/representatives shall not accept or give anything in form of cash or cash equivalent, particularly to the government official because it may be perceived as bribery. Moreover, the business hospitality may be provided as necessary and expenses spent shall be reasonable, that is, it shall not be unnecessarily large amount or extravagant in value or shall not occur frequently, and it shall conform to the giving/receiving gifts and giving/receiving hospitality policy and procedures specified by the Company.

**2. Giving/Receiving Donation and Giving/Receiving Sponsorship**

All kinds of giving/receiving donation and giving/receiving sponsorship shall be correctly, openly, and transparently provided on behalf of the Group and not against morality or the law. It shall be in line with the Group's regulations as well as those of the government sector, state enterprises, and other relevant agencies. Such act shall not cause any conflicts of interest between benefits of one's own and the Group's, or serve as an excuse for corruption. The request for the fund indicating objective and name of the recipient/the donee's agency shall be prepared and submitted to the authorized person for approval before the fund can be granted. In addition, it is required to follow up on written evidence on acceptance of donation/support fund for the Group's record and audit.

In 2025, the Company had a total of Baht 27 million donated to non-profit organizations.

**3. Political contributions**

The Group's policy is that it will not make political contributions of any kind (for example, money, employee time, goods or services), directly or indirectly. Furthermore, the Company refrains from providing support or make any contributions to political parties, politicians or any person whose duty involves politics or political activities, directly or indirectly. However, the directors, executives, and employees shall have personal rights and liberty to participate in any political activity under the constitution, but the Group's name shall not be referred to. They shall not use the Group's assets or equipment and tools in any political activity and must at all times make clear that their views and actions are their own, and not those of the Group. In 2025, the Company had no expenses from political donations.

**4. Revolving Door**

Revolving door raises potential corruption risks in case of personal conflict of interest. It could impair the government official ability to act impartially and in the best interest of the government when performing duties. Therefore, the Company has set practices to prevent such situation, for example, disclosure through the Associate Declaration Form prior to the appointment/election for the Company's acknowledgment or appointment of ex-government official or ex-official working in organization related to the Group's compliance directly in consideration of 2 years cooling-off period.

**(4) Whistleblowing****Whistleblowing Policy and Whistleblower Protection Policy**

The Company implements a Whistleblowing Policy and Whistleblower Protection Policy as part of the Company's Code of Business Conduct to ensure good corporate governance of the Company and equal rights of all employees and stakeholders to communicate with the Audit Committee through the reporting from Internal Audit and Compliance Department. In case that an employee has any concern, knowledge of violation or corruption or breach of the law, Code of Business Conduct, or policies of the Company, grievance concerning violation of rights, opinion, complaint, or suggestion that may affect the good corporate governance or Code of Business Conduct of the Company, they may report through the following channels:

Website: [www.thoresen.com](http://www.thoresen.com)  
 E-mail: [whistleblowing@thoresen.com](mailto:whistleblowing@thoresen.com)  
 Postal Mail: The Audit Committee  
 Thoresen Thai Agencies Public  
 Company Limited  
 P.O. Box 12, Siam Commercial Bank,  
 Lumpinee, Pathumwan, Bangkok 10330  
 Report in person: Head of Internal Audit and Compliance  
 of the Company

Information, grievances, and suggestions will be considered, and appropriate actions will be taken on a case-by-case basis, without disclosing the name of the whistleblower or the content of the complaint. Measures are put in place to protect the whistleblower, to ensure that they will not be affected by the submission of information or a complaint. The Company shall not disclose name(s) and details on contents of the relevant complaint, grievance or fact to other irrelevant people, unless it is carried out under the law. The whistleblower or the informant who reports the facts in good faith, without any bias or personal benefits, shall be protected by the Company.

The Company shall provide fairness and protect directors, executives, and employees who refuse to engage in corruption. In order to strengthen confidence and fairness for employee, the Company shall not demote, punish, inflict adverse consequences upon the employee who refuses to accept bribery or engage in corruption, even though their action may cause the Company to lose business opportunities.

**Procedures**

1. The Internal Audit and Compliance Department is the recipient of the complaint and determines the type of matter to be submitted to the Audit Committee.
2. The Internal Audit and Compliance Department and/or the Audit Committee conducts audits to verify the accuracy and sufficiency of information including the facts.
3. The Internal Audit and Compliance Department and/or the Audit Committee consider the investigation guidelines.
4. After consideration, the Audit Committee may appoint investigation committee which involve senior executives and responsible persons who do not have conflicts of interest with the complaint matter to investigate and proceed according to the Company's disciplinary regulations.
5. The departments involved with the issue determine solutions, analyze causes of the issue, and establish measures to prevent recurrence in the future.
6. As for progress, the Company will notify the progress and outcome of the complaint and clues of misconduct and corruption to the complainant who has disclosed their name, address, and telephone number, e-mail address or other channels. However, from time to time, for personal data protection and confidentiality reasons, the Company may not be able to provide detailed information about the investigation or disciplinary action.
7. The Company will investigate all complaints and clues of misconduct and corruption independently and impartially in order to obtain sufficient evidence to either substantiate or refute the allegations. If a case is proven, disciplinary and/or legal action will be taken in accordance with the Company's disciplinary regulations and/or relevant laws.
8. The Company will consider and investigate the reported matter without delay, not later than 2 weeks after the complaint is received.
9. The Internal Audit and Compliance Department is responsible for registering complaints and clues of misconduct and corruption, collecting statistics on clues of misconduct and corruption, preparing a summary report of all misconduct and corruption cases involving the Group covering issues that have been considered or are under investigation, as well as formulating solutions, analyzing causes of the issues, and establishing measures to prevent recurrence in the future. The Audit Committee shall conduct regular audits at least once a quarter. The Audit Committee will consider and report the complaints to the Board as deemed appropriate on a quarterly basis.

**Request for Recommendation**

If any director, executive, employee, or stakeholder has any question about the Anti-Corruption Policy and Measures or is uncertain about which action is regarded as bribery or corrupt practice, or holds any other concerns, they shall directly consult with their direct superior officer, or promptly make an enquiry to or request for preliminary recommendation from Corporate Affairs Department at cor@thoresen.com.

In 2025, the Company did not receive any reports or allegations regarding non-compliance with its Code of Business Conduct, Anti-Corruption Policy, the Company's rules and regulations, and Environmental, Social, and Governance and Economic (ESG), resulting in no court cases on ESG issues as well.

To ensure adherence to the Company's regulations, the Company has implemented regular internal audits on a quarterly basis to follow up on compliance with the Code of Business Conduct in each department to prevent cases of whistleblowing and complaints. The results were shared with the Audit Committee and the Board respectively.

**Protection of Whistleblower or Informant and Confidentiality**

The Company shall not disclose name(s) and details contained in contents of the relevant complaint, grievance, or fact to other irrelevant people, unless it is carried out under the law. The whistleblower or the informant who reports the facts in good faith, without any bias or personal benefits, shall be protected by the Company.

The Company shall provide fairness and protect directors, executives, and employees who refuse to engage in corruption. In order to strengthen confidence and fairness for all employees, the Company shall not demote, punish, or inflict adverse consequences upon the employee who refuses to accept bribery or engage in corrupt practices, even though such action may cause the Company lose the business opportunities.

**(5) Information Technology (IT) Governance**

To ensure oversight of IT governance and enhance business opportunities, the Board has included in its Charter the IT governance responsibilities of the Board regarding IT governance, innovation, and IT risk management, including monitoring the IT Governance to be aligned with relevant laws and standards, considering the policies and procedures relating to cyber and IT risk management and mitigation, and encouraging the use of innovation and technology in business strategies and operations to strengthen business competitiveness of the Company. The current version of Information and Cyber Security Management Policy covers IT cyber security, access control, cryptographic control, and physical and environmental security, etc.

In 2025, the Company organized training sessions on PDPA & Cybersecurity, Corporate Governance Policy, and Code of Business Conduct. The training covered guidelines on the proper use of information technology systems and cybersecurity measures. The policies were communicated to directors and executives on 12 December 2025 and to employees on 12 January 2026 to acknowledge and comply, with a total attendance of 100, 100, and 100 percent respectively. The training was also made available through the Company's Portal and website.

# Subcommittees Report

## Audit Committee Report

### To Shareholders

The Audit Committee (the Committee) consists of 3 independent directors, Mr. Somboonkiat Kasemsuwan (the Chairman of the Committee), Mr. Santi Bangor, and Mr. Cherdpong Siritwit are members of the Committee, who are independent directors and non-executive directors. All the Committee's members have adequate qualifications and discharge the duties as set forth as specified by the Committee Charter and in compliance with required regulations of the Securities and Exchange Commission and the Stock Exchange of Thailand.

In 2025, the Committee held 8 meetings which all members completely attended. The Committee meeting are held for the purposes of reviewing the reliability of financial reporting, the adequacy and effectiveness of the Company's internal control systems, considering connected transactions, reviewing the compliance with applicable laws and regulations of the Company and subsidiaries, reviewing the revision of Internal Audit Charter and policy as well as selecting company external auditor. The key responsibilities of the Committee are to assist the Board of Directors in fulfilling its oversight responsibilities in relation to: preparation and disclosure of financial reporting; the effectiveness of the system of risk management and internal control; compliance with relevant legal and regulatory requirements along with driving the Three Lines of Defense concept to risk management and internal control system, which stressed the functions that own and manage risk, served as the first line of defense, to understand their role in compliance risks management and ensure the compliance of their function. The Risk Management, served as the second line to monitor and control in support of the first line including risk, and control functions. Additionally, the third line, internal audit provides the independent assurance as well as evaluates the effectiveness of risk management and control process. Besides, the Committee is responsible for monitoring the qualifications, expertise, resources and independence of both the internal and external auditors; appointing removing and rotating Head of Internal Audit Department and assessing the auditor's performance and effectiveness. The Committee regularly reports the Committee's activities and recommendations to the Board of Directors. Whenever the Committee has any questions or considers that there should be a corrective action or improvement required concerning any aspect of risk

management and internal control, financial reporting, or audit-related activities, the Committee shall promptly report these matters to the Board of Directors. The Committee's significant activities have been summarized below.

#### 1. Review of Financial Statements

The Committee reviewed TTA's quarterly and annual financial statements and consolidated financial statements this year, including inter-company transactions and items with potential conflicts of interest with the senior management and the external auditor. The Committee asked the external auditor about the accuracy and completeness of the financial statements, adjustment of key journal entries and account estimations affecting the statements, adequacy and suitability of account recording, audit scope, information disclosure that was accurate, complete, and adequate, as well as the external auditor's independence. All these ensured that the preparation of the financial statements followed legal requirements and accounting standards under generally accepted accounting principles that are credible and timely, and that adequate information was disclosed in such statements for the benefit of financial statement users.

The Committee discussed exclusively with the external auditors on one occasion without presence of the Company's management about the external audit's audit plans, independence to fulfill its responsibilities, and its opinion, with a focus on an additional in its report of KAMs (Key Audit Matters) under the new accounting standard including any suspicious information indicating potential fraud under Section 89/25 of the Securities and Exchange Act B.E.2535 as amended by the Securities and Exchange Act (No.4) B.E. 2551. In 2025, the external auditors did not make any significant observations and did not find any suspicious circumstances. Then, the Committee is of the opinion that the Company has a proper financial reporting process to disclose its financial information without information that is in conflict with the material facts and prepared in accordance with Thai Financial Reporting Standards.

## 2. Review of Internal Control

The Committee considered the adequacy and the effectiveness of internal control from internal audit reports presented by the Internal Audit Department and the external auditor's opinion on a quarterly basis by reviewing operation, resource consumption, safeguarding of assets, preventive or reduction of errors or damage, losses, waste, or fraud, credibility of financial reports, compliance with law and relevant regulations as well as follow up the progress in corrective actions or improvement of internal control system. In addition, the external auditor has also reported that was no significant deficiency impacting to the Company's financial statements identified. The Committee, therefore, is of the opinion that the Company has proper and adequate internal control systems and there are no significant deficiencies identified.

In addition, the Committee considered the adequacy and the effectiveness of internal control of the investment in digital assets from the management report that the internal controls are in place and the investment in digital assets have been limited and controlled in the suitable investment ratio and acceptable risk tolerance of the Company. In addition, the management has also reported the digital assets investment status to the Committee and the Board of Directors on a quarterly basis. The Committee, therefore, is of the opinion that the Company has proper and adequate internal control systems.

## 3. Review of Risk Management Process

The Committee reviewed the effectiveness and efficiency of Risk Management process which is responsible by the Risk Management Committee including implementing TTA Enterprise Risk Management Framework, reviewing risks and monitoring the execution of risk mitigation plan.

## 4. Review of Regulatory Compliance

In 2025, the Committee focused on the management policy in support of systematic corporate good governance and supported the development of a compliance framework to prevent any operation that not comply with applicable laws or regulations. The Internal Auditors have also reviewed the connected transactions or transactions that may lead to conflicts of interests ensuring that such transactions are transparency, reasonable, fair, without conflict of interest, in all material respects, and for the highest benefit of the Company as well as compliance with the Securities and Exchange Commission, the Stock Exchange of Thailand regulations requirements, and other regulatory bodies. The result of the review has been reported to the Committee

and the Board of Directors respectively. The Committee is of the opinion that the Company has been in compliance with significant laws and regulations to which the operations of the Company are subjected.

## 5. Review of Good Corporate Governance (Whistle-Blowing Policy)

The Committee further enhanced good corporate governance practices and considered relations to fraud or corruption such as providing the Whistle-Blowing channel for employees, shareholders and external parties to direct their complaints, reports on suspected violation of laws and Code of Business Conduct, fraud, corruption and questions about the financial statements and internal control systems. Whistle-Blowing system was also set up to include the whistle-blower's protection measures and to treat all complaints with to protect the appellant and confidentiality. No concern on misconduct, fraud or corruption was reported during 2025.

In addition, the Committee considered and acknowledged the compliance statement on Code of Business Conduct, of which employees represented to his/her managers up to the President and Chief Executive Officer. The representation process and the content of the statement ensured that compliance with Code of Business Conduct and relevant laws were well regarded.

## 6. Oversight of Internal Audit

The Committee reviewed the Internal Audit Department's annual internal audit plans, its performance and audit engagement reports. The Committee provided recommendations and monitored corrective actions for significant issues as well as the internal auditors of each subsidiary are also required to report the significant audit observations and progress of corrective actions to the Committee for enhancement good governance and adequate internal control of the entire group.

In addition, the Committee also reviewed the Audit Committee Charter and the Internal Audit Charter and the Internal Audit Department's annual budget, focused on the personnel development and training plans to possess of proper knowledge and professional skills. They also reviewed the independence of internal audit, adequacy and suitability of resource, ensured that the Head of Internal Audit Department has sufficient knowledge, experience and training to perform the duties and evaluated the performance of Head of the Internal Audit Department.

## 7. Appointment of the External Auditors

The Committee assessed the scope, objectivity and effectiveness of the audit process and also the appropriateness of the fees which included considering a number of areas such as the overall quality of services, timeliness of the resolution of issues, the quality of the audit resource including knowledge and experience in core businesses and whether the audit plan was followed.

After careful consideration, the Committee endorsed the appointment of Mr. Veerachai Ratanajaratkul, Certified Public Accountant Registration No. 4323; and/or Mrs. Pornthip Rimdusit, Certified Public Accountant Registration No. 5565; and/or Mr. Udomsak Busaraniphan, Certified Public Accountant Registration No. 10331 and/or Miss Pichamon Utraporn, Certified Public Accountant Registration No. 11874: all of KPMG Phoomchai Audit Ltd., as the external auditors of the Company for the year 2026 together with the audit fee amounting to Baht 4.19 million (2025 : Baht 4.19 million) for the Board's concurrence and the shareholders' approval at the AGM 2026.

## 8. The Audit Committee Self-Assessments

The Committee carried out its own performance assessment for the Group Committee and individual, against the Committee Charter approved by the Board of Directors, relevant laws and regulations and assignment from the Board of Directors. The self-assessment was due to be benchmarked against guidelines from the Securities and Exchange Commission and concluded that it was excellent.

In summary, the Committee carried out its duties and responsibilities stated in its charter with competence, care, prudence, and adequate independence while providing creative views and recommendations for the equitable benefit of all stakeholders. The Committee is of the opinion that the Company's financial reports were accurate, credible, and in alignment with generally accepted accounting standards as well as in compliance with relevant laws and regulations, adequate risk management and a suitable, effective internal control and internal audit systems.

For and on behalf of the Audit Committee of  
Thoresen Thai Agencies Public Company Limited



(Mr. Somboonkiat Kasemsuwan)  
Chairman of the Audit Committee

## Report of the Executive Committee

### To Shareholders

The Executive Committee, which was established by the approval of the Board of Directors (the Board) of Thoresen Thai Agencies Public Company Limited (the Company), consists of 4 members of the Board of Directors, namely: Mr. Prasert Bunsumpun as Chairman of the Executive Committee; Mr. Chalermchai Mahagitsiri, Ms. Ausana Mahagitsiri, and Dr. Jean Paul Thevenin as members of the Executive Committee. Mrs. Nanchalee Kecharananta, the Company Secretary, is the secretary of the Executive Committee. The role of the Executive Committee is to support operations of the Board. The Executive Committee has authority and responsibilities as set forth in its Charter.

The Executive Committee has duties to consider, monitor, and screen material matters to ensure compliance with the Company's relevant regulations, criteria, and requirements, as well as transparency and accountability before proposing to the Board for consideration. This is to assure that the Group can effectively operate businesses pursuant to the Board's policies and resolutions. In 2025, the Executive Committee conducted 7 meetings as per the following attendance details:

Name	Position	Meeting Attendance (Total Attendance / Total Meetings)
1. Mr. Prasert Bunsumpun	Chairman	7/7
2. Mr. Chalermchai Mahagitsiri	Member	7/7
3. Ms. Ausana Mahagitsiri	Member	6/7
4. Dr. Jean Paul Thevenin	Member	7/7

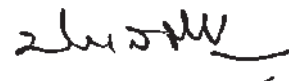
The Executive Committee performed the following matters:

- Considered and monitored performance of the Company and its subsidiaries including proposing solution guidelines and recommendations which conformed to the business plans and targets assigned by the Board.
- Considered the business plan and direction as well as investment and financial strategies of the Company and its subsidiaries, and further proposed to the Board for approval in principle, so that the Management could implement them accordingly and in conformity with the specified targets.
- Considered and screened important matters, such as assets acquisition and disposition, connected transactions, and investments of the Company and its subsidiaries before proposing to the Board for approval.
- Considered and approved transactions pursuant to scope of authorities granted by the Board and further reported to the Board for acknowledgement. Reported meeting results as well as solution guidelines and recommendations for accurate and appropriate consideration by the Board.
- Considered annual budget plans of the Company and its subsidiaries before proposing to the Board for consideration and approval.

- Conducted self-assessment for 2025, both as a group and on an individual basis, considered leveraging the assessment results for further improvements, and reported results to the Board for acknowledgement.

The Executive Committee performs its duties with integrity, honesty, prudence and is committed to developing the Group's business for sustainable growth by taking into consideration the best interests of all shareholders and stakeholders. The Executive Committee also oversees and monitors to ensure the efficiency of the Company's operations pursuant to business plans and corporate strategies under relevant regulations and laws, in line with good corporate governance principles and Code of Business Conduct, which are regarded as managerial cornerstones of the Executive Committee in driving the organization forward steadily and sustainably.

On behalf of the Executive Committee



(Mr. Prasert Bunsumpun)  
Chairman of the Executive Committee

## Nomination and Remuneration Committee Report

### To Shareholders

The Nomination and Remuneration Committee currently consists of 3 Directors, most of whom are independent directors. The current NRC Chairman is leading by Mr. Santi Bangor (Independent Director) and the NRC members are consists of Mr. Mohammed Rashed Ahmad Muftah Alnasri (Independent Director) Ms. Ausana Mahagitsiri (Executive Director), and Mr. Somchai Apinyanukul (Executive Vice President, Group Human Resources) as the Nomination and Remuneration Committee's secretary.

The Nomination and Remuneration Committee is in charge of nominating persons whose qualifications meet the relevant criteria and processes for the appointment of Directors, President and Chief Executive Officer, and sub committee members. The Committee is also responsible for reviewing the forms and criteria for directors' compensation for the Board of Directors' (the Board's) endorsement and the Annual General Meeting of Shareholders' (AGM) approval respectively, as prescribed by law.

During the year 2025, the Nomination and Remuneration Committee held 2 meetings as per the following attendance details:

Name	Position	Meetings Attendance (Total Attendance / Total Meetings)
1. Mr. Santi Bangor	Chairman	2/2
2. Mr. Mohammed Rashed Ahmad Muftah Alnasri	Member	2/2
3. Ms. Ausana Mahagitsiri	Member	2/2

The Nomination and Remuneration Committee performance is summarized as followed;

- Proposed to the Board for consider and approve on the bonus budget for employees of the Group for the year 2025 and salary increase budget for the year 2026 as an award for their effort and dedication in their performance in order to increase the morale and encourage employees, based on the financial results of the overall company and performance of individual employees.
- Considered and proposed amount of bonus payment to the Company's Directors for the year 2024 for their effort and dedication in their performance, based on the financial results of the overall company.
- Considered the Committee's own performance which was later reported to the Board.
- Considered the compensation and the overall qualifications of the Board for better suitability and clarity.
- Considered the Board's compensation for 2025 in line with their responsibilities and TTA Group overall performance. The compensation rates and criteria were to remain the same as proposed in the previous year for the Board's endorsement and the AGM's approval respectively.
- Considered an appointment of directors replacing those who retire by rotation by proceeding with the Nomination and Remuneration Committee procedures and proposing qualified persons to the TTA Board of Directors and the Annual General Shareholder's Meeting, respectively, for consideration and appointment as TTA Directors.
- Nominated and selected members for sub committees, namely the Nomination and Remuneration Committee, the Audit Committee, the Corporate Governance Committee, the Risk Management Committee, and the Sustainable

Development Committee, and tabled lists for the Board's approval of the appointment to fill the vacancies upon Directors' resignation or term completion.

- Nominated experts for Directors' appointment in accordance with the qualifications as prescribed in the Corporate Governance Policy and Code of Business Conduct for the appointment as the director in relevant to the processes and criteria and propose for the Board's or the shareholders' approval as indicated by law. The Committee has taken into the consideration of the important criteria e.g. the qualifications of directors of the Board of Directors as a whole and as an independent person in order to suite the scale, sector, complication and variety of the Company's operations. The qualifications included education, knowledge, expertise, skills, experience, specific competency related to TTA Group businesses, and independence as defined by corporate criteria.

The Nomination and Remuneration Committee has completely carried out its duties as assigned with due care, due diligence, transparency and independence and has provided straightforward comments for the maximum benefits of shareholders, investors and all group of stakeholders. It is committed to performing its duties based on equality and fairness according to the good corporate governance principles so that the Group can be developed constantly and sustainably.

On behalf of the Nomination and Remuneration Committee



(Mr. Santi Bangor)

Chairman of the Nomination and Remuneration Committee

## Report of the Corporate Governance Committee

### To Shareholders

The Corporate Governance Committee (CG Committee), which was established by the approval of the Board of Directors (the Board) of Thoresen Thai Agencies Public Company Limited (the Company), consists of 3 members, namely: Mr. Santi Bangor, the Independent Director as Chairman of the Committee; Ms. Ausana Mahagitsiri and Dr. Jean Paul Thevenin as members of the Committee. Mrs. Nanchalee Kecharananta, the Company Secretary, is the Secretary of the CG Committee.

The role of the CG Committee is to support the operations of the Board. The CG Committee has authority and responsibilities as set forth in its Charter, which includes regularly formulating a policy, reviewing important criteria and practice guidelines of the Company related to good corporate governance, as well as business ethics and best practices for the Company's directors, executives, and employees to ensure compliance with the Company's strategy, rules, regulations, and relevant laws in order to achieve world-class corporate governance for sustainable development of the organization.

During the year 2025, the Committee held a total of 2 meetings, with each member attending all meetings to undertake the duties stipulated in its Charter approved by the Board. Significant activities are summarized below:

1. Acknowledged the assessment results of the Corporate Governance Report (CGR) of Thai Listed Companies for the year 2025, conducted by the Thai Institute of Directors (IOD). The Company recognized a rating of "Excellent" (5 stars) for the seventh consecutive year. The assessment results have been reported to the Board for acknowledgement.
2. Acknowledged and reported to the Board for acknowledgement of the quality assessment results of the Annual General Meeting for the year 2025, conducted by the Thai Investors Association in cooperation with the Securities and Exchange Commission of Thailand (SEC). The Company achieved a full score of "Excellent" for the fifth consecutive year.
3. Proposed to the Board for acknowledgement that there was no agenda item proposed by the minority shareholders for consideration at the 2025 Annual General Meeting of Shareholders.
4. Recommended to the Board to review and amend the Corporate Governance Policy, as well as to review and affirm the current Code of Business Conduct and Anti-Corruption Policy and Measures, to conform with good corporate governance and to be compatible with the current business operations of the Company and applicable regulations.
5. Assigned the Company Secretary Department to deliver to each director the 2025 self-assessment form of the Board and subcommittees, both as a group and on an individual basis, and to compile, summarize scores, and report to the Board for acknowledgement and for performance review from the previous year by each Committee.

The CG Committee strives to improve the effectiveness of good corporate governance and social responsibility while supervising the Company's compliance with its Corporate Governance Policy, which conforms to the organizational strategy and Code of Business Conduct. This is to enhance confidence of all shareholders, investors, and stakeholders, who are an integral part in promoting stable and sustainable growth of the Company.

On behalf of the Corporate Governance Committee



(Mr. Santi Bangor)

Chairman of the Corporate Governance Committee

## Risk Management Committee Report

### To Shareholders

Managing risks is an integral component of good corporate governance key to the success and sustainability of TTA business. To ensure effective and systematic management of risks and opportunities, TTA practices the TTA Enterprise Risk Management (TTA ERM) framework modeled after the globally recognized risk management industry framework under the Committee of Sponsoring Organizations of the Treadway Commission. Setting out the overall approach to governance and management of risks, TTA ERM helps ensure the Group is executing according to its strategic objectives and that any uncertainties or situation changes causing potential negative effects on the organization are prevented and handled in prompt and timely manners.

Providing an oversight on the group risk management, TTA Board of Directors has appointed the Risk Management Committee (the Committee). The Committee consists of 4 members of the Board of Directors, namely: Mr. Cherdpong Siriwit as the Chairman of the Committee; Dr. Jean Paul Thevenin, Mr. Katarat Suksawang, and Mr. Somchai Apinyanukul as the members of the Committee. The Committee is responsible to oversee TTA risk management implemented in line with TTA Board of Directors' directions, which includes recommending the acceptable group risk appetite, advising and ensuring appropriate, effective risk management actions to identify, measure, monitor and control risks, among others.

During the year 2025, the Committee held a total of 4 meetings as per the following attendance details.

Name	Position	Meeting Attendance (Total Attendance/ Total Meetings)
1. Mr. Cherdpong Siriwit	Chairman	4/4
2. Dr. Jean Paul Thevenin	Member	4/4
3. Mr. Katarat Suksawang	Member	4/4
4. Mr. Somchai Apinyanukul	Member	4/4

In which in these meetings, TTA including the business units identified, reviewed and discussed material risks and risk mitigation plans extensively, and key matters summarized and reported to the Board of Directors regularly for further action.

Summary Risk Management Committee activities are as follows:

- Conducted annual review and approval of TTA risk management framework, policies, strategies and plans.
- Set and reviewed risk criteria for TTA and business units, both quantitative and qualitative impact, to align with TTA's acceptable risk appetite.
- Reviewed TTA and business units risk assessment report, in which risk factors are analyzed and evaluated based on the probability and severity of the risk covering strategic, operational, financial, external and compliance, social and environmental treatment, and emerging risk.
- Reviewed and provided recommendations on risk mitigation plan to reduce likelihood and impact of potential risks to be at acceptable level.
- Monitored and reviewed execution of risk mitigation plan.

- Developed and cultivated strong risk management culture within the organization.
- Conducted annual self-assessment of the Committee, by group and by individual, and evaluated the assessment results as basis for further improvement.

The Committee is of view it has acted with care and prudence to carry out its duties in accordance with TTA ERM framework. The Committee is fully committed to ensure that TTA risk management governance are properly and effectively executed as part of the strategic and business plans, and with continuous reviews, the Committee can align TTA with current business scenarios to drive sustainable growth for the Group.

On behalf of the Risk Management Committee



(Mr. Cherdpong Siriwit)

Chairman of the Risk Management Committee

## Report of the Sustainable Development Committee

### To Shareholders

The Sustainable Development Committee (SD Committee) was established in 2019 based on the vision of Thoresen Thai Agencies Public Company Limited (the Company), who recognizes the importance of generating and fostering sustainable business growth with all groups of stakeholders in mind. The SD Committee consists of Mr. Kamolsut Dabbaransi, Director and Senior Executive Vice President, Head of Food and Beverage, as Chairman of the SD Committee, and 11

senior executive members from each business unit/relevant department of the Company and its subsidiaries.

In 2025, the SD Committee held 5 meetings, with 10 members attending every meeting, 1 member unable to attend due to pre-arranged business, and 1 member resigned without new appointment as detailed below:

Name	Position	Meeting Attendance (Total Attendance / Total Meetings)
Mr. Kamolsut Dabbaransi	Chairman	5/5
Mr. Katarat Suksawang	Executive Vice President, Group Chief Financial Officer / Member	5/5
Mr. Somchai Apinyanukul	Executive, Group Human Resources / Member	5/5
Ms. Supattra Trakankit	Executive, Thoresen Shipping Singapore Pte. Ltd (Shipping Group) / Member	5/5
Mr. Phiboon Buakhunngamcharoen	Executive, Mermaid Maritime Plc. (Offshore Services Group) / Member	5/5
Mr. Pornthep Lertvorratham	Executive, PM Thoresen Asia Holdings Plc. (Agrochemical Group) / Member	5/5
Mr. Panusak Suesatboon	Executive, PH Capital Co., Ltd. (Food and Beverage Group) / Member	5/5
Mr. Supat Praisankul	Executive, Siam Taco Company Limited (Food and Beverage Group) / Member	5/5
Mr. Dome Liewlomviboon	Executive, Unique Mining Services Plc. (Other Investments Group - Importation of Coals) / Member	4/5
Mr. Ratchata Titayanurak (In position until September 2025)	Executive, Asia Infrastructure Management (Thailand) Co., Ltd. (Other Investments Group - Water Resource Management) / Member	3/3
Mr. Peter Alan Rodgers (September - November 2025)		1/1
Mr. Pira Intaratood (November 2025 - Present)		1/1
-	Senior Manager, Corporate Communications / Member	Resigned
Mrs. Nanchalee Kecharananta	Corporate Affairs Director and Company Secretary / Member / Secretary of SD Committee	5/5

The SD Committee undertook duties within the scope stipulated in its Charter as summarized below:

- Acknowledged the assessment results of the ESG Ratings for the year 2025, conducted by the Stock Exchange of Thailand (SET). The Company was listed as a certified member of the ESG Ratings for the fourth consecutive year, with its ESG Ratings elevated from “AA” to “AAA” due to strong and improved ESG performance. The SD Committee also acknowledged the FTSE Russell ESG Scores 2024.
- Acknowledged the progress report on determined actions towards ESG goals of main business units on a quarterly basis.
- Acknowledged TTA Group overall ESG data disclosure status and gap against 2025 ESG Ratings assessment criteria based on data disclosed in the TTA 2024 Form 56-1 One Report, 2024 Sustainability Report included, and on the Company’s website, as well as ESG data gathered from data collection process of 3 business units-namely

TTA, Thoresen Shipping, and PH Capital-conducted by KPMG Phoomchai Business Advisory Ltd. in 2024 for further consideration and action.

4. Recommended to the Board to review and amend the Environmental Policy to align with the current business environment and operational practices of the Company.
5. Approved the appointment of new members to the SD Committee and Sustainable Development Working Group (SD Working Group), which consists of management nominees from each business unit/relevant department to ensure that sustainable development will be implemented throughout the Group.
6. Conducted self-assessment for 2025, both as a group and on an individual basis, considered leveraging the assessment results for further improvements, and reported results to the Board for acknowledgement.

The SD Committee strives to enhance the business while balancing responsibility to all groups of stakeholders. Moreover, the SD Committee will continue to mobilize the Company towards sustainable economic growth, social development, and environmental wellness so that it can grow stably and sustainably.

On behalf of the Sustainable Development Committee



(Mr. Kamolsut Dabbaransi)

Chairman of the Sustainable Development Committee

# Internal Control

**“TTA consistently recognizes the importance of internal control. The Audit Committee assigns the Internal Audit Department to assess the adequacy and effectiveness of internal control, whereas the Board of Directors appoints the Audit Committee to provide oversight to ensure that the internal control supports the achievement of business operations, accurate and reliable financial reporting, and compliance according to laws and regulations”**

The Company designed and followed the internal control and compliance system adequately in order to minimize key risks potentially harmful to the Company’s operations, and once control deficiencies are detected, they will continuously be improved to suit the current and future business risk and business environment as well as to comply with related laws and regulations.

**The Board of Directors (the Board)** is ultimately responsible for TTA’s effective system of internal controls and risk management to safeguard the Company’s assets and all stakeholders’ interests, and it discharges its duties in this area by:

- Determining the nature and extent of the significant risks it is willing to accept in achieving the Company’s strategic objectives (the Board’s risk appetite); and
- Ensuring that management implements effective systems of risk identification, assessment and mitigation.

**The Audit Committee (the AC)** has been delegated the responsibility for reviewing the effectiveness of the TTA’s internal controls and compliance with related laws and regulations. The AC uses information drawn from a number of different sources to carry out this responsibility including:

- Objective assurance provided by Internal Audit through its annual work plan, which is approved by the AC and focuses on the principal risks identified in the risk assessment and key internal controls for mitigation or prevention of risks;
- Regular reported on the quarterly basis on the internal audit and internal control results, compliance approaches and highlighting any significant issues;
- Continuously developed and obtained information from Whistleblower system for employees, shareholders or external parties as additional channel to report fraudulent acts, non-compliance with corporate governance, laws and regulations, Code of Business Conduct that directly reporting to AC.
- Further objective assurance is provided by external auditor.

**The Internal Audit Department (IAD)** is an independent department that functional reports directly to the AC and administratively reports to Deputy Chief Executive Director (DCEO). The IAD assists the AC and the Board by performing regular assessments and evaluations on TTA’s key internal controls system.

IAD has adopted a risk-based approach in formulating the annual audit plan which focuses on key business risks that might have an impact on business goals and the accuracy of financial reports. This plan is reviewed and approved by the AC on the annual basis. The AC also reviews the audit results and progress reports on a quarterly basis.

Issues arising are considered to identify pervasive themes. Significant issues are reported to the AC and the Board. The AC monitors resolution of any identified control issues through to a satisfactory conclusion. In addition, regular reports are made to the AC and the Board by management, internal audit and compliance functions covering in particular business, financial, operational controls and compliance.

TTA’s internal control procedure is based on the principles and approach of the Committee of Sponsoring Organizations of the Treadway Commission (COSO), which is an international standard on risk management. The key control systems implemented by the Company are summarized below.

## 1. Control Environment

The control environment is the foundation of an effective internal control system, and provides discipline and structure for all the other components. The main elements of the Company’s control environment are as follows:

- TTA clearly defines, encourages and promotes a good working environment by setting policy and planning, executing, controlling and monitoring all business activities.
- TTA adheres to its business philosophies and ethics through the actions and behavior to support the

functioning of the internal control system. The Codes of Business Conduct have also been developed as guidelines for directors, management and employees.

- The Board and management at all levels demonstrate through their directives, actions, and behavior the important of integrity and ethical values. All stakeholders are treated with fairness and respect and in such a way that adheres to good corporate governance principles.
- There is an organizational chart that clearly defines the lines of management authority and responsibility according to a suitable organizational structure, business size and operations.
- The Board and management set up the Level of Authorities Matrix for each type of business transactions as a key control over authorization.
- The Company has implemented a Whistleblowing Policy for reporting misconduct, fraud, and corruption. Whistleblowing reports are periodically reviewed by the AC. No concern on misconduct, fraud or corruption was reported during 2025.

## 2. Risk Assessment

The Company recognizes the importance of risk management and preparation for potential risks under changes caused by both internal and external factors that threaten its business activities at department, business unit, and corporate levels. Risk assessment enables the Company to monitor critical risks in a fast-changing scenario in a systematic and timely manner in order to find right solutions to those risks. The management and staff of the Company all take part in assessing risk factors and monitoring risks by assessing the likelihood and the size of negative impact including risks of corruptions. Preventive measures and a recovery plan are identified to promptly respond to the risks. The Company also reinforces and communicates the importance of risk management continuously across its organization to prepare for uncertainty. The Company's risk management department is responsible for monitoring the progress made in implementing measures and a recovery plan, and preparing risk management reports reviewed by the Risk Management Committee which are submitted to the Board on a quarterly basis.

## 3. Control Activities

TTA focuses on efficient control activities that are in line with acceptable risks and appropriate for the business circumstances and activities of each department. These control activities are implemented through regulation, policy and working procedures. They are also reviewed

and improved continuously. The transactions amongst the Company and its related parties have been carefully controlled and conformed to the Securities and Exchange Commission and the Stock Exchange of Thailand regulations requirements and other regulatory bodies. TTA employees are encouraged recognize the important of strictly complying with the control activities as well as related laws and regulations. This is to reduce risks covering various aspects, especially fraud risk, corruption risk and preventing violation of the laws.

## 4. Information and Communication

Information technology has been considered and developed to enhance the effectiveness and efficiency of business operations. TTA recognizes the importance of accuracy, reliability, and prompt information for decision-making. It also has an effective information security system, including a contingency plan to protect the information system when there are serious incidents that may cause system failure. Furthermore, TTA deploys an audit trail system that can track back and review historical data. TTA also maintains an information system to analyze data and indicate any risk area, for which comprehensive records and reports are available. Besides, TTA has complied the Computer Offense Act and computer traffic data as requires by the Ministry of Information and Communications Technology. TTA also has invested in an effective communication system, including internal and external channels. The internal communication manages through various channels. Documents for the shareholders' meetings and the Board's meetings have been delivered ahead of the meetings and contained sufficient information for the shareholders or the Board to make decisions in appropriated time.

## 5. Monitoring

Since the existing systems provide prompt and reliable information on a regular basis, management and the Board can therefore achieve proper monitoring over relevant financial reports in an effective manner and support the business objectives and goal achievement. At the same time, they can also perform an accurate review and assessment, and suggest improvement over existing business plans, supported by effective internal supervision carried out by the IAD throughout the period.

The internal audit works according to audit plan that is approved and monitored by the AC. The plan is based on the risk assessment and encompasses prioritized companies, key business areas and processes. The results of the performed audits and following up observations are reported to the AC



and the Board. No significant control deficiencies have been reported to date. However, recommendations regarding internal controls have been provided in some areas.

The Board formally reviews the effectiveness of the system of internal control at least annually. Processes are in place for identifying, evaluating and managing the significant risks facing the Company in accordance with the Internal Control Assessments Guidance published by the Securities and Exchange Commission.

In accordance with SET's notification: The Audit Committee's Qualifications and Scope of Works B.E. 2558, the Audit Committee Charter defined its responsible to evaluate the performance of senior executives of Internal Audit.

At Board Meeting No. 1/2026, held on 26 February 2026 with the Audit Committee present, the Board assessed the above

5 components of the Company's internal control systems. The Board concluded that the Company's internal control systems were found to be adequate and effective with sufficient of internal audit staffs to effectively conduct the audit tasks, with no material deficiency.

KPMG Phoomchai Audit Ltd., the Company's external auditor, who concluded the audit of the financial statements for year ended on 31 December 2025, concluded that there was no material deficiency in the Company's accounting and financial control system.

## Related Party Transactions

Related party transactions between Thoresen Thai Agencies Public Company Limited (the Company or TTA) and its subsidiaries, associates and joint ventures are shown in the notes to the consolidated financial statements. All related party transactions occur in the normal course of business. The price determination is akin to the market price or according to general trade conditions, which can be compared with the conditions given to third parties (Fair and at arm's length). Related party transactions are in accordance with laws, announcements, regulations and relevant guidelines of regulatory agencies. It is transparent, reasonable, and for the sake of the Company's benefit.

In the regard, the significant of related party transactions between the Company, subsidiaries, associates, joint ventures or a transaction with a company or persons that may have conflicts of interest are shown as follows:

Name of Related Party / Relationship	Description of Transactions	Transaction Amount (Thousand Baht)		Pricing Policy and Reasonableness of Transaction
		2023	2024	
1. Mermaid Maritime PLC. (MML) and ZeaQuest Co., Ltd. (ZQ)	ZQ entered into rental agreement with MML for office rental of 2 locations.			The rental and service fee is a fixed rate per sq.m. which are the same price normally charged to a third party. Such price is similar to market price at the time of contract. The rental and service fee are computed based on area. The fee will be billed on monthly basis. As aforementioned, such transactions were reasonable and beneficial to the Company.
TTA holds stake in MML as of 31 December as follows. 2025 68.4 percent 2023 - 2024 58.2 percent	1) Office at Bangkok: The service fee consists of rental and service fee and charge at Baht 300-600 per sq.m., which is yearly rental agreement. 2) Office at Pinthong Industrial Park (Chonburi): Rental charge and service fee charge at US\$ 12,500 per month. ZQ will renew the agreement every 2 years.	7,411	5,975	
ZQ is a 50 percent joint venture held by Mermaid Subsea Services (Thailand) Ltd. (MSST) which is wholly owned by MML.	MML recognized such transaction as	2,346	1,076	
	<ul style="list-style-type: none"> <li>Rental income</li> <li>Receivables from related parties</li> </ul>			
	MML provides loans to ZQ with interest rate of 7.0 percent p.a. ZQ used such loan as its working capital.			The interest rate is set up based on the borrowing cost of MML plus margin. As aforementioned, such transactions were reasonable and beneficial to the Company.
	MML recorded such transactions as	111,226	144,449	
	<ul style="list-style-type: none"> <li>Short-term loans to related parties.</li> <li>Interest income</li> <li>Accrued interest income</li> </ul>	4,601	8,798	
		-	869	
				The above transaction is the liquidity management in the group companies. The interest rate for inter-borrowing loans is determined based on the lender's average financial cost.

Name of Related Party / Relationship	Description of Transactions	Transaction Amount (Thousand Baht)			Pricing Policy and Reasonableness of Transaction
		2023	2024	2025	
<p>2. Mermaid Maritime PLC. (MML) and PSM Land Co., Ltd.</p> <p><i>TTA holds stake in MML as of 31 December as follows:</i> 2025 68.4 percent 2023 - 2024 58.2 percent</p> <p><i>Both MML and PSM Land Co., Ltd. have Mr. Chalermchai Mahagitsiri as director and shareholder.</i></p>	<p>MML entered into office rental agreement of 368 sq.m. with PSM Land Co., Ltd. Rental and service fee charge at Baht 410 per sq.m. per month. MML will renew the agreement every 3 years.</p> <p>MML recognized such transaction as rental expense.</p>	1,811	1,811	1,811	The rental and service fee is a fixed rate per sq.m. which are the same price normally charged to a third party. Such price is similar to market price at the time of contract. The rental and service fee are computed based on area. The fee will be billed on monthly basis. As aforementioned, such transactions were reasonable and beneficial to the Company.
<p>3. Mermaid Subsea Services (Thailand) Ltd. (MSST) and Gulf Agency Company (Thailand) Ltd. (GAC)</p> <p><i>TTA holds stake in MML as of 31 December as follows:</i> 2025 68.4 percent 2023 - 2024 58.2 percent. <i>And MML holds 100 percent stake in MSST. GAC is a 51 percent associates held by the Company.</i></p> <p><i>Both MSST and GAC have Mr. Chalermchai Mahagitsiri as director.</i></p>	<p>MSST engaged GAC for customs clearance of goods and transportation.</p> <p>MSST recognized such transaction as</p> <ul style="list-style-type: none"> <li>• Cost of providing services</li> <li>• Trade payables</li> </ul>	8,024 13,458	34,643 25,358	30,736 6,087	The service fees were determined based on the price normally GAC charged to a third party. As aforementioned, such transactions were reasonable and beneficial to the Company.
<p>4. Mermaid Subsea Services (Thailand) Ltd. (MSST) and ZeaQuest Co.,Ltd (ZQ)</p> <p><i>TTA holds stake in MML as of 31 December as follows:</i> 2025 68.4 percent 2023 - 2024 58.2 percent. <i>And MML holds 100 percent stake in MSST.</i></p> <p><i>ZQ is a 50 percent joint venture held by Mermaid Subsea Services (Thailand) Ltd. (MSST) which is wholly owned by MML.</i></p>	<p>MSST provided accounting, legal, other support services and charter hire service to ZQ.</p> <p>MSST recorded such transactions as</p> <ul style="list-style-type: none"> <li>• Offshore service income</li> <li>• Management fee income</li> <li>• Receivables from related parties</li> </ul> <p>MSST engaged ZQ for subcontracting in subsea engineering project.</p> <p>MSST recorded such transactions as</p> <ul style="list-style-type: none"> <li>• Cost of providing services</li> <li>• Trade payables</li> </ul>	108,854 1,253 535	109,166 1,481 28,705	103,855 1,723 95,117	The service fees were determined based on the price normally MSST charged to a third party. As aforementioned, such transactions were reasonable and beneficial to the Company.

Name of Related Party / Relationship	Description of Transactions	Transaction Amount (Thousand Baht)			Pricing Policy and Reasonableness of Transaction
		2023	2024	2025	
5. Mermaid Subsea Services (Thailand) Ltd. (MSST) and Millennium 3 Ship Management and Operations DMCCO (M3JV)  TTA holds stake in MML as of 31 December as follows: 2025 68.4 percent 2023 - 2024 58.2 percent. And MML holds 100 percent stake in MSST. And MSST holds 100 percent stake in Mermaid Subsea Oil and Gas Services DMCEST (MSOGS) which holds 50 percent stake in M3JV.	MSST sold support vessel (Millennium 3) to M3JV at a market price.  Due to M3JV has not made payment yet, MSST recognized such transaction as receivables from related parties.	547,573	543,806	505,322	The selling price is approximately at market price. As aforementioned, such transactions were reasonable and beneficial to the Company.
6. Mermaid Subsea Services Saudi Arabia Co., Ltd. (MSS-KSA) and Zamil Mermaid Offshore Services Company (LLC) (ZMOS)  TTA holds stake in MML as of 31 December as follows: 2025 68.4 percent 2023 - 2024 58.2 percent. And MML holds 100 percent and 40 percent stake in MSS-I and ZMOS, respectively. And MSS-I holds 95 percent stake in MSS-KSA.	ZMOS engaged MSS-KSA for offshore services to Saudi Aramco.  MSS-KSA recognized such transaction as <ul style="list-style-type: none"> <li>• Service income.</li> <li>• Trade receivables</li> </ul> ZMOS charged MSS-KSA for security fees, consulting fees, training fees, and visa and work permit expenses.  MSS-KSA recorded the transactions as follows: <ul style="list-style-type: none"> <li>• Cost of services</li> <li>• Administrative expenses</li> <li>• Trade payables</li> </ul>	3,004,892 843,262	3,695,552 896,252	3,568,509 1,166,809	The service fees were determined based on the price normally MSS-KSA charged to a third party. As aforementioned, such transactions were reasonable and beneficial to the Company.  The service fees were determined based on the price normally ZMOS charged to a third party. As aforementioned, such transactions were reasonable and beneficial to the Company.

Name of Related Party / Relationship	Description of Transactions	Transaction Amount (Thousand Baht)			Pricing Policy and Reasonableness of Transaction
		2023	2024	2025	
7. Mermaid Subsea Services (International) Ltd. (MSSI) and Zamil Mermaid Offshore Services Company (LLC) (ZMOS)  TTA holds stake in MML as of 31 December as follows: 2025 68.4 percent 2023 - 2024 58.2 percent. And MML holds 100 percent and 40 percent stake in MSSI and ZMOS, respectively.	ZMOS engaged MSSI for offshore services to Saudi Aramco.  MSSI recognized such transaction as • Service income	-	72,398	-	The service fees were determined based on the price normally MSSI charged to a third party. As aforementioned, such transactions were reasonable and beneficial to the Company.
8. Mermaid Subsea Oil and Gas Services DMCEST (MSOGS) and Millennium 3 Ship Management and Operations DMCCO (M3JV)  TTA holds stake in MML as of 31 December as follows: 2025 68.4 percent 2023 - 2024 58.2 percent. And MML holds 100 percent stake in MSST. And MSST holds 100 percent stake in Mermaid Subsea Oil and Gas Services DMCEST (MSOGS) which holds 50 percent stake in M3JV.	MSOGS charged for equipment hire to M3JV  MSOGS recognized such transactions as • Service income • Trade receivables	4,300 4,481	- 4,451	- 4,136	The service fees were determined based on the price normally MSOGS charged to a third party. As aforementioned, such transactions were reasonable and beneficial to the Company.
9. Mermaid Subsea Services (Thailand) Ltd. (MSST) and Tan Cang Mermaid Subsea Services Co., Ltd. (TC Mermaid)  TTA holds stake in MML as of 31 December as follows: 2025 68.4 percent 2023 - 2024 58.2 percent. And MML holds 100 percent stake in MSST. And MSST holds 50 percent stake in TC Mermaid.	MSST paid for vessel charter hire to TC Mermaid.  MSST recorded the transactions as follows: • Cost of services • Trade payables	- -	76,216 -	73,830 6,003	The service fees were determined based on the price normally TC Mermaid charged to a third party. As aforementioned, such transactions were reasonable and beneficial to the Company.

Name of Related Party / Relationship	Description of Transactions	Transaction Amount (Thousand Baht)			Pricing Policy and Reasonableness of Transaction
		2023	2024	2025	
10. Mermaid Subsea Services (International) Ltd. (MSSI) and ZeaQuest Co.,Ltd (ZQ)  TTA holds stake in MML as of 31 December as follows. 2025 68.4 percent 2023 - 2024 58.2 percent. And MML holds 100 percent stake in MSSI.  ZQ is a 50 percent joint venture held by Mermaid Subsea Services (Thailand) Ltd. (MSST) which is wholly owned by MML.	<p>MSSI provided personnel operation and equipment operation services to ZQ.</p> <p>MSSI recognized such transaction as</p> <ul style="list-style-type: none"> <li>• Service income</li> <li>• Trade receivables</li> </ul>	213,021 -	511,368 17,214	46,277 -	The service fees were determined based on the price normally MSSl charged to a third party. As aforementioned, such transactions were reasonable and beneficial to the Company.
11. Mermaid Subsea Services (Thailand) Ltd. (MSST) and Thoresen Jutal Offshore Engineering Heavy Industries (Thailand) Limited (TJE)  TTA holds stake in MML as of 31 December as follows. 2025 68.4 percent 2023 - 2024 58.2 percent. And MML holds 100 percent stake in MSST. TJE is a 51 percent joint venture held by the Company.	<p>MSST provided project management service to TJE.</p> <p>MSST recognized such transaction as</p> <ul style="list-style-type: none"> <li>• Service income</li> <li>• Trade receivables</li> </ul>	- -	- -	2,244 2,357	The service fees were determined based on the price normally MSST charged to a third party. As aforementioned, such transactions were reasonable and beneficial to the Company.

Name of Related Party / Relationship	Description of Transactions	Transaction Amount (Thousand Baht)			Pricing Policy and Reasonableness of Transaction
		2023	2024	2025	
<p>12. Baconco Co., Ltd. (Baconco) and Thoresen (Indochina) S.A. (TI)</p> <p><i>TTA holds stake in PMTA as of 31 December as follows.</i></p> <p><i>2025 67.0 percent</i></p> <p><i>2023 - 2024 68.5 percent</i></p> <p><i>The Company holds stake in PM Thoresen Asia Holdings PLC. (PMTA), a subsidiary of the Company. And PMTA wholly holds Baconco. TI is a 50 percent joint venture held by the Company.</i></p> <p><i>PMTA and TI have two common directors being:</i></p> <ul style="list-style-type: none"> <li>• <i>Mr. Chalermchai Mahagitsiri</i></li> <li>• <i>Mr. Sigmund Stromme.</i></li> </ul>	<p>Baconco received maritime transportation services from TI.</p> <p>Baconco recognized such transaction as</p> <ul style="list-style-type: none"> <li>• Transportation expense</li> <li>• Trade payables</li> </ul>	<p>32,250</p> <p>5,777</p>	<p>35,276</p> <p>-</p>	<p>34,395</p> <p>-</p>	<p>The service fees were determined based on the price normally charge to a third party which based on quantity and distance of shipment. As aforementioned, such transactions were reasonable and beneficial to the Company.</p>
<p>13. Baconco Co., Ltd. (Baconco) and Thoresen-Vinama Co., Ltd. (TV)</p> <p><i>TTA holds stake in PMTA as of 31 December as follows.</i></p> <p><i>2025 67.0 percent</i></p> <p><i>2023 - 2024 68.5 percent</i></p> <p><i>The Company holds stake in PM Thoresen Asia Holdings PLC. (PMTA), a subsidiary of the Company. And PMTA wholly holds Baconco. Thoresen (Indochina) S.A. (TI) is a 50 percent joint venture held by the Company and TI holds 49 percent in TV.</i></p> <p><i>PMTA and TV have a common director being Mr. Sigmund Stromme</i></p>	<p>Baconco leased out a factory area to TV at space of 76,646 sq.m. This contract will automatically renew every 5 years.</p> <p>Baconco recognized such transaction as</p> <ul style="list-style-type: none"> <li>• Rental income</li> <li>• Trade receivables</li> </ul>	<p>103,973</p> <p>9,489</p>	<p>121,198</p> <p>8,810</p>	<p>116,103</p> <p>2,924</p>	<p>The rental rate is a fixed amount per sq.m. with payment to be made monthly, and the rental fee is determined based on the actual leased area. The rental rate per square meter is consistent with the prevailing market rates in Vietnam. Price and trading conditions are in line with those which TV charged to other customers. As aforementioned, such transactions were reasonable and beneficial to the Company.</p>
	<p>Baconco received maritime transportation services from TV.</p> <p>Baconco recognized such transaction as</p> <ul style="list-style-type: none"> <li>• Transportation expense</li> <li>• Trade payables</li> </ul>	<p>74,116</p> <p>10,809</p>	<p>82,422</p> <p>9,936</p>	<p>66,088</p> <p>10,375</p>	<p>The service fees were determined based on the price normally TV charge to a third party which based on quantity and distance of shipment. Price and trading conditions are in line with those which TV charged to other customers. As aforementioned, such transactions were reasonable and beneficial to the Company.</p>

Name of Related Party / Relationship	Description of Transactions	Transaction Amount (Thousand Baht)			Pricing Policy and Reasonableness of Transaction
		2023	2024	2025	
<p>14. Baconco Co., Ltd. (Baconco) and Thoresen-Vinama Logistic Co., Ltd. (TVL)</p> <p>TTA holds stake in PMTA as of 31 December as follows:</p> <p>2025 67.0 percent</p> <p>2023 - 2024 68.5 percent</p> <p>The Company holds stake in PM Thoresen Asia Holdings PLC. (PMTA), a subsidiary of the Company. And PMTA wholly holds Baconco. Thoresen (Indochina) S.A. (TI) is a 50 percent joint venture held by the Company and TI holds 49 percent in Thoresen-Vinama Co., Ltd. (TV). And TV wholly holds TVL.</p> <p>PMTA and TVL have a common director being Mr. Sigmund Stromme</p>	<p>Baconco received maritime transportation services from TVL.</p> <p>Baconco recognized such transaction as</p> <ul style="list-style-type: none"> <li>• Transportation expense</li> <li>• Trade payables</li> </ul>	<p>34,600</p> <p>38,514</p>	<p>5,128</p> <p>5,065</p>	<p>34,208</p> <p>5,939</p>	<p>The service fees were determined based on the price normally TVL charge to a third party which based on quantity and distance of shipment. Price and trading conditions are in line with those which TVL charged to other customers. As aforementioned, such transactions were reasonable and beneficial to the Company.</p>
<p>15. Baconco Co., Ltd. (Baconco) and Baria Serece (Baria)</p> <p>TTA holds stake in PMTA as of 31 December as follows:</p> <p>2025 67.0 percent</p> <p>2023 - 2024 68.5 percent</p> <p>The Company holds stake in PM Thoresen Asia Holdings PLC. (PMTA), a subsidiary of the Company. And PMTA wholly holds Baconco. The Company wholly holds Soleado Holdings Pte. Ltd. (SOH) and SOH holds a 28 percent stake in Baria.</p> <p>PMTA and Baria have two common directors being:</p> <ul style="list-style-type: none"> <li>• Mr. Chalermchai Mahagitsiri</li> <li>• Mr. Sigmund Stromme.</li> </ul>	<p>Baconco received services related to the port from Baria.</p> <p>Baconco recognized such transaction as</p> <ul style="list-style-type: none"> <li>• Services related to the port</li> <li>• Trade payables</li> </ul>	<p>9,061</p> <p>6,700</p>	<p>1,118</p> <p>329</p>	<p>8,072</p> <p>271</p>	<p>The service fees were determined based on the price normally Baria charge to a third party which based on quantity and distance of shipment. As aforementioned, such transactions were reasonable and beneficial to the Company.</p>

Name of Related Party / Relationship	Description of Transactions	Transaction Amount (Thousand Baht)			Pricing Policy and Reasonableness of Transaction
		2023	2024	2025	
16. TTA and Mermaid Maritime Plc. (MML)	TTA provided management service to MML.	1,863	1,950	163	Same price as normally charged to a third party. The fee will be billed on monthly basis. As aforementioned, such transactions were reasonable and beneficial to the Company.
TTA holds stake in MML as of 31 December as follows. 2025 68.4 percent 2023 - 2024 58.2 percent.	TTA recorded such transaction as other income.				
TTA and MML have three common directors being: • Mr. Chalermchai Mahagitsiri • Mr. Prasert Bunsumpun • Dr. Jean Paul Thevenin	TTA has entered into a contract with MML to provide IT services. The contract is for one year and is automatically renewed every year, starting on 1 January and ending on 31 December. The contract fee is Baht 6,000 per month.  TTA recorded such transaction as IT support income.	72	72	72	
And Mr. Chalermchai Mahagitsiri being shareholder in both TTA and MML.	Referring to the loan agreement, TTA provides loan to MML to be utilized for working capital in MML's business. TTA charges interest at 7.0 percent p.a with the following contracts: • 1 December 2021: US\$ 5.0 million • 17 March 2022: US\$ 4.0 million • 7 February 2023: US\$ 7.5 million • 28 April 2023: US\$ 12.5 million • 27 September 2023: US\$ 5.0 million • 30 November 2023: US\$ 50.0 million <sup>/1</sup>  <sup>/1</sup> As of 31 December, MML has drawdown loan from TTA following: 2024 - 2025: US\$ 46.5 million 2023: US\$ 20.0 million				Such a transaction is financial assistance to a subsidiary company for its working capital and operating in the new bidding project which is necessary for expanding the subsidiary's business. The transaction approved by the Board of Directors or shareholder meeting (depending on the circumstances). The interest rate is set to be not lower than the Company's average cost of fund plus risk premium of 2.00 percent p.a. The interest rate received is higher than investing in deposits or debt instruments at the Investment Grade level with a period of 3 years and the management believes that the subsidiary has ability to repayment of loan. Such transactions were reasonable and beneficial to the Company.

Name of Related Party / Relationship	Description of Transactions	Transaction Amount (Thousand Baht)			Pricing Policy and Reasonableness of Transaction
		2023	2024	2025	
	The principal amount under the above contracts totaled US\$ 80.5 million.				
	During the year 2025, MML repaid principal amounting to US\$ 10.5 million.				
	As a result, the outstanding principal balance as at the Board of Directors' Meeting No. 9/2025 held on 14 August 2025 was US\$ 70.0 million.				
	The Extraordinary General Meeting of Shareholders No. 2/2025 on 23 October 2025 approved the restructuring and consolidation of the existing loans into a single non-revolving loan facility in the amount of US\$ 70.0 million, representing the outstanding principal balance.				
	This restructuring does not constitute additional lending or an increase in exposure; it is a consolidation of the existing loan agreements into one facility.				
	TTA recorded such transaction as long-term loans to related parties.	1,839,186	2,723,283	2,199,505	
	TTA recorded interest income from such loan as <ul style="list-style-type: none"> <li>Interest income</li> </ul>	62,657	196,599	194,248	
	Receivables from related party	25,347	149,494	39,360	

Name of Related Party / Relationship	Description of Transactions	Transaction Amount (Thousand Baht)			Pricing Policy and Reasonableness of Transaction
		2023	2024	2025	
<p>17. TTA and Mermaid Subsea Services (Thailand) Ltd. (MSST)</p> <p>TTA holds stake in MML as of 31 December as follows:</p> <p>2025 68.4 percent</p> <p>2023 - 2024 58.2 percent.</p> <p>And MML holds 100 percent stake in MSST.</p> <p>TTA and MSST have two common directors being:</p> <ul style="list-style-type: none"> <li>• Mr. Chalermchai Mahagitsiri</li> <li>• Dr. Jean Paul Thevenin</li> </ul>	<p>According to the guarantee agreement entered into between TTA and MSST regarding the guarantee of loan from the financial institutions, TTA has agreed to act as a guarantor for MSST with the credit line limit amount and the guarantee fee rates as specified below.</p> <ul style="list-style-type: none"> <li>• Agreement date on 16 September 2021, credit line limit 100.0 million with guarantee fee at 0.5 percent p.a</li> <li>• Agreement date on 11 May 2022, credit line limit US\$ 3.0 million with guarantee fee at 0.5 percent p.a</li> <li>• Agreement date on 9 October 2023, credit line limit US\$ 5.95 million with guarantee fee at 1.0 percent p.a</li> <li>• Agreement date on 24 July 2024, credit line limit US\$ 51.7 million with guarantee fee at 1.0 percent p.a</li> <li>• Agreement date on 17 September 2025, credit line limit US\$ 13.4 million with guarantee fee at 1.0 percent p.a</li> </ul> <p>TTA recorded such transaction as</p> <ul style="list-style-type: none"> <li>• Other income</li> <li>• Receivables from related parties</li> </ul>	390	8,369	18,509	<p>The transaction approved by the Board of Directors. The guarantee fee is set up at the same rate that a financial institution normally charge to its client. As aforementioned, such transactions were reasonable and beneficial to the Company.</p>
		741	8,457	5,150	

Name of Related Party / Relationship	Description of Transactions	Transaction Amount (Thousand Baht)			Pricing Policy and Reasonableness of Transaction
		2023	2024	2025	
18. TTA and PM Thoresen Asia Holdings Plc. (PMTA)	TTA has entered into an agreement with PMTA to rent office space of 182.25 sq.m., which is a yearly agreement.				The rental and service fee is a fixed rate per sq.m. which are the same price normally charged to a third party. Such price is similar to market price at the time of contract. The rental and service fee are computed based on area. The fee will be billed on monthly basis. As aforementioned, such transactions were reasonable and beneficial to the Company.
TTA holds stake in PMTA as of 31 December as follows. 2025 67.0 percent 2023 - 2024 68.5 percent	TTA recorded such transaction as rental and facilities income.	984	984	984	
TTA and PMTA have two common directors being: • Mr. Chalermchai Mahagitsiri • Dr. Jean Paul Thevenin	TTA has entered into an agreement with PMTA to provide IT service.				Same price as normally charged to a third party. The fee will be billed on monthly basis. As aforementioned, such transactions were reasonable and beneficial to the Company.
And Mr. Chalermchai Mahagitsiri being shareholder in both TTA and PMTA.	TTA recorded such transaction as IT support income.	66	66	66	
	TTA provided accounting services and other services to PMTA.				
	TTA recorded such transaction as other income.	650	660	636	
	TTA are received dividend from PMTA.				The transaction approved by PMTA's Annual General Meeting of Shareholders
	TTA recorded such transaction as dividend income.	20,802	27,735	69,338	As aforementioned, such transactions were reasonable and beneficial to the Company.
	Due to above mentioned service providing, TTA are recorded the uncollectible balance as receivables from related parties.	432	432	425	Price and condition are in line with market.

Name of Related Party / Relationship	Description of Transactions	Transaction Amount (Thousand Baht)			Pricing Policy and Reasonableness of Transaction
		2023	2024	2025	
19. TTA and PH Capital Co., Ltd (PHC)  PHC has stakeholder from TTA and PM Capital Co., Ltd. (PMC) which hold 70 percent and 30 percent respectively.  TTA and PHC have two common directors being: • Ms. Ausana Mahagitsiri • Mr. Kamolsut Dabbaransi  And Ms. Ausana Mahagitsiri being director and shareholder in both TTA and PMC.	<p>TTA has entered into an agreement with PHC to rent office space in 2 locations.</p> <p>1. TTA leased out office space of 30 sq.m. to PHC. The lease agreement expires on 31 December 2025.</p> <p>2. TTA leased out office space of 729 sq.m. to PHC.</p> <p>TTA recorded such transaction as rental and facilities income.</p> <p>TTA purchased food and beverages from PHC for the meeting.</p> <p>TTA recorded such transaction as other staff benefits and entertainment expense.</p> <p>TTA has provided server hosting services with PHC.</p> <p>TTA recorded as IT support income.</p> <p>Receivables from related parties</p>	4,099	4,099	4,099	The rental and service fee is a fixed rate per sq.m. which are the same price normally charged to a third party. Such price is similar to market price at the time of contract. The rental and service fee are computed based on area. The fee will be billed on monthly basis. As aforementioned, such transactions were reasonable and beneficial to the Company.
		316	795	921	Same product price as normally sale to a third party. As aforementioned, such transactions were reasonable and beneficial to the Company.
		300	300	300	Same price as normally charged to a third party. The fee will be billed on monthly basis. As aforementioned, such transactions were reasonable and beneficial to the Company.
		376	376	376	Same price as normally charged to a third party.

Name of Related Party / Relationship	Description of Transactions	Transaction Amount (Thousand Baht)			Pricing Policy and Reasonableness of Transaction
		2023	2024	2025	
20. TTA and Siam Taco Co., Ltd (STC)  STC has stakeholder from TTA and CM Corporate Co., Ltd. (CMC) which hold 70 percent and 30 percent respectively.  TTA and STC have two common directors being: • Mr. Chalermchai Mahagitsiri • Mr. Kamolsut Dabbaransi  And Mr. Chalermchai Mahagitsiri being director and shareholder in both TTA and CMC.	TTA has entered into an agreement with STC to rent office space of 120 sq.m., which is a yearly agreement.  TTA recorded such transaction as rental and facilities income.  TTA has entered into an agreement with STC to provide IT service.  TTA recorded such transaction as IT support income.  TTA provided guarantee service agreement to STC for a period of 6 years. The guarantee service agreement was terminated early on 31 March 2025.  TTA recorded such transaction as other income.  TTA purchased food and beverages from STC for the meeting.  TTA recorded such transaction as other staff benefits and entertainment expense.  Receivables from related parties	648  648  481  93  78  296	648  481  93  145  1,321	648  960  60  333  2,019	The rental and service fee is a fixed rate per sq.m. which are the same price normally charged to a third party. Such price is similar to market price at the time of contract. The rental and service fee are computed based on area. The fee will be billed on monthly basis. As aforementioned, such transactions were reasonable and beneficial to the Company.  Same price as normally charged to a third party. The fee will be billed on monthly basis. As aforementioned, such transactions were reasonable and beneficial to the Company.  The transaction approved by the Board of Directors. The guarantee fee is set up at the same rate that a financial institution normally charge to its client. As aforementioned, such transactions were reasonable and beneficial to the Company.  Same product price as normally sale to a third party. As aforementioned, such transactions were reasonable and beneficial to the Company.  Same price as normally charged to a third party.

Name of Related Party / Relationship	Description of Transactions	Transaction Amount (Thousand Baht)			Pricing Policy and Reasonableness of Transaction
		2023	2024	2025	
	<p>Referring to the loan agreement, TTA provides loan to STC to be utilized for working capital in STC's business. TTA charges interest at 7.0 percent p.a with the following contracts:</p> <ul style="list-style-type: none"> <li>12 June 2024: Baht 6.5 million</li> <li>14 August 2024: Baht 60.0 million</li> <li>14 November 2024: Baht 100.0 million</li> </ul> <p>As of 31 December 2024 and 2025, STC has drawdown loan from TTA amount of Baht 20.0 million and Baht 40.0 million, respectively.</p> <p>TTA recorded such transaction as</p> <ul style="list-style-type: none"> <li>Short-term loans to related parties 6,500</li> <li>Long-term loans to related parties 80,000</li> <li>Interest income 1,640</li> </ul>		6,500 80,000 1,640	6,500 100,000 6,784	Such a transaction is financial assistance to a subsidiary company for its working capital. The transaction approved by the Board of Directors. The interest rate is set to be not lower than the Company's average cost of fund plus risk premium of 2.00 percent p.a. and the management believes that the subsidiary has ability to repayment of loan. Such transactions were reasonable and beneficial to the Company.
<p>21. TTA and PMT Property Co., Ltd (PMTP)</p> <p>PMTP has stakeholders from TTA, Kanden Realty &amp; Development Co., Ltd. (KRD) and Toray Construction Co., Ltd. which hold 60 percent, 30 percent and 10 percent, respectively.</p> <p>TTA and PMTP have two common directors being:</p> <ul style="list-style-type: none"> <li>Mr. Chalermchai Mahagitsiri</li> <li>Mr. Kamolsut Dabbaransi</li> </ul>	<p>TTA has entered into an agreement with PMTP to rent office space of 166 sq.m., which is a yearly agreement.</p> <p>TTA recorded such transaction as rental and facilities income.</p> <p>TTA has provided server hosting services with PMTP.</p> <p>TTA recorded such transaction as IT support income.</p> <p>TTA provided accounting, HR and admin service to PMTP.</p> <p>TTA recorded such transactions as admin and facilities income.</p>	896 896 420 420 960	896 896 420 420 960	896 896 420 420 660	<p>The rental and service fee is a fixed rate per sq.m. which are the same price normally charged to a third party. Such price is similar to market price at the time of contract. The rental and service fee are computed based on area. The fee will be billed on monthly basis. As aforementioned, such transactions were reasonable and beneficial to the Company.</p> <p>Same price as normally charged to a third party. The fee will be billed on monthly basis. As aforementioned, such transactions were reasonable and beneficial to the Company.</p>

Name of Related Party / Relationship	Description of Transactions	Transaction Amount (Thousand Baht)			Pricing Policy and Reasonableness of Transaction
		2023	2024	2025	
	<p>TTA provides loans to PMTP with interest rate of 7.0 percent p.a. PMTP used such loan as its working capital.</p> <p>On 15 March 2024, the shareholders issued addendum to revise the maturity date of the loan agreement provided to PMTP to 31 December 2030.</p> <p>TTA recorded such transaction as</p> <ul style="list-style-type: none"> <li>• Short-term loans to related parties.</li> <li>• Long-term loans to related parties.</li> <li>• Interest income.</li> </ul> <p>Receivables from related parties</p>	1,235,631 - 86,494	- 1,715,631 114,256	- 1,715,631 120,094	Such a transaction is financial assistance a joint venture in accordance with the to proportion of shareholding for its working capital and investing in the joint venture project. The transaction approved by the Board of Directors. The interest rate is set to be not lower than the Company's average financial cost plus 2.00 percent p.a. and the management believes that the joint venture has ability to repayment of loan. Such transactions were reasonable and beneficial to the Company.
22. TTA and Asia Infrastructure Management (Thailand) Co., Ltd. (AIM)	<p>TTA provides loans to AIM with interest rate of 7.0 percent p.a. AIM uses such loan as its working capital.</p> <p>TTA recorded such transactions as short-term loans to related parties.</p> <p>TTA recorded interest income from such loans as</p> <ul style="list-style-type: none"> <li>• Interest income</li> <li>• Receivables from related parties</li> <li>• Accrued interest income</li> </ul> <p>TTA provided consultant service to AIM for a period of 1 year, renewal is considered automatic.</p> <p>TTA recorded such transactions as admin and facilities income.</p> <p>TTA has entered into an agreement with AIM to rent office space of 70 sq.m., which is a yearly agreement.</p> <p>TTA recorded such transaction as rental and facilities income.</p>	365,525  171,800  11,833 36,111 1,237  6,504	479,684  346,267  15,829 52,478 1,405  5,855	599,666  389,539  26,153 74,141 2,541  2,519	<p>Such a transaction is financial assistance to a subsidiary company for its working capital. The transaction approved by the Board of Directors. The interest rate is set to be not lower than the company's average cost of fund plus risk premium of 2.00 percent p.a. and the management believes that the subsidiary has ability to repayment of loan. Such transactions were reasonable and beneficial to the Company.</p> <p>Same price as normally charged to a third party. As aforementioned, such transactions were reasonable and beneficial to the Company.</p> <p>The rental and service fee is a fixed rate per sq.m. which are the same price normally charged to a third party. Such price is similar to market price at the time of contract. The rental and service fee are computed based on area. The fee will be billed on monthly basis. As aforementioned, such transactions were reasonable and beneficial to the Company.</p>
	<p>TTA holds stake in AIM as of 31 December as follows.</p> <p>2024 - 2025 92.5 percent</p> <p>2023 91.9 percent</p> <p>TTA and AIM have two common directors being:</p> <ul style="list-style-type: none"> <li>• Mr. Chalermchai Mahagitsiri</li> <li>• Dr. Jean Paul Thevenin</li> </ul>				

Name of Related Party / Relationship	Description of Transactions	Transaction Amount (Thousand Baht)			Pricing Policy and Reasonableness of Transaction
		2023	2024	2025	
<p>23. TTA and PH Macaron (Thailand) Co., Ltd.</p> <p>TTA and PH Macaron Co., Ltd. have three common directors being:</p> <ul style="list-style-type: none"> <li>• Mr. Chalermchai Mahagitsiri</li> <li>• Ms. Ausana Mahagitsiri</li> <li>• Mr. Kamolsut Dabbaransi.</li> </ul>	<p>TTA purchased goods as new year gifts from PH Macaron (Thailand) Co., Ltd.</p> <p>TTA recorded such transactions as gift and new year gift.</p>	6	-	-	Same product price as normally sale to a third party. As aforementioned, such transactions were reasonable and beneficial to the Company.
<p>24. TTA and Four One One Entertainment Co., Ltd.</p> <p>TTA and Four One One Entertainment Co., Ltd. have two common directors being:</p> <ul style="list-style-type: none"> <li>• Mr. Chalermchai Mahagitsiri</li> <li>• Ms. Ausana Mahagitsiri.</li> </ul>	<p>TTA rent space of 306 sq.m. from Four One One Entertainment Co., Ltd. The agreement starts on 1 January to 31 December.</p> <p>TTA recorded such transactions as rental-office expenses and utilities expenses.</p> <p>Four One One Entertainment Co., Ltd. provided organize service for the TTA's New Year Party.</p> <p>TTA recorded such transaction as</p> <ul style="list-style-type: none"> <li>• Other staff benefit expense</li> <li>• Deposit</li> </ul>	-	2,431	2,520	<p>The rental and service fee is a fixed rate per sq.m. which are the same price normally charged to a third party. Such price is similar to market price at the time of contract.</p> <p>The rental and service fee are computed based on area. The fee will be billed on monthly basis. As aforementioned, such transactions were reasonable and beneficial to the Company.</p> <p>Same price as normally charged to a third party. As aforementioned, such transactions were reasonable and beneficial to the Company.</p>

Name of Related Party / Relationship	Description of Transactions	Transaction Amount (Thousand Baht)			Pricing Policy and Reasonableness of Transaction
		2023	2024	2025	
25. TTA and Four One One Production Co., Ltd.  TTA and Four One One Production Co., Ltd. have two common directors being: • Mr. Chalermchai Mahagitsiri • Ms. Ausana Mahagitsiri.	TTA are advertising sponsor for Charity Concert Festival in 2023.  TTA recorded such transaction as sponsor expense	1,070	-	-	Same price as normally charged to a third party. As aforementioned, such transactions were reasonable and beneficial to the Company.
26. TTA and PM 80 Ltd.  TTA and PM 80 Ltd. have two common directors being: • Mr. Chalermchai Mahagitsiri • Ms. Ausana Mahagitsiri.	TTA purchased goods as new year gifts from PM 80 Ltd.  TTA recorded such transactions as gift and new year gift.	1,190	1,272	774	Same product price as normally sale to a third party. As aforementioned, such transactions were reasonable and beneficial to the Company.
27. TTA and P80 Trading Ltd.  TTA and P80 Trading Ltd. have two common directors being: • Mr. Chalermchai Mahagitsiri • Mr. Kamolsut Dabbaransi.	TTA purchased goods as new year gifts from P80 Trading Ltd.  TTA recorded such transactions as gifts and new year gift.	-	-	175	Same product price as normally sale to a third party. As aforementioned, such transactions were reasonable and beneficial to the Company.
28. TTA and PSM Land Co., Ltd.  TTA and PSM Land Co., Ltd. have two common directors being: • Mr. Chalermchai Mahagitsiri • Ms. Ausana Mahagitsiri	TTA has leased an office building of 361 square meters on 7 <sup>th</sup> , 9 <sup>th</sup> floor, Orakam building from PSM Land Co., Ltd. at the rental and service fees of Baht 300 per square meter and Baht 110 per square meter, respectively. The rental and service fees charged under the contract are Baht 108,300 per month and Baht 39,710 per month, respectively. The details of each lease agreement are as follows: • The lease agreement of 9 <sup>th</sup> floor starts from 1 January 2019 to 31 December 2021 with the automatic extension of the contract for another 3 years. • The lease agreement on the 7 <sup>th</sup> floor starts from 19 January 2024 to 31 December 2024 with the automatic extension of the contract for another year.  TTA recorded such transaction as office rental expenses.	1,809	3,531	3,619	The rental and service fee is a fixed rate per sq.m. which are the same price normally charged to a third party. Such price is similar to market price at the time of contract. The rental and service fee are computed based on area. The fee will be billed on monthly basis. As aforementioned, such transactions were reasonable and beneficial to the Company.

Name of Related Party / Relationship	Description of Transactions	Transaction Amount (Thousand Baht)			Pricing Policy and Reasonableness of Transaction
		2023	2024	2025	
29. Soleado Holdings Pte. Ltd. (SOH) and Thoresen Vinama Tug Joint Stock Company (TVT)	SOH provides loans to TVT with interest rate of 3.5 percent p.a. TVT used such loan as its working capital.				The interest rate is set up based on the borrowing cost of SOH plus margin. As aforementioned, such transactions were reasonable and beneficial to the Company.
TVT is held by Thoresen Vinama Logistics Co., Ltd. (TVL) and SOH at 51.0 percent and 34.0 percent, respectively.	SOH recorded such transactions as <ul style="list-style-type: none"> <li>• Short-term loans to related party</li> <li>• Interest income</li> <li>• Accrued interest income</li> </ul>	6,266	3,334	-	
		274	175	55	
		118	63	-	
30. Soleado Holdings Pte. Ltd. (SOH) and Petrolift Inc.	SOH provides loans to Petrolift Inc. with interest rate of 7.0 percent p.a. Petrolift Inc. used such loan as its working capital.				The interest rate is set up based on the borrowing cost of SOH plus margin. As aforementioned, such transactions were reasonable and beneficial to the Company.
TTA holds a 100.0 percent stake in SOH and SOH holds a 40.0 percent stake in Petrolift Inc.	SOH recorded such transactions as short-term loans to related parties.	-	-	-	
On 21 April 2023, SOH entered into a Memorandum of Agreement on the Sale and Purchase of Shares with Petrolift Holdings, Inc. to sell 503,740,180 shares of Petrolift Inc., representing 40percent of the total paid-up capital of Petrolift Inc., to Petrolift Holdings, Inc. with the sales price of US\$ 5.4 million.	SOH recorded interest income from such loan as <ul style="list-style-type: none"> <li>• Interest income</li> <li>• Accrued interest income</li> </ul>	2,874	-	-	
		-	-	-	

Name of Related Party / Relationship	Description of Transactions	Transaction Amount (Thousand Baht)			Pricing Policy and Reasonableness of Transaction
		2023	2024	2025	
31. V Ventures Technologies Co., Ltd. (VVT) and Praneat Co., Ltd.	VVT provides loans to Praneat Co., Ltd. with interest rate of 12.0 percent p.a. Praneat Co., Ltd. used such loan as its working capital.				The interest rate is set up based on the borrowing cost of VVT plus margin. As aforementioned, such transactions were reasonable and beneficial to the Company.
<i>TTA holds a 99.99 percent stake in VVT and VVT holds a 50.0 percent stake in Praneat Co., Ltd.</i>	VVT recorded such transactions as <ul style="list-style-type: none"> <li>• Short-term loans to related parties.</li> <li>• Interest income</li> <li>• Accrued interest income</li> </ul>	-	6,000	15,000	The above transaction is the liquidity management in the group companies. The interest rate for inter-borrowing loans is determined based on the lender's average financial cost.
<i>TTA, VVT and Praneat Co., Ltd. have one common director being Mr. Chalermchai Mahagitsiri</i>		-	65	792	
		-	65	13	
32. V Ventures Technologies Co., Ltd. (VVT) and KK Venture Co., Ltd. (KKV)	VVT provides loans to KKV with interest rate of 2.0 percent p.a. KKV used such loan as its working capital.				The interest rate is set up based on the borrowing cost of VVT plus margin. As aforementioned, such transactions were reasonable and beneficial to the Company.
<i>TTA holds a 99.99 percent stake in VVT and VVT holds a 50.0 percent stake in KKV.</i>	VVT recorded such transactions as <ul style="list-style-type: none"> <li>• Long-term loans to related parties.</li> <li>• Interest income.</li> </ul>	36,918	37,858	37,927	The above transaction is the liquidity management in the group companies. The interest rate for inter-borrowing loans is determined based on the lender's average financial cost.
		709	749	758	
33. V Ventures Technologies Co., Ltd. (VVT) and Strom (Thailand) Co., Ltd.	Referring to the loan agreement, VVT provides loan to Strom (Thailand) Co., Ltd. to be utilized for working capital in Strom (Thailand) Co., Ltd.'s business. VVT charges interest at 7.0 percent p.a with the following contracts: <ul style="list-style-type: none"> <li>• 14 November 2023: Baht 100.0 million</li> <li>• 14 May 2025: Baht 50.0 million</li> </ul>				The interest rate is set up based on the borrowing cost of VVT plus margin. As aforementioned, such transactions were reasonable and beneficial to the Company.
<i>TTA holds a 99.99 percent stake in VVT and VVT holds a 50.0 percent stake in Strom (Thailand) Co., Ltd.</i>	VVT recorded such transactions as <ul style="list-style-type: none"> <li>• Short-term loans to related parties.</li> <li>• Interest income</li> <li>• Related party receivables</li> </ul>	25,000	100,000	150,000	The above transaction is the liquidity management in the group companies. The interest rate for inter-borrowing loans is determined based on the lender's average financial cost.
<i>TTA, VVT and Strom (Thailand) Co., Ltd. have one common director being Mr. Chalermchai Mahagitsiri</i>		187	4,446	9,215	
		187	1,691	6,156	

Name of Related Party / Relationship	Description of Transactions	Transaction Amount (Thousand Baht)			Pricing Policy and Reasonableness of Transaction
		2023	2024	2025	
34. V Ventures Technologies Co., Ltd. (VVT) and Promptnow Co., Ltd.  TTA holds a 99.99 percent stake in VVT and WT holds a 50.0 percent stake in Promptnow Co., Ltd.	<p>Referring to the loan agreement, VVT provides loan to Promptnow Co., Ltd. to be utilized for working capital in Promptnow Co., Ltd.'s business. WT charges interest at 6.0 percent p.a and 7.0 percent p.a, respectively with the following contracts:</p> <ul style="list-style-type: none"> <li>• 28 April 2025: Baht 20.0 million</li> <li>• 11 July 2025: Baht 14.1 million</li> </ul> <p>VVT recorded these transactions as short-term loans to related parties.</p> <ul style="list-style-type: none"> <li>• 1 September 2025: Baht 147.4 million</li> </ul> <p>As of 31 December 2025, PromptNow Co., Ltd. has drawdown loan from VVT amount of Baht 90.0 million.</p> <p>Referring to the loan agreement, VVT provides loan to Promptnow Co., Ltd. to be utilized for working capital in Promptnow Co., Ltd.'s business. WT is required to pay a fixed return of Baht 40.0 million over the term of the loan.</p> <p>VVT recorded transactions as</p> <ul style="list-style-type: none"> <li>• Long-term loan to a related party</li> <li>• Interest income</li> <li>• Accrued interest income</li> </ul>	-	-	34,100	<p>The interest rate is set up based on the borrowing cost of VVT plus margin. As aforementioned, such transactions were reasonable and beneficial to the Company.</p> <p>The above transaction is the liquidity management in the group companies. The interest rate for inter-borrowing loans is determined based on the lender's average financial cost.</p>
35. PH Capital Co., Ltd (PHC) and Siam Taco Co., Ltd (STC)  TTA holds a 70.0 percent stake in PHC and STC.  TTA, PHC and STC have one common director being Mr. Kamolsut Dabbaransi.	<p>PHC sold raw materials to STC for use in its restaurant operations.</p> <p>PHC recorded the sale of such raw materials as other income.</p> <p>PHC provided business development and other related services to STC.</p> <p>PHC recorded the service income as other income</p> <p>Related party receivables</p>	-	-	3,125	<p>Same product price as normally sold to a third party. As aforementioned, such transactions were reasonable and beneficial to the Company.</p> <p>Same price as normally charged to a third party. As aforementioned, such transactions were reasonable and beneficial to the Company.</p>

## **Necessity and Reasonableness of Related Party Transactions**

The Audit Committee of the Company considered and opined that the above transactions were reasonable and in the Company's best interests. The conditions of which were under normal business transactions and normal business-support transactions with general commercial conditions. In 2025, no loans or loan guarantees were provided to non-subsidiary companies

## **Related Party Transactions Policy**

Related party transactions between the Company and its subsidiaries or between a subsidiary and a subsidiary will be shown in the notes to the consolidated financial statements. Related party transactions occur in the normal course of business, and the pricing is akin to market prices or general trading conditions on an arm's length basis. Such related party transactions made by the Company or subsidiaries with related companies must have complied with applicable law, announcement, notification, and other regulations determined by the regulatory agencies. All transactions must have complied with the principles of good corporate governance, transparency, and being reasonable to create the utmost benefit for the Company.

## **Approval Measures or Procedures of Related Party Transactions**

Proceeding with related party transactions must be reviewed by the Audit Committee to ensure that there is no conflict of interest before being proposed to the Board of Directors meeting and/or the shareholders' meeting, based on regulation and the transaction's value. In approving related transactions, directors, executives, and shareholders who have conflict of interests in that matter will not be involved in approving the transactions. And the approval of such related party transactions shall comply with all securities and exchange laws and regulations, announcements, orders, or requirements of the Stock Exchange of Thailand.

At the Board of Directors meeting of the Company No. 7/2017, held on 15 August 2017, the Company's Board of Directors approved, in principle, that the management has permission to proceed the transactions that negotiate under the normal business transactions and supporting normal business transactions with general trading conditions.

The management proceeds the transactions as follows:

- Related party transactions should be priced at market price or the same price normally charged to a third party. If there is no such price, it will be set at cost plus margin, which is not over 3.5 percent.
- Information and technology service fee will be charged according to the agreement, which the fee is set by the service provider by considering type of work, total number of racks to store communication or electronic devices, and work hours.
- Service fee for accounting, human resource management and general management will be charged according to the agreement in which the work hour rate fee is set.

The Company is responsible for preparing the summary of related transactions which negotiate under the normal business term and normal business-support transactions with general trading conditions to the Audit Committee's meeting every quarter.

## **Policy for Future Related Party Transactions**

In case the Company or its subsidiary signs an agreement or conducts in a related party transaction with a subsidiary company, affiliated company, and/or third party, the Company or a subsidiary will consider the necessity and reasonableness mainly for the Company's interests.

The Audit Committee and the Board of Directors will jointly consider and review any related party transactions that may arise in the future to ensure their necessity, reasonableness, and fair price basis for the Company's businesses.