8. Report on key operating results on corporate governance

8.1 Summary of duty performance of the board of directors over the past year

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

In the year 2025, The Board of Directors has considered, reviewed and monitored the business operation together with applying and deploying the 8 good corporate governance principles (CG Code), in order for the good operation results, being reliable to all stakeholders, being beneficial to society, and being valuable for sustainable business.

The Company has been assessed on the Corporate Governance Report of Thai Listed Companies in 2025 by Thai Institute of Directors Association (IOD) in the “Excellent” level for 10 consecutive years, the Company has complied with the principles of good governance for 8 categories as follows:-

Principle 1 :

Recognize the Leadership Role and Responsibilities of the Board in Sustainability Business Value Creation

1. Performance of the Organization’s Goals

All of the Directors understood and recognized their roles and responsibilities in performing their duties of responsibility, the duties of care and duties of loyalty, in accordance with relevant laws and regulations, the Company regulations including the meeting resolutions. The Director has performed rationally for the best interests of the organization, as the leaders to oversee, monitor and assess the organization to operate business with morality and ethics, to be in accordance with the code of conduct, transparency, and to have a good management system. The Board should be a role model in corporate governance by encouraging the Top-Executive and executives to practice as well.

The Company disclosed the names and the records of each director, including the roles and responsibilities of the Boardof Directors, the Nomination and Remuneration Committee and the Audit Committee, as well as the details of their duties in the past years for each Director under the title of "Attachment 1: Details regarding directors, executives, controlling persons, those assigned the highest responsibility in accounting and finance, those directly responsible for overseeing accounting, company secretary, and liaison officers (in the case of an international company)". This was for the shareholders and the related parties could acknowledge the capabilities, experiences and vital information regarding the directors who would support the Company to be successful in business operation.

In addition, the Board of Directors has monitored the changes under various factors, which might affect the operating results ofthe Company, both in the short and long term, in order to be ready for the competition. The Board also encouraged and supportted the organization to achieve sustainable value creation to the business without any impact to all groups of stakeholders.

2. Leadership and Vision

The Board of Directors had an independent role in management according to the standards of corporate governance by setting the visions, missions, strategies, objectives, goals, business plans and the Company’s budget, including overseeing, monitoring the operations of Executives to meet the designated goals and for the best interests of the Company and all groups of stakeholders. Moreover, the Board has supported the usability of innovation and technology to create value to the business as well as oversaw information technology. Besides, the Board has provided the internal control, assessed and reviewed the internal control system, the accounting system, the Company’s internal operational system, as well as provided the risk management policies and monitored the results constantly including supported the Board of Directors to participate in the seminar by the Institute of Directors (IOD), the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC). Additionally, the Board of Directors has appointed the Audit Committee and other Sub Committees to assist overseeing the Company’s operations.

3. Value Creation to the Business

3.1 Good Corporate Governance Policy

The Board of Directors, as the leadership to achieve sustainable corporate value creation, realized the significance of efficient and transparent management by setting up the policies of ethics and code of business conduct and good corporate governance, in aspects of the organisation's structure and the management strategies which would stipulate the roles and systematic operations that were transparent and accountability. For examples: Clear mission and strategies, transparency to operate the business, taking care of safety of personal, property and environment both in organization and communities nearby, complying with the rules and regulations of the Company, the requirements and notification of SET and CMSB and the laws which related to the business, etc. The Board has monitored the Executives and Employees to commit and complied regularly with the good corporate governance, the rules and regulation concerning to the business operations. This would project the better standards of management, bring out the various groups of Stakeholders to be confidence in the Company's good image and contribute to the development of a truly sustainable business.

The Board of Directors has set up the principles of corporate governance in written for the Directors, Executivesand Employees to adhere and practice. The review and approval of the policies should be done by the Board every year. In the Board's Meeting No. 1/2026 on February 27, 2026, the Board of Directors has considered, reviewed and approved to revised the principles of corporate governance (revised edition in 2023) to be used continuously till the present.

3.2 Code of Business Conduct

The Board of Directors has set the guidelines of code of business conduct and ethical practices for Directors, Executives, and Employees, so they could operate business loyally, honestly, justly and responsibly for stakeholders, shareholders and the related parties. For the code of business conduct and ethics guidelines, the punishment policy was included as well.

In The Board of Directors Meeting No.1/2026, held on February 27, 2026, the Board considered and reviewed the Company's Code of Business Conduct and ethics (Revised Edition) and used continuously till the present, andallowed the Directors and Executives to disseminate the details to all employees via the Company internal information system, the internet for the public. These were to promote the guidelines for good practices which the Company aimed that the Directors and all employees would acknowledge and uphold as the core principle. The practices were regularly monitored as well. These were done so as to be the responsibility of all levels of Executives to oversee their subordinates to be aware, understand and encourage in compliance with the Company's Code of Business Conduct. The Company has also held training and educating the Code of Business Conduct to the new employees regularly. The details of the Company's Code of Business Conduct could be found in the Company's website (www.tndt.co.th), on page "Sustainability" under the title of "Code of Business Conduct".

In the past year, there were no any cases of complaint regarding the violation or the misconduct of the Company's Code of Business Conduct.

Practice 2 :

Define Objectives and Goals that Promote Sustainable Value Creation.

1. Principle of Sustainability

The Board of Directors has set up the principle and direction of the Company's business through vision, mission, resolution, and policies which were considered along with the needs of all related stakeholders, the ecosystem and changes to the business opportunities, the expertise of the employees, the competitiveness of the Company, including the effective usability of innovation and technology, in order for value creation to the Company, the customers, all the stakeholders and the society. In these, the Board would review in accordance with the business environment on yearly basis.

2. Goals and Strategies

2.1 The Board of Director has determined, reviewed, monitored, and approved the strategies, objectives, goals, plans, budgets and direction of business operation correlate and align with the Company's main objectives and goals, both the annual strategies and the medium-term of 3-5 years, financial or non-financial, without violating the laws and regulations or contrary to the code of business conduct. In addition, the Board would analyse with external and internal factors that might affect the success. They were

(1) Environment

(2) Factors and risks influencing the Company, all stakeholders and value chain.

(3) Information obtained from the process / channel of the Company's communication in order to access information / key issues / expectations of all stakeholders directly, etc.

These were to ensure that operations were still as expectation and could be adjusted to suit the current situation, able to respond and create value for the best interests, in which would not affect all groups of stakeholders directly or indirectly, and would be reviewed annually. In addition, the Board has also encouraged and supported the Company to allocate important resources and adopt technology and innovation to suit the business nature, to be able to improve align with the changes in internal and external factors, by adhering to the principles of good corporate governance, code of conduct, morals, and ethics, as well as any beneficial actions to the society. The Board would assign and monitor the Executives to operate and report the results of the operation to the Board of Directors regularly in the quarterly meeting.

In all, the Board has assigned the Executives to communicate to all employees for acknowledgment the objectives and goals of the organization through the Company's communication channels in order to adhere and practice in the same direction.

Practice 3

Strengthen Board Effectiveness.

1. Board of Directors Structure

Balance of Power

The Company's Board of Directors consists of qualified members who meet the criteria established by the Stock Exchange of Thailand (SET) and have been duly appointed by the Shareholders' Meeting. To ensure an effective balance of power, the Board comprises nine (9) directors, including three (3) Independent Directors who do not hold executive positions, representing one-third of the total board membership. Furthermore, there are three (3) Non-Executive Directors who are neither independent nor members of management; these directors provide objective perspectives and independently review the management's performance and audit processes. Regarding the separation of duties between the Board and Management, the Company has clearly segregated the roles of the Chairman of the Board and the Managing Director, ensuring that these positions are held by different individuals. Additionally, Independent Directors are involved in determining the meeting agendas, further strengthening the system of checks and balances in alignment with Good Corporate Governance principles.

Aggregation or Segregation of Positions

The Chairman of the Board was not the same person as the CEO or Managing Director. The structure of the Board of Directorsconsists of 4 independent directors, 3 of whom are Audit Committee members, which is more than one-third of the total number of Directors, creating balance of power to perform on management review and independent audit execution.

Moreover, the Company had clearly determined scope of responsibilities of the Board of Directors and Managing Director. Thus, the Chairman and Managing Director would not have absolute power and would create balance of power in the significant resolution that required the Board or shareholders' resolution. Moreover, the Board Members or Managing Directors were not allowed to vote or approve on any connected transaction that he/she might have a conflict of interest with the Company or subsidiaries.

Conflict of interest

In case of the director held the position of director or executive or having interests, be directly or indirectly, in other businesses that might have conflicts, or having the opportunity to use inside information of the Company for their own benefit, the Director should comply with the regulations, guidelines, and procedures as specified in the related transactions, and the acquisition or disposition of important assets of the listed company according to the notification of SEC, or CMSB and/or SET and/or other related.

Policy of Board Diversify

The Company and the Nomination and Remuneration Committee should be responsible for nominating the qualified directors of each Board/Committee, with the policy of board diversify by the features of knowledge, skill, and expertise in the Company's business and the related industries, specific profession, beneficial experiences for the business, appropriate gender, age and qualification, including the essential proficiency to achieve the objectives and goals of the organization and the Board Skill Matrix. The Board of Director should comprise of at least one female director due to the resolution and prudence in management, and at least one of the non-executive directors, who should be experienced or competent in the business or main industry in which the Company operates, in order for the achievement of the Company's objectives and stakeholders' interests efficiently. The Professional Search Firm or the Director Pool of Thai Institute of Director (IOD) would be the channels of nomination as well.

The Structure of the Company's Board of Directors should comprise of the Board of Directors and 5 Sub-Committees, namely the Nomination and Renumeration Committee, the Audit Committee, the Executive Committee, the Investment Committee, and the Sustainable Development Committee.

1.1 Board of Directors

The Board of Directors shall consist of no fewer than 5 and no more than 12 directors, elected by the shareholders' meeting. At least 3 directors shall be independent directors/audit committee members. At least half of the total number of directors must be residents of Thailand. The Board will select and recruit directors based on necessary skills and areas lacking within the Board (Board Skill Matrix), including profession, specialized expertise, and gender, to ensure diversity in the Board structure.

It is also recommended to have at least one female director to enhance the effectiveness of the Board's functions. Furthermore, the Board of Directors shall consist of individuals with knowledge, ability, and experience in the Company's business and related industries; possessing expertise beneficial to the Company; demonstrating leadership, vision, independence, and the ability to dedicate sufficient time to perform their duties with responsibility, diligence, and integrity for the best interests of the organization and all stakeholders. Their functions include: Defining and approving the Company's vision, policies, mission, tasks, strategies, goals, business plans, and budget; and reviewing and approving these decisions. Regular annual reviews are conducted, along with supervision, control, and monitoring of performance to ensure the company's strategies are implemented effectively and efficiently in accordance with established policies and plans.

The company's Board of Directors will consist of 6 sets in 2025.

This can be found in "Part 2 Corporate Governance", Section 7.1 Corporate Governance Structure, pages 272.

Scope of Authority of the Chairman of the Board:

This can be found in "Part 2 Corporate Governance," section "6.3.2 Implementation of the Corporate Governance Code for Listed Companies (CG Code)," under the heading "Scope of Authority of the Chairman of the Board," pages 219-220.

Scope of Authority of the Board of Directors:

1.1.1 Defining, Reviewing, and Approving Authority:

This can be found in"Part 2 Corporate Governance", Principle 3: Strengthen Board Effectiveness, Pages 222-224

1.1.2 Holding Positions in Listed Companies and Non-Listed Subsidiaries:

The Board of Directors stipulates that the company's directors may hold positions in no more than 3 other listed companies, other companies, and no more than 5 non-listed subsidiaries, except in cases where they are assigned by the company to hold the position.

1.1.3 Board of Directors Meetings:

This can be found in "Part 2 Corporate Governance" Principle 3: Strengthen Board Effectiveness, Pages 224-225

1.1.4 Board Reports

The Board of Directors is responsible for overseeing, promoting, and monitoring the disclosure of important information, including business operations, corporate governance, the Company's financial statements, and financial information made public in Form 56-1 One Report and on the Company's website www.tndt.co.th. The preparation of such financial statements is in accordance with generally accepted accounting standards in Thailand.

The Board of Directors has appointed 5 sub-committees, composed of non-executive and sufficiently independent directors, to review the financial management system and internal controls, as well as the nomination and consideration of remuneration for directors and senior executives. The sub-committees will present reports to the Board of Directors for consideration on various matters.

1.2 Sub-Committees The Board of Directors has appointed 5 sub-committees as follows:

1.2.1 Audit Committee

The Company's Audit Committee consists of independent directors who have been appointed by the Board of Directors. The directors must meet the qualifications stipulated by the Securities and Exchange Act, including the announcements, regulations, and/or rules of the Stock Exchange of Thailand, as well as those of the Company. Their term of office is limited to a maximum of 9 years or 3 terms. In the event that an independent director is to be reappointed, the Nomination and Remuneration Committee must unanimously agree that the director has made significant contributions to the Company and that exceeding the prescribed term does not compromise their independence. This must also be approved by the Board of Directors meeting, and the reasons must be presented to the shareholders' meeting for consideration and approval.

1.2.2 Nomination and Remuneration Committee

The Nomination and Remuneration Committee consists of more than half independent directors who have been appointed by the Board of Directors. They must meet the qualifications stipulated by the Securities and Exchange Act, including the announcements, regulations, and/or rules of the Stock Exchange of Thailand. The Nomination and Remuneration Committee should meet regularly, at least twice a year.

1.2.3 Executive Committee

The Board of Directors proposes the appointment of the Executive Committee.

1.2.4 Investment Committee

The Board of Directors or the management team assigned to do so will propose the appointment of the Investment Committee by electing a number of directors and/or executives as deemed appropriate, and the Board of Directors will appoint one of the Investment Committee members as the Chairman of the Investment Committee.

1.2.5 Sustainable Development Committee

The Board of Directors, or the assigned management team, shall propose the appointment of a Sustainable Development Committee, elected from among the directors and/or a number of executives as deemed appropriate. The Board of Directors shall then appoint one member of the Sustainable Development Committee as the Chairperson.

For the roles, duties, and responsibilities of the five sub-committees, please refer to section “7.3.1 Information on the Roles and Duties of the Sub-committees,” pages 292-294

1.2.6 Governance Committee and Risk Management Committee

The Board of Directors has not yet established these two sub-committees. Therefore, the Audit Committee is assigned the responsibility of reviewing compliance with the code of ethics and principles of good corporate governance, as well as defining the Risk Management Policy and Internal Control System for reviewing and evaluating risk management in business operations across all internal and external factors, including international business operations, to maximize efficiency and prevent corruption. This includes considering the appointment of an Internal Audit Unit to audit the operations of various departments within the company. The Audit Committee will review the policies, guidelines, and progress of risk management, as well as various operational systems, and will assess and reduce or control risks. To keep the potential impact of risks at an acceptable level and prevent fraud and corruption, and to ensure the internal audit unit's independence and full ability to perform its oversight and checks and balances, the Board of Directors has mandated that the internal audit unit conduct audits and report the results directly to the Audit Committee. The Audit Committee will then present its report to the Board of Directors quarterly.

1.3 Secretaries

1.3.1 Company Secretary

This can be found in "Part 2 Corporate Governance," Principle 3: Strengthen Board Effectiveness page 234-235, and on the company's website www.tndt.co.th, page "About Us," heading "Board of Directors," subheading "Company Secretary."

1.3.2 Secretary of the Nomination and Remuneration Committee

1.3.3 Secretary of the Audit Committee

1.3.4 Secretary of the Executive Committee

1.3.2 - 1.3.4 can be found in "Part 2 Corporate Governance," Principle 3: Strengthen Board Effectiveness, page 235.

1.4 Head of Internal Audit Team

This can be found in "Attachment 3: Details Regarding the Head of Internal Audit and the Head of Compliance."

1.5 Company's Compliance Department

This can be found in "Attachment 3: Details Regarding the Head of Internal Audit and the Head of Compliance."

2. Investment and Governance of Subsidiaries or Associates

2.1 Investment Policy

The Company will consider investing in businesses that support and benefit its own business operations or businesses in industries with promising growth potential and significant returns on investment. The Board of Directors will jointly consider investments based on the Company's investment policy, taking into account the necessity, appropriateness, ability to support the Company's business operations and performance, and generating benefits for the Company and its shareholders. The Company will strictly comply with the regulations of the Stock Exchange of Thailand regarding related party transactions or the acquisition or disposal of the Company's assets.

2.2 Governance Policy

Associates

The Company will oversee associates by appointing representatives from the Company with appropriate qualifications and experience relevant to the business in which the Company invests to serve as directors. These representatives may be the Chairman of the Board, the Chief Executive Officer, directors, senior executives, or any other individuals from the Company, in proportion to the Company's shareholding, which will determine the number of directors who will oversee the subsidiary.

Subsidiaries

The Company will oversee subsidiaries by appointing representatives representing more than half of the total number of directors. If the subsidiary's operations have a significant impact on the Company, approval must be obtained from the Company's Board of Directors meeting.

3. Capacity Building

The Nomination Committee is responsible for planning and providing orientation to develop the performance capabilities of new directors, existing directors, senior executives, and the company secretary. This is done on a case-by-case basis, in accordance with relevant announcements, regulations, rules, and laws related to the company's business.

In 2025, details of training/seminars/meetings/discussions for directors, senior executives, the company secretary, departmental/division executives, and employees at various levels are disclosed in Part 1, Business Operations and Performance, section "3.4.2 Social Impact (Information on Employees and Labor)" under the heading "Employee Development Policy" on page 114-124.

4. Self-Assessment

The Nomination and Remuneration Committee jointly considers the assessment form and submits it to the Board of Directors. The Board of Directors and sub-committees will jointly assess their own performance and evaluate the adequacy of the internal control system. They will adapt the self-assessment form for directors based on the Stock

Exchange of Thailand's model to suit the organization and use the assessment results to improve performance and achieve assigned objectives. The company conducts performance evaluations... The Board of Directors conducts a self-assessment of its performance regularly in the fourth quarter of each year. This is done in two ways: an evaluation of the overall performance of the Board and an evaluation of the performance of individual directors, in order to assess the effectiveness of the Board's operations according to the guidelines for good corporate governance. The process is as follows:

4.1 The Nomination and Remuneration Committee reviews the evaluation form to ensure its accuracy, completeness, and compliance with the criteria, using the self-assessment form for the Board of Directors, which is adapted from the form used by the Stock Exchange of Thailand.

4.2 The Board of Directors and its sub-committees jointly evaluate their own performance in the fourth quarter of each year.

4.3 The Company Secretary compiles and summarizes the self-assessment results for the Board of Directors. The results are then used to improve and refine the Board's performance, achieve assigned objectives, and disclose the evaluation results in the 56-1 One Report annually. 2025

Self-assessment of board performance covers 6 topics:

1. Board structure and qualifications
2. Board roles, duties, and responsibilities
3. Board meetings
4. Board performance dynamics
5. Relationship with management
6. Board development

Individual self-assessment covers 5 topics:

1. Personal attributes
2. Readiness to perform duties
3. Meeting participation
4. Roles, duties, and responsibilities
5. Relationship with the board and management.

The board's self-assessment is based on a 5-level scale: 4 = Excellent / 3 = Very Good / 1/2 = Fair / 1 = Unsatisfactory / 0 = Needs Improvement. The results of the assessments for all boards.

5. Compensation

The company has a Nomination and Remuneration Committee that considers and determines the compensation of directors. The consideration process is careful, clear, transparent, and appropriate, comparing the compensation to companies in the same industry and at a similar level, taking into account duties and responsibilities, and considering the company's business expansion and profit growth, which is sufficient to attract and retain qualified directors. The annual remuneration for directors will be allocated from the remaining funds after deducting meeting fees and will be presented to the Board of Directors for consideration and approval, and then submitted to the Annual General Meeting of Shareholders for final approval. Directors who are assigned increased duties and responsibilities will receive higher remuneration to reflect those responsibilities. This can be found in "Section 2, Corporate Governance," item "6.1.1 Policies and Practices Concerning the Board," heading "1. Board Remuneration," page 178-180

Practice 4

Ensure Effective CEO and People Management

1. Development and Succession Planning

The Company realized the importance of the selection of personnel to succeed in all levels with transparency and fairnessin order to ensure that the operations of the Company would be continually managed and be capable to expand its operations and customers instantly. The Nomination and Remuneration Committee should be responsible for governing and enforcing the Company to isue and review the development and succession plan of the key positions which would be beneficial to the business operations, for instance the position of Managing Director, Chief Executive Officers and Key Positions which would be essential to the Managerial Structure, position of unique skills, depth expertise and hard to replace. The Committee would assess the situation in the business and the personnel efficiency along with the Company's strategy in short-term and long-term. These were done for planning the nomination and selection of the qualified personnel with knowledge, skills and expertise, as well as leadership skills adequately in order for developing and preparing in all aspects, so as to comply with the human resource development plan and the assessment of potential performance as expected and scheduled, and then proposed to Board of Directors for approval and/or acknowledgement once a year.

For more information, please visit the Company Website (www.tndt.co.th) in the "Sustainability" section under the title of "Corporate Governance", subtitle "Corporate Governance Policy"

2. Top-Executives and Executives Nomination

2.1 Nomination

The Board of Directors would assign the Nomination and Remuneration Committee (NRC) to take responsibility for determining and reviewing the rules and regulations to meet the nomination processes of Human Resources in nominatingand selecting a person to be appointed as Top-Executives and Executives, including the transfer and removal together with the Managing Director / CEO yearly in granting approval, the person to be considered as Deputy Managing Director and Assistant Managing Director or equivalent, and propose to the Board of Directors for consideration. The NRC would consider the knowledge, skills and experiences, including various expertise in the Company's business and related industries, in which would be the best interests of the Company's business. Moreover, such person should have leadership, vision and good attitude, good management skills, dare to think and make decisions, have creative ideas, and modernize to create business opportunities and lead the organization success. Anyway, the qualifications of such person should be under the Public Limited Companies Act BE 2535, the Securities and Exchange Act., Good Corporate Governance and Succession Plan.

2.2 Taking a Position in the Listed Company and in the Subsidiaries which is not a Listed Company

The Board of Directors indicated that the Managing Director of the Company could remain in the position of the Director of a listed company for no more than 3 companies, and for other companies or subsidiary companies that was not a listed company, for no more than 5 companies. However, this did not take into account the Company's subsidiaries or affiliates and the joint ventures by the Company where there was a necessity to oversee and manage in order to protect the best interests of the Company.

2.3 Authority and Responsibilities of the Chief Executive Officer / Managing Director

The Managing Director would act as the Chief Executive Officer (CEO) by managing and overseeing the normal practices in business operations with the authority to process and monitor all activities in accordance with the policies given by the Board of the Directors under the rules and regulations of the Company. The CEO would also have the authority to approve as mentioned on the authority plan, consider the business strategies and should report the operating results to the Board of Directors regularly.

However, the CEO should comply with the guidelines and various regulations determined by the Board of Directors and should not approve of any items that might arise a conflict of interests or those that might have conflict of interests withthe Company or its subsidiaries. If there were such cases, the CEO should report to the Board of Directors for further considerations.

The Board of Directors determined the policies and the guidelines for the CEO or Executive Directors to take position as the Directors of another company, both type of position and number of companies they might take, these should be approved by the Board of Directors.

The scope of authority of the Chief Executive Officer can be found in section "6.3.2 Application of Good Corporate Governance Principles for Listed Companies (CG Code)", heading "(2.4) Scope of Authority of the Chief Executive Officer (CEO)", pages 232-233

3. Development of Top-Executives and Executives Group

Top-Executives and Executives Group

The Board of Directors encouraged the Company to support the Top-Executives and Executives Group to attend training /meetings/ seminars, related to the Company's business and useful for performing their duties which organized by the IOD, SEC, SET and Thaipat or any other related institution, annually as appropriate. The purposes were to develop skills, the potential for management in accordance with the rules, regulations or legal requirements, to improve knowledge and develop themselves and apply for the Company's operation, and to transfer such information to the Managing Director or related management. The Top-Executive and Executives Group were required to attend training / meetings / seminars at least 5 courses per year.

Employees

The Board encouraged and supported the Company to provide training in various fields for employees in all levels as of their responsibilities regularly, both the Company's main profession training for customer service requirement in accordance with standard of "The American Society for Nondestructive Testing (ASNT)" and other international organizations related, including training in various types of safety at work and other related, quality systems and soft skills training for the employees' improvement and working adoption as appropriate. In addition, the Company also provided foreign and local experts to train for the Company's personnel to be more knowledgeable and expertise.

The company has provided details in Part 1, Business Operations and Performance, section "3.4.2 Social Performance (Information on employees and labor)" under the heading "Employee Development Policy" on pages 114-124

4. Assessment

4.1 Managing Director

The Nomination and Remuneration Committee would assess the performance of the Managing Director by applying the CEO assessment form, on the basis of the form of the Stock Exchange of Thailand, in the 4th quarter of the year. The assessment was divided into 4 categories, which were;

1. Business strategy progression
2. Operational performance assessment
3. CEO development
4. ESG Performance

Then, the result would be proposed to the Board of Directors for approval and would apply the outcome to develop and improve for better performance in order to achieve the assigned goals. However, the results of the performance assessment of the Managing Director in 2025 was in "very good" level. The details of assessment were personal confidential information and could not be disclosed.

4.2 Top-Executives

The Nomination and Remuneration Committee has considered and approved criteria and performance assessment factors, by applying the individualized metrics (KPIs) to determine performance from a financial perspective, perspective on. customer view, on internal processes and on learning and developing both business-related performances and organizational sustainability, for examples: promoting employees' awareness and participation in social and environmental around the workplace, overseeing safety in operations, etc., as well as approving the remuneration structure of Top-Executives, and monitoring Managing Director / CEO to assess the Top-Executives to be in accordance with the assessment criteria and in compliance with such factors completely and would report to the Board of Directors in the 4^{th} quarter.

4.3 Executives / Employees

The Nomination and Remuneration Committee has determined policies, oversaw and monitored the determination of criteria and factors in assessing the performances of all employees in the organization by assigning the Managing Director / CEOtogether with those who were assigned or involved to proceed and communicate to the employees to acknowledge the criteria for assessment, by applying individualized metrics (KPIs) to determine the performance from the perspective on financial, on customer view, on internal process, and on learning and development. The assessment will take into account the performance of duties and achievements in both business-related and organizational sustainability aspects, for example, participation in activities and in taking care of society and the environment surrounding the workplace, strictly complying with safety principles, including striving to develop for more potential of one's own, etc, in order to motivate themselves to receive appropriate and fair compensation for the employees who committed and intend to develop their potential to be better and valuable to the organization. In 2024, the overall assessment results of Executives and Employees were good.

5. Remuneration

5.1 Remuneration of Managing Director (CEO)

The remuneration of the Managing Director (CEO) would be determined each year according to the principles and thepolicies that the Nomination and Remuneration Committee designated, being in line with the Company's operating results both in the short term and in the long term, and for the best interest of the Company. The level of short-term remuneration would be in the forms of salary, bonuses and long-term incentives which should be conformed to the financial performance, and the long-term operational strategies, as well as result of operation, Executive's development, together with considering the business expansion and the growth profit of the Company. (This can be found in section "7.4.2 Executive and Director Compensation Policy" under the heading "Chief Executive Officer (CEO)", page 303)

5.2 Remuneration of Executives

Remuneration of the Executives are determined annually by the Managing Director, in accordance with the policy of the Nomination and Remuneration Committee designated, being in line with the Company's operating results both in the short term and in the long term, by applying the individualized metrics (KPIs) to determine fairly and equitably. The results of the assessment would be applied for managing the rewards and considering career path advancement, to create incentives along with the development and increase the potential of executives. (This can be found in section "7.4.2 Compensation Policy for Directors and Executives" under the heading "Senior Executives" on pages 303-304).

6. Shareholding Structures

For the disclosure of changes in securities holdings of Directors, Top-Executive and Executives of the year 2025, please see the details in Attachment 1: Details regarding directors, executives, controlling persons, and those assigned the highest responsibility in their respective lines of work. Accounting and Finance: Those directly responsible for overseeing accounting, the company secretary, and liaison officers. In the case of a foreign company, employees in the relevant departments will not be involved in any transactions involving the purchase, sale, transfer, or receipt of securities.

7. Personnel Management

In the engineering business, the qualified NDT personnel & experts and Authorized API Inspectors would be in high demand in both the industrial sector and the inspection entrepreneurs. To qualify these personnel would have to waste time and capitalfor training, especially the timing. The amount of qualified personnel and the demands in the industry did not match, resulting in the shortage of qualified personnel and migration, which would increase in violation on the expansion of industry. Nevertheless, by the current shrinkage of the industrial sector, the shortage would not occur. On the other hand, the shortage of workload, the overflow personnel occurred. The Company has resolved these issues by planning to expand the inspection to other industrial groups with the upcoming transforming technologies. Therefore, the Company has accelerated the promotion and development of techniques and the performance of the overflow personnel, for appropriateness to support this expansion plan later.

Practice 5

Nurture Innovation and Responsible Business

1. Innovation Organization

The Board should prioritize, promote, support and monitor the Management to create an operational culture to be “an innovation organization”which was considered a part of strategies and business plans to add value to the Company and benefited for all relevant stakeholders. The innovation should be modified to suit the changing of surrounding factors, which would cover the process of design, research and service development, improve the operational processes and develop the work processes with partners. The Executives should review, improve and monitor the innovation to achieve the set-up objectives.

In this regard, the Company has managed the policies assigned by the Board of Directors. The Board has also clearly defined goals and guidelines for innovation development to allow the management and executives to communicate to employees, and listen to comments and suggestions from all relevant stakeholders. These were to improve the goals and guidelines for continuous innovation development. The Board has been defining the vision of the organization as follows:-

“Our Efficiency, Ethics, Innovation, Quality and Safety, you can always rely on.”

The Company has formed the Creative Research and Development Division (CRD) with the knowledge, expertise, and creativity personnel to research, develop and invent tools, equipment to be modernized innovations which would be according to international standards and practicable. These were capable to create values to the customers and the Company with more efficiency, more readiness on designated target time, as well as the qualified, accurate and reliable reporting. In addition, the Company has been approved for the supporting fund by the Government policy of promoting innovations, managed by the National Innovation Agency (NIA) under the topic of “the Semi-auto powered X-ray machine for oil and gas pipeline inspection by non-destructive testing”. The project’s benefit was the usage of electromagnetic energy to replace in some part of the radiation, which would enhance the safety of radiation effects on the operators, the related persons, as well as the surrounding environment. The equipment has been invented completely by the end 2018 and served in the Company’s project from 2019 onwards.

In addition, the Company has applied the radiation innovation, which the Company already has expertise in, to further develop its business operations by expanding its customer base to the consumer goods group for the benefit of sterilization and adding value to the products, including collaborating with partners in the public, private, and educational institutions to develop technology and innovation, and accepting startups with external innovations to help strengthen the business and expand services to other industries.

The Company received the Quality Standard Compliance Award (OAP Award) 2025 at the “Excellent” level for Category 1 Industrial Radiation Generators on 14 August 2025, granted by the Ministry of Higher Education, Science, Research and Innovation through the Office of Atoms for Peace.

2. Business Operation with regard to Stakeholders

The Board of Directors should encourage and determine the guidelines for business operations and monitor the executives andemployees in the organization to comply with ethics, code of business conduct and good corporate governance, by adhering to operating on the basis of responsibility to the community, society and environment, in accordance with the objectives, goals and strategies of the organization, and taking into account all groups of stakeholders by their rights, laws or agreements having with the organization. Anyway, the Company has also disclosedimportant information for stakeholders' acknowledgment sufficiently, no violation of their rights. There were channels for whistleblowing or complaints on any issues related to legal offenses, inaccuracy in financial reports, defective internal control system or unethical practices. There were measures to protect the rights of whistleblowers, for the directors, executives, employees, and all stakeholders to acknowledge and perform as well.

In these, the Board has set up the ethics, code of business conduct and the company's regulations manuals to be operational guidelines for the Directors, Top Executives, Executives and all Employees. In addition, there were monitoring to be consistent with the objectives, goals, and strategies of the organization as follows.

Shareholders

The Company commits to run business with good operation results and take profits continuously and steadily including to provide equitable compensation as on the dividend policy, disclose the operations, financial and non-financial information accurately, transparently and accountability. They are for all the shareholders to get the best interests with fairness and equitably. The Company shall regularly update the Company information via the SET and the Company's website: www.tndt.co.th. Moreover, the Company shall comply with all the principles relating to the shareholders in accordance with the good corporate governance of the SET, the Company's rules and regulations, and other legal concerned.

Customers

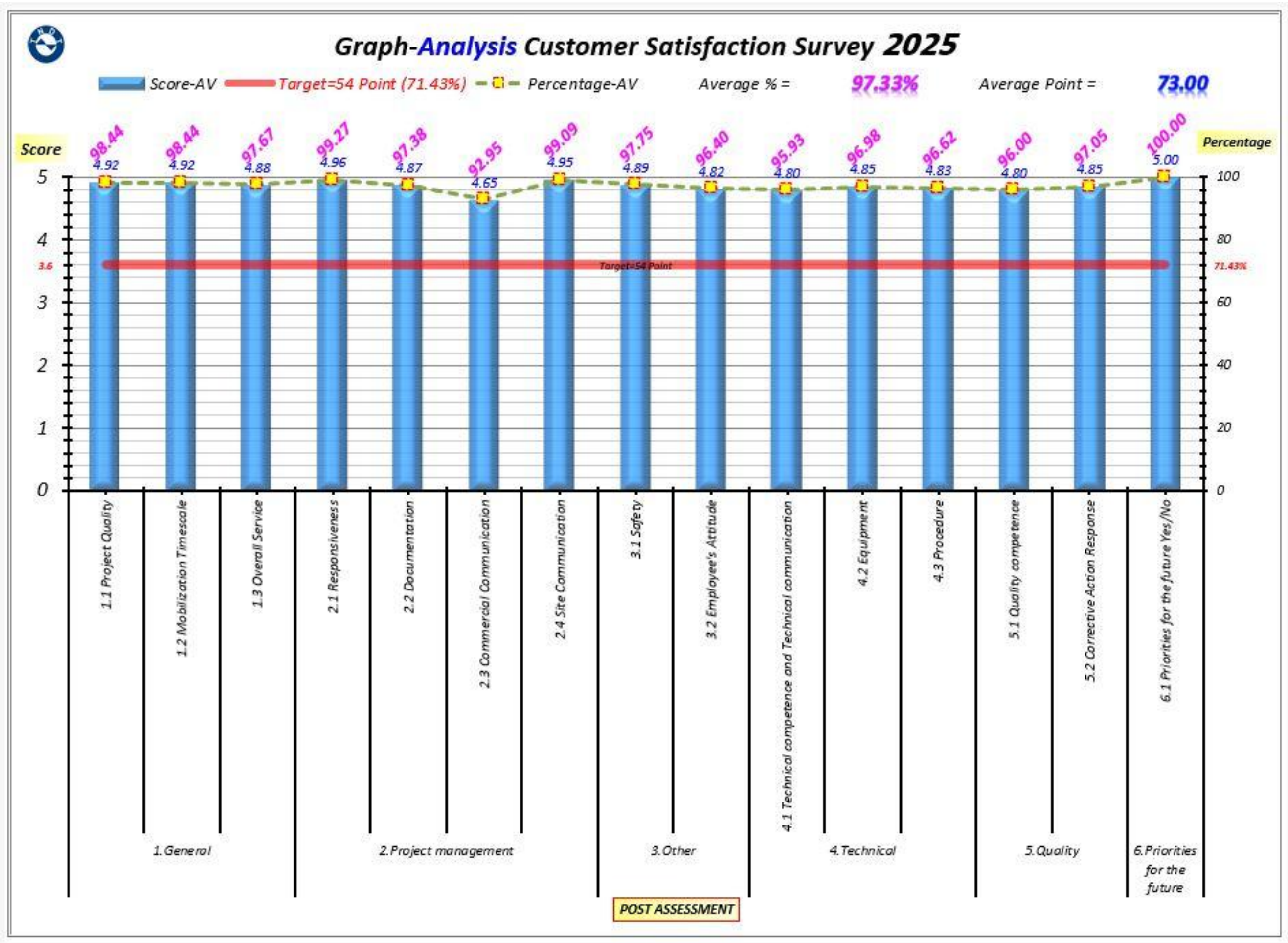
The Company commits to service customers with safety of life and property and the environment, with adherence to integrity, fairness, caring, responsibilities and providing quality of services on the basis of professional ethics, international standards and legal concerned, as well as no customers' data disclosure. The Company has served the qualified testing and inspection in all processes with accurate and reliable inspection results to the customers in the industry, to affirm the quality and safety for the products, processes or workpieces of the project owners which have been inspected. Additionally, the Company recognizes the importance on the rights of customers and colleagues around the working place, there will be safety training course in the customers' workplace to create a mutual understanding of the operations and reliability in the service of the Company.

In 2025, the Company has cooperated with customers in adhering to the quality and safety in all process of work. There are meetings, consulting, news, and data exchanges, others by online systems, on occupational health, safety and environment with customers, thoroughly for onshore and offshore work.

The Company has set up the target of Customer Satisfaction Survey of year 2025 at 72.97%, while the results of 550 Survey sheets of various customers were at 97.33%, in the "very good" level. The customers' satisfaction in highest scores were by the following five aspects:-

1. Priorities for the future 100%
2. Responsiveness 99.27%
3. Site Communication 99.09%
4. Project Quality 98.44%
5. Mobilization Timescale 98.44%

In addition, in case if the customer has complained or assessed "less than the criteria", the Company would urgently proceed to the Jobsite for analyzing the cause, finding preventive action in order not to re-occur such incident. The occurrence and preventive action would be notified to the customers as soon as possible.



Employees

The Company policies and procedures are on the fundamental right of employees, benefits corresponding to the performance of the Company both in short terms and long terms, on the basis of their abilities with fairness and equality, for examples:- annual performance evaluations, Company business strategic evaluations in the period of 3-5 years, additional welfare over the legal regulations, such as provident fund, life and accident insurances, health care by providing annual health checks according to the nature of the work involved, and cooperation with the official banking institutes in providing various types of welfare loans in lower interest rate to create their extra careers, and to solve the employees' family personal debt both in long term and short term, etc. In addition, the Company also provide a good environment in the workplace, there are resting area, and activities area for employees, including the provision of safety equipment to prevent work hazards, etc.

Additionally, the Welfare Committee which consists of representatives of employees from various departments also has a supervising role as well as managing preferred benefits or shall be revised to be appropriate and meet the needs of the employees in each department, including organizing activities to promote unity and to connect employees to have opportunities to join in various activities.

Moreover, the Company always treat employees with respect to their honour, dignity and human rights. The Company also provides the necessary equipment to prevent danger from work, does not violate the privacy rights, encourages and supports employees to train both inside and outside the organization, training the health & safety in working and new techniques, creates the professional expertise regularly in order to maximize the potential and performance of the organization, as well as provides opportunities for the employees to develop in various work skills and to grow in line with their skills and experiences.

For the anti-corruption, the Company promotes and emphasizes all employees to strictly comply with the rules and regulations in accordance with relevant standards and laws. The Company also provides opportunities for employees to clue, complain or suggest on various matters arising from the operations via email / post / Human Resources Department while un-disclosing the information of the complainant.

In 2025, no any employees' violation in legal, regulations or standards, including no any complaints at all.

Trading Partners

The Company commits to procurement under the policy of treating all trading partners equitably and fairness, withoutdemanding any compensation which affects unfairness to other trading partners.

A. Business Partner

The Company's policies are to strictly select trading partners with ethics and integrity, operate the similar business or the related, good reputation and experiences with technical expertise, and strong financial status. The Company will treat the trading partners under the agreement with integrity and fairness, both the procurement processes and the terms of contract or mutual agreements, including not being exploited and not accepting gifts or rewards, not joining the parties or any activities with the aim to facilitate the operations and private benefits.

It also provides mutual assistance in exchange and joint development to enhance the competence of personnel and technology in service to meet relevant standards, workforce handle with fairness, including community, social and environment responsibility as prioritized.

In 2025, the Company operated 4 projects in cooperation with partners from Malaysia, Indonesia, Myanmar and Sudan which was proceeding well, and some projects were completed. In addition, the Company also co-operated with 20 local business partners, which the project has been successful as well.

B. Product owners, Suppliers or Distributors

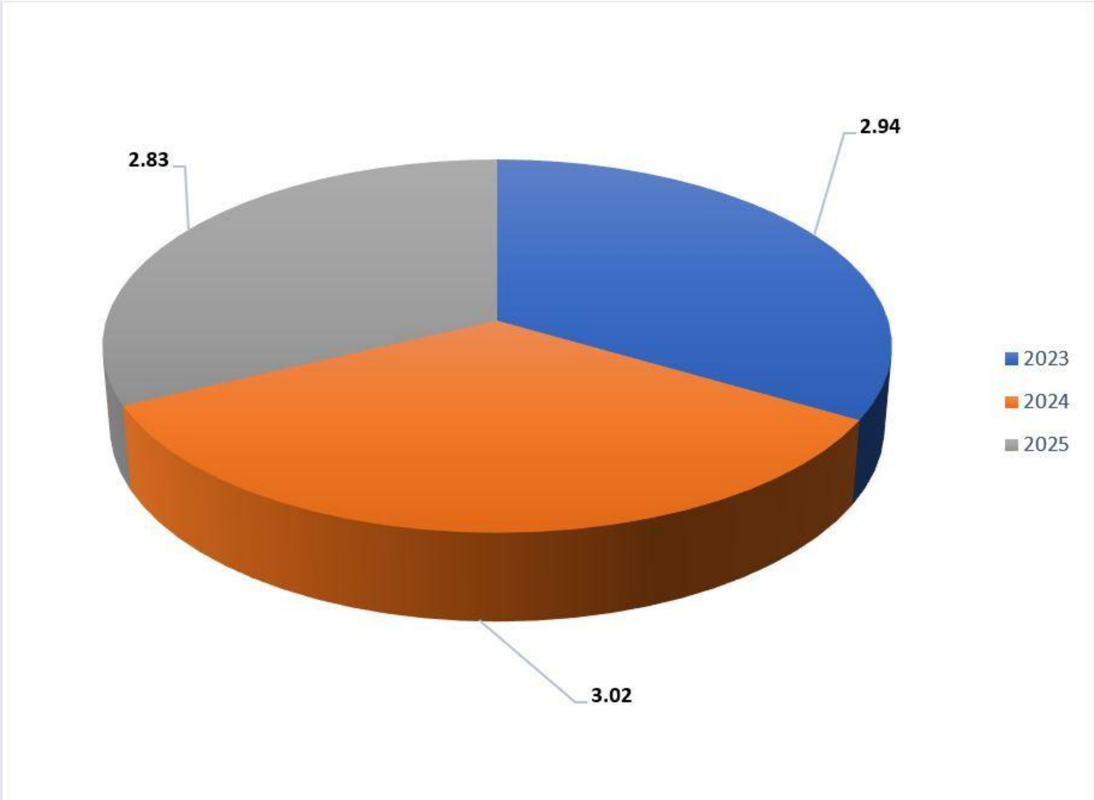
The Company commits to create a fair partner and maintain a good relationship with the product owners, suppliers or distributors without taking advantages. The purchases and sale of products and services are under the mutual agreement in terms of appropriate pricing and quantities, while the product owners / suppliers / distributors shall supply products and services by the quality, standards and prices as agreed with the Company. The Company also prohibits Directors and Employees of the Company to receive any personal benefit from them.

In addition, the Company emphasizes to select the vendors/distributors whom the Company can return the existing waste disposal from the service to eliminate technically and legally, as well as selecting the vendors with green procurement policy.

Number of of Trading Partners for year 2023 - 2025

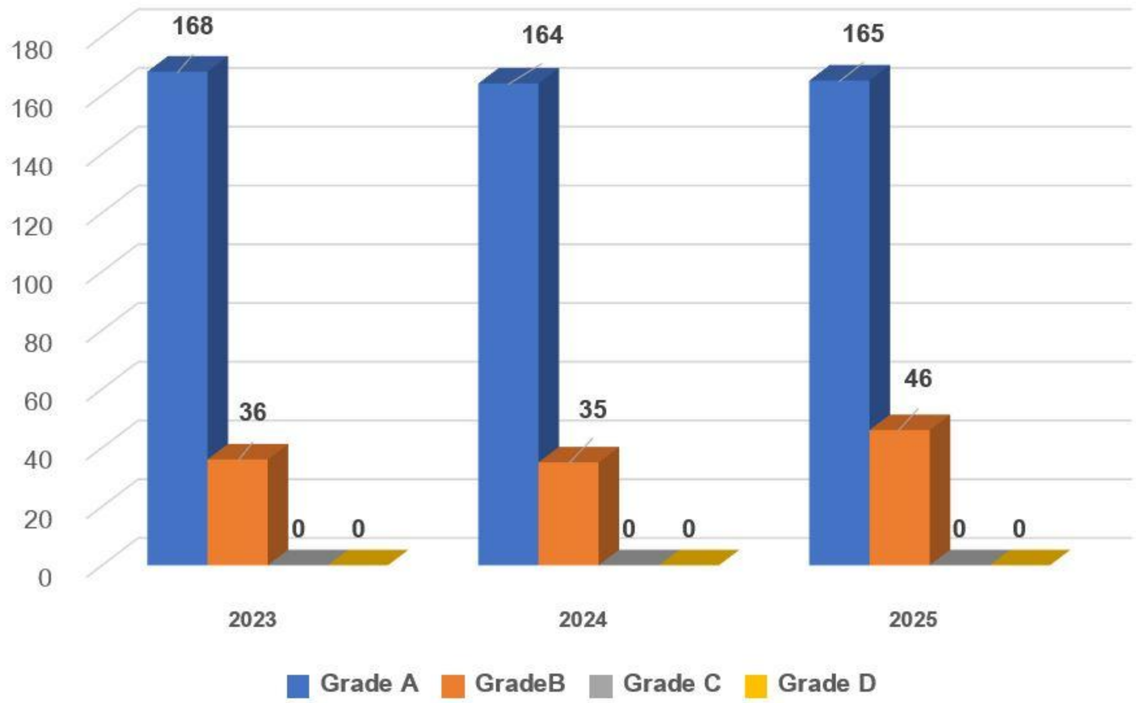
Year	Number of Business Partners			Number of Significant Business Partners			proportion
	Domestic	Inter.	Total	Domestic	Inter.	Total	
2023	189	15	204	5	1	6	2.94
2024	188	11	199	5	1	6	3.02
2025	201	11	211	5	1	6	2.83

Proportion of the number of Significant Business Partners to the total number of Business Partners for the year 2023 - 2025



Results of Business Partners Assessment for year 2023 - 2025

Year	of Business Partners Grading				Number of Business Partners / year (cases)
	A	B	C	D	
2023	168	36	0	0	204
2024	164	35	0	0	199
2025	165	46	0	0	211



The 211 Trading Partners in year 2025 could be grading as follows :-

1. Grade A in the total number of 165 or 78.20%

(The delivery and / or services as on the condition and qualification specified.)

2. Grade B in the total number of 46 or 21.80%

3. Grade C in the number of 0 or 0.00%

4. Grade D in the number of 0 or 0.00%

In 2025, the number of trading partners decreased by the previous year. Due to the purchase of the same type of product and some products were ordered from the seller only once, resulting in both domestic and international trading with the same seller and some that were not traded with in the previous year.

In addition, by the assessment of all 211 suppliers, there were 6 major suppliers and 165 suppliers who passed the standard assessment set by the Company in grade “A” and have communicated the appreciation to such partners by online systems .

Creditors

The Company has the policy to comply with terms and conditions agreed with creditors in both the repayment of debt on time.The use of financial services that are suitable for the Company’s business, giving and maintaining collateral, including other specified conditions such as accurate reporting of the Company’s financial information to creditors for the benefit of credit analysis, maintaining debt and equity ratios, etc. In the operations, the Company builds trust among creditors through ethical management and facilitates information about the Company’s financial status through financial statements that have been prepared and certified in accordance with generally accepted standards, Form 56-1 One Report, and website ”www.tndt.co.th” of the company including the code of business conducts to be consistent.

Competitors

The Company pledge to behave in accordance with the rules of fair competition. The business policy is to avoid exploitation, unethical manner such as calumniate, aspersion, misrepresent or any other way to attack a rival, including not an infringement or knowing the secrets of competitors by fraudulent means, in which 2025 and over 44 years of business operations, the Company has never been complained or lose reputation from such cases. In addition, the remodeling of business at present, the Company has a concept of turning competitors into partners, for sustainability co-creation in the future as well.

Government / Public & Private Organization

The Company will cooperate and comply with the rules and regulations of Government/Public Organization and the related standards. The Company will also comply with the procedures with accuracy, honestly, ignoring the bribery, gift or any other which contribute to facilitate the business operations.

In 2025, the Company has operated its business in compliance with the regulations of government agencies and the relevant private sector completely, there were no cases of complaints of non-compliance in any way. In addition, the Company had participated in various activities with public and private agencies both online and practical to disseminate knowledge and educate on specific professions which is related to NDT & work safety for the concerned people and the surrounding public, for examples

- Being a sub-committee of the Council of Council of Science and Technology Professionals, Nuclear Branch (CSTP) ; to join - drafting a strategic plan and amend the regulations of the Council, on the practice of the controlled profession in science and technology, nuclear branch.
- Being a working group to consider draft standards for non-destructive inspection for rail welds of the Railway Technology Research and Development Institute (Public Organization)
- Support for visiting and discussing the use of electron accelerators in education or research for students from various universities, such as Chulalongkorn University / Kasetsart University, etc.
- Practical training in various engineering techniques at the Bangkok office, Rayong branch and various operating units for students from the Department of Industrial Technology and various engineering in the cooperative education program and practical training from various educational institutions such as Chulalongkorn University / King Mongkut's University of Technology North Bangkok / King Mongkut's University of Technology Thonburi / Kasetsart University / Rajamangala University of Technology Thanyaburi / Ubon Ratchathani University / Prince of Songkla University / Rajamangala University of Technology Srivijaya Songkhla / Burapha University / Chanthaburi Technical College, etc.
- Welcomed the study group from Noen Sai Wittayakhom School, Trat Province.

etc.

Human Rights

The Company realizes the importance in respecting the human rights with impartiality and equality, by considering the human's dignity, freedom and not discriminate with regard to race, nationality, origin, skin color, sex, language, religion, culture, class, gender, age, disability, marital status, physical and health status, personal status, economic or social status social beliefs, education, training or political opinions and other means according to the principle of the international human rights law, in which the Directors, Executives and Employees including all employees in the subsidiaries must strictly follow the policy. The Company also provides equivalent opportunity to work under the lawful rules, regulations, announcements, practices and orders of the Company. In addition, the Directors, Executives and Employees will not, in any way, violate or harass, either verbally or physically to any individuals, no discrimination or exclusion of anyone, and encourage everyone to be aware of their rights, duties and responsibilities towards other individuals and society.

In 2025, Besides Thai employees, the Company has also employed 35 foreigners, with differences in race, religion, language, culture, etc. They had the opportunity of co-working, techniques knowledge exchange and development. The Company has taken care of and treated all employees of all nationalities, religions with impartiality and equality.

Anti-Corruption and Risk of Corruption Assessment

The Company has a policy to control and oversee the business operations in compliance with the rules and regulations, the related laws and standards, by training / disseminating knowledge and guidelines on anti-corruption to employees throughout the organization to prevent and monitor risks of corruption. In addition, the Directors, Executives, the Company's employees are prohibited from employing their authorities, be it for the direct or indirect benefits to self, or any others. This includes prohibiting the offer of unlawful benefits to any other person in order to obtain the Company's business interests. The Company shall monitor the Anti-Corruption Policy, review and assess at least once a year, as well as revise the practical and requirements of the guideline in accordance with the changing of the business, standardized regulations and the legal related requirements.

Anyway, the Company also recognizes the importance of good corporate management for the growth of organization and stabilities of expansion, strong financial position which can generate the returns for shareholders at the appropriate level. The Company considers to assess and manage the risk to prevent corruption that may occur by the frameworks of operation and procedures of risk management in accordance with the international standard guidelines of The Committee of Sponsoring Organizations (COSO), for those who concerned will understand the principles of risk management and apply appropriately.

Occupational Health, Safety and Environmental Practices and Policies (HSE)

The Company considers the occupational health, safety and environment for all levels of employees. Therefore, the Committee of Occupational Health, Safety and Environment have been formed for the purpose of determining the policies, the practical guidelines and follow up with practical operations. The Committee will organize monthly meetings in order to summarize the procedures according to the policies and report any accidents occurred from work. To prepare the work procedures documents, provide technical information within the appropriate boundaries to prevent any damages that may be done to the human resources and the environment are as well. In addition, the Committee will provide regularly the activities and training concerning to the safety for the employees and the customers.

In 2025, training in safety, occupational health, and working environment was provided to a total of 45 employees. The training included: Radiation protection (8 hours) for 18 people; Radiation emergency plan training for 18 people; Defensive driving training for 12 people; Chemical safety training for 19 people; Basic firefighting training for 59 people; Firefighting and evacuation drills for 84 people; Working at Height safety training for 27 people; Confined space safety training (for permit issuers, supervisors, assistants, and operators) for 14 people; and Internal first aid training for 27 people.

For activities to promote and support occupational health and work safety, for example, supporting the inspection of the radiation storage site with the Office of Atoms for Peace annually, lighting measurement in 314 work areas, annual detection and analysis of the concentrations of hazardous chemicals in the workplace atmosphere and chemical storage facilities, in compliance with the safety standards and regulations. Moreover, a total of 48 actual monitoring of the occupational health and safety at each jobsite by the HSE unit, to ensure the quality and safety of work, has been done. In conclusion, no issues were found that were inconsistent with occupational health and safety management, and there were suggestions for improvement to benefit further development.






For a KYT activity "Hand, Point, Mouth, Repeat", which was an activity that allows employees to participate in occupational healthand safety by seeking dangerous issues, setting preventive measures, and stimulating awareness by making hands, pointing mouths, and repeating such prevention measures. Additionally, training in brief for offshore technicians before departing to work, to emphasize the safety of individuals, such as the preparation of personal protective equipment (PPE), working with chemicals safely, fit to work by health check certification, unexpired professional certificates, mental check, etc., to be ready for work.

In addition, a certificate and award presentation ceremony was held by senior executives to recognize internal departments that achieved outstanding performance in Occupational Health, Safety and Environment Key Performance Indicators (HSE KPIs). The awards were given to units that supported the reduction of vehicle-related accidents in the first half of the year and those that achieved overall HSE KPI performance in the second half of the year.

There was also a certificate and award ceremony by top executives to the sites that achieved HSE KPIs that supported the reduction of vehicle accidents in the first half of the year and the overall achievement of HSE KPIs in the second half of the year.In addition, the Company provided annual health check-up for the employees to guarantee the health and safety issues, including giving constant and continuing advice to the employees. The Company also provided safety systems during operations for the employees and the general public involved, as well as random checked the safety of radiation areas by the HSE unit. The tools/ equipment for testing and inspection should be checked and/or calibrated for the quality and safety control, which were in compliance with international standards and government agencies' rules. They were to assure to the society and environment concerned. The Company's operations always emphasize on working on the basis of occupational ethics and morals.

The company’s occupational health, safety and working environment operations have been carried out without anyaccidents that require work stoppages, with 578,016 working hours counted. In 2025, the number of work without accidents that require work stoppages will be re-counted because an incident that causes injury that requires work stoppages occurred. The rate of accidents from vehicles did not meet the target, but the rate of recording radiation doses that met the target was achieved. Therefore, the company will use past data as a guideline for preparing a hazard prevention plan to reduce incidents and prevent accidents in 2025.

Summary of HSE Performance in 2025

Evaluation	STAT. of 2024 (case)	HSE Goals of 2025 (case)	HSE Performance of 2025 (case)
Fatalities	0	0	0
Lost Time Occupational illnesses (LTOI)	0	0	0
Lost Time Injury Frequency (LTIF)	0	0	2 (0.68/200,000 Mhrs)
Total Recordable Injury Rate (TRIR)	0	0	2 (0.68/200,000 Mhrs)
Vehicle Accident Rate (VAR)	4 (1.38/200,000 Mhrs)	≤ 2 (0.68/200,000 Mhrs)	5 (1.70/200,000 Mhrs)
Effective Radiation Overdose Rate (EROR)	10 (3.45/200,000 Mhrs)	≤ 5 (1.70/200,000 Mhrs)	2 (0.68/200,000 Mhrs)

Note: Accident rate calculation, OHSA standard = Number of injuries and illness x 200,000 / Total Man hours of all employees

In 2025, the Company successfully achieved the target rate for vehicle-related incidents. However, the lost-time injury rate, the recordable injury rate, and the rate of recorded excessive radiation exposure did not meet the established targets. Therefore, the Company will use the data and experiences from the past year as a guideline for developing preventive action plans aimed at reducing incidents and preventing accidents in 2026.

Awards for Health, Safety and Environmental Practices and Policies (HSE)

As a result of strictly implementing the policies and guidelines, in 2025 the Company received awards in the areas of Safety, Health, and Environment, including a Certificate of Participation in recognition of achieving 1,000,000 working hours without a fatal accident or lost-time injury under the Zawtika Development Project Phase 1E of CUEL Company.

3. Resources Allocation

The Board realized to oversee and monitor the executives to allocate and manage resources throughout the Value Chainappropriately to the business model. The resources have to be reviewed and developed effectively and efficiently, by recognizing the necessity and worthy of resources usage, the variation of internal and external factors, and how available resources correlate. The resources optimization would be on the basis of ethical,responsibility and value creation, to achieve the goal and sustainability of the Company. The resources to be considered were as follows:

3.1 Financial Capital

The Executives should adequately manage funds for business operations or could continuously manage in both short and long term, to be in accordance with the objectives, goals and investment plans including having to receive adequate compensation, worthwhile and in accordance with the agreement appropriately. The Executives should analyze and assess the results of operations whether the financial management still followed the investment plan or not, accuracy or error in any part, in order for the improvement later on. In addition, the policy of buying-selling with Thai baht, to reduce the foreign exchange risk, would prevent fluctuations in the cost of services from unstable prices.

3.2 Service Capital

(1) Process and Method of Services

The Executives should always manage the process and method of services to meet the customers' requirements and relevant standards. The Company would emphasize the significant development of innovation in the organization, by focusing on speediness, accuracy, including mainly emphasizing in safety for lives, properties, and environment. These were done to increase customer service efficiency, to enhance the competitiveness and value added to the organization, including reducing the service costs from relying on foreign technology.

(2) Tools, Equipment and Accessories

The Executives should draw a carefully-planned for tools, equipment and accessories in accordance with the actual project workload, along with closely tracking the industrial situation. Some of the materials used were related to the stability of the country such as radioactive materials, remodeling in Government Policies in which might obstruct the performance of legal procedures. The Company should increase awareness and pursuance of the government's policies concerned, to prevent any disruption of the law and regulations

(3) Maintenance & Repair of Machines and Equipment

The Executives should manage maintenance and repair plans in order to provide continuous service to customers. The performance check should be done at the right time to ensure that all the machines, tools, and equipment should be in perfect condition, and not affecting the services. The spare parts of the tools and equipment should be provided completely whenever a broken condition or damage is found. There should be personnel who can troubleshoot and repair as well.

3.3 Human Capital The qualified NDT personnel and experts were in high demand in both the Industrial sector and the inspection entrepreneurs. The creation of these personnel required both time and capital for training to meet the requirements in the industry. In addition, the Company has planned to expand the inspection to other industrial groups with up-to-date techniques. Therefore, the Company has accelerated to promote and develop both technical and efficiency of existing personnel to be ready for further expansion plans, by setting the guidelines to create and develop potential personnel who should be enthusiasm, interested and ready to develop their potential to attend both internal and external training by the experts, etc., to be experienced and expertized in operations. There were opportunities to allow the employees to create, research and develop the modern innovation to enhance the service efficiency, including raising the employees' awareness to uphold the ethical and code of business conduct, morals and good virtue when servicing the customers.

3.4 Intellectual Capital

The Company has always supported and encouraged employees who had the ability to research and develop, emphasizing the employees with positive attitudes, knowledge, expertise, and creativity to research, develop and invent tools, equipment, as well as modernized innovations. These would be capable to create values for more efficiency and capacity in work processes, including supporting business plans in the future. Therefore, the Company has signed a cooperation agreement with the Thailand Institute of Nuclear Technology. (Public Organization) to exchange knowledge and experience in the development and use of nuclear technology, innovating, providing services, manufacturing radiological equipment, including an electron accelerator, to be a learning center for those who are capable of nucleartechnology. Moreover, the Company has focused on its customers relationships building,including those relevant. Due to the Company trusted that having a good relationship between each other will create understanding, certainty, and confidence in the operations, it would contribute to the development of workflow efficiency and having a great achievement together.

In addition, the Company has set a no intellectual properties or copyrights violation policy by purchasing the legal license software to use in the organization and having systems to prevent the copyright violation software installing, as well as training the new employees on orientation and publicized continuously through the Company's media such as the Company websites and emails, etc. Moreover, all employees must sign an agreement on no computer-crimes and no violation of intellectual properties, the software of the employees is examined and arranged to prevent the use of illegal software or those which are unrelated to work, including the use of the internet which can only be used for researches and as the source materials for work. In 2025, there has been no case of employees utilizing illegal software or violation of intellectual properties in the Company.

3.5 Social and Relationship Capital

The Company has aimed to understand all of the cultures and traditions in every operating area in order to coexist peacefully,co-creating, co-developing and supporting activities in the community, including resource conservation and environmental of communities nearby, by applying the knowledges and business experiences to develop and enhance benefits for the Community both in the short and long term as appropriate, and in accordance with the activities of the community, such as teaching in public and private institutions in the courses related to testing and inspection, opportunities for students from various institutions to visit and study the Company's operational, as well as educate students as trainees to study the duties performing along with the basic knowledge as learned in the education institutes, etc., or cooperation activities in the local area of operations, and would not cause a negative impact to the communities near the operating areas and will conserve the environment and the resources in the vicinity.

In 2025, the company collaborated with educational institutions to organize NDT Level II training workshops for students, lectures to provide knowledge and understanding of NDT, and support visits and discussions on the use of electron accelerators in education or research for students from various universities.

In addition, the Company has also provided a project to promote the occupation of 2 disabled, by publicizing to employees, whose family members or their surroundings are the disabled, according to Section 35 of the Promotion and Development of the Disabled's quality of life. The Company has provided financial support for their career, for themselves and their families sufficiently and sustainably.

3.6 Natural Resources

(1) Environment within the Organization and Nearby

The Company has provided knowledge and disseminated the environmental policy to all employees to commit and comply strictly with environmental standards and regulations, not making any impact arising from the operational use of existing resources to the environment and society. Moreover, the Company had joint-campaign and encourage employees to use resources wisely by recycling and reused the materials by modifying the disposal of scrap materials to be ready to use which was efficiently contributed to reducing the costs of operation, as well as the campaign of waste separation were to reduce the pollution caused by social and environmental impact of solid waste to be utilized as much as possible, which would reduce risks from hazardous waste. The Company has also organized energy conservation activities as appropriate, for subconscious and values creation in energy saving and worthy, as well as usually practiced in all related activities.

In addition, the Board of Directors has determined policies, visions and missions to create credibility in management, including promoting, supporting and monitoring the Company to operate and organize activities, which would be participated in supporting activities related to community development and on the basis of the responsibility to the community, society, and the environment.

(2) Society and External Environment

The Company has emphasized on the rules and regulations which would be beneficial to the social and environment for both public and private sectors, especially in all activities relating to the business operation, for example the regulations for radiation possession and utilization by the Office of Atomic for Peace, Ministry of Science and technology, the regulations by the Department of Energy Business, Ministry of Energy, etc. Including all practices of International standards. It has also included the disposal of waste from the remaining material from the service, not to be burden and danger to society and the environment, such as radioactive waste, toxic waste, magnetic powder, etc. The Company's operation was according to international standards, including all related regulation in disposing of leftover waste by returning to the manufacturer or the dealer, or returning to the registered company which have been licensed by the Department of Industrial Works for proceeding the removal in the correct way. In addition, the Company has also promoted projects or activities for society and the external environment, with cooperation from executives and employees from all departments, and the Company has also provided opportunities for stakeholders to participate in projects or activities of the Company by the occasion or appropriateness. This was done for the sustainable development of society and environment furthermore.

For the external environment in 2025, the Company returned a total of 36 unused radioactive sources remaining from operations to the manufacturer overseas. In addition, a total of 2.16 tons of obsolete materials were disposed of, including aerosol cans, contaminated cloths, film processing chemicals, and batteries. These were for proceeding to eliminate them technically and legally, not to be burden and danger to society and the environment. Additionally, reducing the use of electricity, water and fuel as well as reduce greenhouse gas emissions was reported under the title of "Business driven for sustainability" Part 1 Business Operations and Performance, Section "3. Driving Business for Sustainability," Topic "3.3.2 Environmental Performance," page 93-102.

4. Information Technology Management

Information technology systems are an important role to drive the business. Therefore, it is necessary to monitor and investigate,not to cause any interruptions or emerging risks that may affect the Company's operation and may result in the confidence of involved stakeholders. Therefore, Top-Executives shall play an important role in management in order to apply appropriate information technology to drive the business, as well as forward business goals according to missions, strategies, policies, and corporate plans to the goals related to information technology. In these, the Board of Directors has monitored to ensure that the information technology in business operations will result in the Company's goals achievement by using the appropriate existing resources and managing risks effectively and efficiently. This was monitored through the Company's internal audit systems in auditing the management's performance of the adopting information technology for the best interests and achieving the goals set by the Company, in accordance with the principles of good corporate governance.

The Company had an Information Technology Security Policy, including Data Security Measure and Disaster Recovery Site (DR-Site) project to oversee/control the usage of information technology and internal information in the availability of information regularly, provided the access limitation to information in the order of employees' duty and position, together with the data back up. In addition, there was a system that needed to be prioritize and monitor in order to prevent viruses or damage of information technology which might be utilized dishonesty, or changing information without permission, or taking advantage of confidential information that might affect the price of securities, or to prevent personal exploitation and those involved. Anyway, a risk assessment and controlling potential risks have to be considered aligning with the regulations, rules, and relevant laws as well. In 2023, there was no usability of information technology in the wrong way.

In addition, the past several years, the company has adjusted work processes by using remote communication and data storage technology continuously from 2019 until the present, such as meetings, online training via the Microsoft Teams / Zoom systems, working from anywhere by sending data internally with VPN (Virtual Private Network) technology and transmitting internal/external data with Microsoft One Drive, theory teaching and providing opportunities for students from educational institutions to learn about real-life practice through online systems, etc.

Practice 6

Strengthen Effective Risk Management and Internal Control

1. Internal Control and Risk Management

The Board of Directors and the Company have emphasized greatly on the internal control system, both in the executives level and the operational level in order to reflect the long lasting efficiency and the effectiveness in all areas, be in the internal atmosphere, operational risk assessment and risk management policy covering the whole organization, in order to prevent corruption cases which might incur and to provide training the policies and practices of the Company's anti-corruption, to cultivate denying to pay bribes for the benefits of the Company's business. Moreover, the risk assessment of controlling and monitoring the media and communicational system has to be done continuously, as well as clearly distributing responsibilities. In these, the good corporate governance system to achieve a good counterbalance and the connected transactions have to be monitored appropriately.

In addition, for the internal control of the financial system, financial liquidity and repayment condition, the Company has prepared a financial report by appointing the executive in charge with the Audit Committee to review and assess the adequacy of the reports by utilizing the Internal Control Integrated Framework of the Committee of Sponsoring Organization of the Treadway Commission (COSO) in the form of Enterprise Risk Management or COSO ERM, which consisted of

1. Control Environment
2. Risk Assessment
3. Control Activities
4. Information and Communication
5. Monitoring Activities

These were to identify potential events that might impact the organization, and managed to be in its risk appetite level, to provide confidence that the performance has achieved the objective of the organization. Independent internal auditors, assigned by the Audit Committee, would take responsible for auditing the accuracy and transparency of information as of the annual operational plan which has already been approved, and reporting the review results to the Audit Committee for acknowledgment. The audited result would be presented to the Board of Directors for acknowledgment every quarter. In case of any suggestions or significant defects, the internal auditor would report to the Audit Committee, and present to the Board of Directors for consultation and further improvement.

For the authorization of each transaction, the Company's best interests should be considered, by following the authorization chart. The future transactions could only be authorized by those who have no stakes in the said transactions.

In year 2025, the Audit Committee has reviewed the various operating systems, and has prepared “"Attachment 6: Audit Committee Report"

2. Guidelines and duties of the Audit Committee

2.1 Duties of the Audit Committee

Can be seen in Part 2, Corporate Governance, Section "6.3.2 Implementation of the Good Corporate Governance Principles for Listed Companies (CG Code)", heading "(3) Scope of Authority of the Audit Committee", page 226-227.

2.2 Remuneration of Auditors

The Remuneration of Auditors for the Company and its subsidiaries

1. Remuneration of auditors For the year 2025, Karin Audit Company Limited, certified public accountant of SEC, has been appointed as the Auditor to audit, review and express its opinion to the financial statements of the Company and its Subsidiaries. The total amount of remuneration requested for approval at the 2025 Annual General Meeting of Shareholders is 2,600,000.00 baht (including remuneration for both the Company and subsidiaries). They were quarterly monitoring at 370,000 baht and the year-end audit fee at 1,490,000 baht. However, during 2025 the financial statements of the Company and its Subsidiaries were accredited by the Auditor without any comment or history of submitting the quarterly year ended financial reports longer than the restriction of The SET and no any history of amendment of the financial statements by the SEC.

2. Other Fee In 2025, No any other expense charged.

Details	Amount (Baht)	
	TNDT	Subsidiaries
The annual audit fee for the year ended December 31, 2025.	900,000.00	560,000.00
The quarterly review fee for the period ended March 31, 2025.	200,000.00	180,000.00
The quarterly review fee for the period ended June 30, 2025.	200,000.00	180,000.00
The quarterly review fee for the period ended September 30, 2025.	200,000.00	180,000.00
The review fee of compliance with BOI.	0.00	0.00
Other Services fee	Charge the expenses as occurred.	
Total	**1,500,000.00**	**1,100,000.00**
Overall	**2,600,000.00**	

Note: *In 2025, the Company invested in an associate company, Highkick Co., Ltd., resulting in additional service fees for the associate company questionnaire. However, the compliance audit fee related to the BOI promotion certificate was reduced. Therefore, the audit fee increased by THB 120,000 from the amount previously approved by the shareholders for 2025, from THB 2,480,000.00 to THB 2,600,000.00.*

3. Conflict of Interest / Connected Transaction

Conflict of Interest / Trading of Company Securities / Insider’s Information and Information Technology System

To prevent conflict of interest issue, the Board of Directors has overseen the Company by the policies of information disclosure, management of confidential information to prevent data leakage, protection of confidential information and market sensitive information. There were the policies and procedures to prevent the Directors, the Executives or the connected person from using insider’s information for personal benefits as follows:-

(1) Reporting of Conflict of Interest must have been approved by the Board of Directors. In all, to approve the connected transaction, the Company must have been taken into consideration of the best interest, fairness, rationale behind transaction and consistency with market pracetice.

(2) Overseeing of Insider’s Information Usage. The Board of Directors had a policy to prevent any Director or Executive to benefit from the significant insider’s information that would be market sensitive information. The Board of

Directors should convene the meeting, vote on the issue with the consent from the Audit Committee, and report to the SET on the following working day. Therefore, the Directors and Executives did not have an opportunity to use such confidential insider's information for personal benefits.

(3) The Directors, Executives and connected person should disclose the stakeholding information and their trading or holding of Company's securities and the connected persons as well.

The Company has disseminated knowledge, communicated and reviewed policies to prevent directors and executives, including employees who have been working in related departments, to use internal information for the benefit of themselves or others which were considered to exploit other shareholders. Therefore, all directors and executives should disclose interest information or the company's securities holding or changes during the first month before Financial statements disclosure to the public, both their own and those connected to the board (Should not buy-sell one month in advance before public disclosure of financial statements)

In addition, the Company's new directors or executives including those involved should report their holdings of the Company's securities within 30 working days after being appointed, as well as report the trading of securities at least 1 day in advance or report changes in securities holdings within 3 working days after buying, selling, transferring or receiving transfers. Such information should be submitted to the Board regularly or notified to the Company Secretary for reporting to the SEC, in accordance with Section 59 of the SEC Act of 2535, and disclosed in form 56-1 One report.

In 2025, No any employees in related departments buy, sell, transfer or receive transfers and no any Directors, Top Executives, Executives including the related employees use internal information for their benefits or others in any unlawful way.

The Company has also required Directors and Executives to be aware of the operations with characteristics of connected transactions and conflicts of interest which the Company might have, should be operated with transparency, accountability, reasonable pricing, and fair and at arms' length. In addition, there were measures for the Company to allow the Audit Committee to comment on the necessity of entering such connected transaction or conflict of interest, whether the prices were reasonable and appropriate by considering various conditions which shall be normal trading operations at the market price. In the case of the Audit Committee did not have expertise in considering any connected transactions, the Company would provide knowledgeable and special expertise persons, such as auditors, property appraisers, law firms being a third party and independent to comment on such connected transactions The comments would be for the decision making of the Audit Committee and present to the Board of Directors or shareholders, a case by case. In case of transactions that were required to disclose the information, or requesting approval from shareholders, in accordance with the regulations of the SET, the Company would disclose details and reasons of such transaction to shareholders in advance, before entering the transaction.

In 2025, the Company did not enter into any connected transactions that violated or not complying with the rules of the SET and the SEC. In addition, the Company would disclose internal information that might affect the investment and the personal benefits of the directors, executives or those involved on that date immediately or before 09.00 a.m. on the next day (if any).

4. Anti-Corruption

Details can be found in Principle 6: Ensure Appropriate Risk Management and Internal Control Systems, pages 259-260.

5. Whistle-blowings / Complaints / Comments or Suggestions

Details can be found in Principle 6: Ensure Appropriate Risk Management and Internal Control Systems, pages 260-261.

Practice 7

Ensure Disclosure and Financial Integrity.

The Company has recognized the importance of information disclosure with correctness, completeness, transparency on schedule according to the regulations of SEC and SET. The information has included financial and non-financial information as well as other important information which might affect the Company's securities prices and investment decisions of investors and stakeholders, both in Thai and English language.

In addition, the Company has disclosed the remuneration of Directors (individually) and Executives and Audit fees, including other information such as details about the Committee, Company Secretary and Auditors who have workedduring the past year, their performances and also the records of meeting attendances of the Director and Sub-Committees individually together with the history of course training. Moreover, the Shareholding Structure, Management Structure, Good Corporate Governance Policy , Articles of Association, Charters of Director, Ethics & Codes of Business Conduct, Channel forsuggestions, complaints or violations, including the disclosure of securities holding of directors, executives and their involved have to be reported as well via the SET, form 56-1 One Report for the year 2025, reporting quarterly results of operations, providing information and meeting with analysts, investors and shareholders, press release and Company's websites (www.tndt.co.th).

In this, the Company's policy to disclose the information of securities holding of Directors, Executives and their connected persons, must report their Company's securities holding within 30 days after appointed. The Directors and the Executives must periodically report their advance sales or purchase of the Company's securities as least 1 day or report their holding within 3 business days from the date which the Company's securities have been purchased, sold, transferred or accepted transfer. The Company Secretary will compile and coordinate in reporting the securities transition to the SEC and reporting to the Board of Directors on the Board's meeting. the details of disclosure of changes in securities holdings of Directors, Top Executives, and the Executives of the year 2025 can be viewed on the table topic Attachment 1: Details regarding directors, executives, controlling persons, those assigned the highest responsibility in accounting and finance, and those directly responsible for overseeing accounting operations. Company secretary and liaison officer (in the case of an international company).

1. The Board of Directors' Accountability to the Financial Report

The Board of Directors was responsible for the accuracy of the Company's financial report that displays the financial information sufficiently and transparently, including sufficiently disclosing the important data accompanying the Company's financial report, according to the appropriate accounting standard. This was done consistently by having an auditing from the authorized, independent and trustworthy auditor which was approved by the SEC and/or other relating organizations and has gone through the review by the audit committee, including the disclosing of the auditing fee and other services within the Annual Report. In this, the Board of Directors has prepared the responsibility report to the financial report of the Board of Directors in form 56-1 One Report for the year 2025, the title of "Report of the Board of Directors' Accountability to Financial Report", page 413.

Besides, the Company has recognized the importance of strengthening relations with the shareholders, analysts, investors in the Annual General Meeting of Shareholders, mai Forum, as well as answering the enquiries on various topics to the shareholders via Investor Relation and other communication channels of the Company.

2. Financial liquidity and debt repayment capability

The Board of Directors has monitored and oversaw the financial liquidity and debt repayment capability by the meeting with the executives, including reviewing the internal auditing of internal audit team passing through the Audit Committee, to monitor and assess the financial status and the Company's operating results on every quarter.

The management has set up guidelines of monitoring repayment as follows:-

(1) Try to follow up, claim, and accelerate the payment of debt more closely.

(2) Use the relief policy in time conditions

(3) Have a strict policy to select customers with stable financial status and collateral

(4) Legal prosecution (the last chance to select), in order to maintain the customer base waiting for the economic recovery.

In case of any transaction or investment for business expansion both locally and internationally, the Audit Committee would consider whether such transaction was a reasonable transaction and being a beneficial investment to the Company by now and in the future or not, as well as propose to the Board of Directors. The Board would consider the details thoroughly in order not to affect the overall liquidity of the Company, as well as managing the risk of loan and interest burden by paying on the specified period, including adjusting the investment plan to be in line with the liquidity and complete repayment as soon as possible.

3. Guidelines of operations

The Board of Directors shall strictly comply with the contracts, agreements, obligations and liabilities that may arise, as well as the conditions as agreed, transparency and no secrecy. In case of the Company cannot comply with the contracts, conditions agreed upon or any change in conditions, the Company will notify the creditors in order to jointly find possible solutions immediately. Moreover, the Company will report the debt obligations to creditors as requested accurately, completely and timely.

4. Sustainability Report

The Board of Directors has encouraged, supported and monitored the Company to set up guidelines for business operations and comply with ethics and code of business conduct, good corporate governance, together with responsibility to the community, society, environment and consideration of all stakeholders according to the rights, laws or agreements that should be with the Company. The Company has also disclosed important information to stakeholders to acknowledge adequately, no any violation of stakeholders' rights. Moreover, the Company has channels to report clues, complaints on issues related to legal offenses, inaccuracy of financial reports, defective internal control system or unethical practices, and also has measures to protect the rights of whistle-blowers for the Board of directors, executives, employees and all stakeholders to acknowledge and adhere together. Therefore, the guidelines should be practiced for sustainability and efficiency of the organization, by creating a Sustainability Development Report (SD Report), as a part of form 56-1 One Report for the year 2025 and in a separate book and disclose to the public via the website www.tndt.co.th of the company. Such documents could be downloaded from the Company website as well.

The policy and details can be found in Section 1, Clause "3. Driving Business Towards Sustainability" on page 65-133.

5. Communication and Investor Relations Channels

5.1 Company's Data Access

(1) Online system of the SET

(2) Quarterly performance report

(3) Opportunity Day / AGM / EGM / mai Forum etc. for the Top-Executive of the Company to meet, discuss, report and answer questions on various issues in order to strengthen relationships with investors, analysts and shareholders from time to time as appropriate.

(4) Press Release

(5) Form 56-1 One Report for the year 2025

(6) Sustainability Development Report (SD Report)

(7) Company's website : www.tndt.co.th

(8) E-mail : secretary@tndt.co.th / headoffice@tndt.co.th

(9) Company's Facebook : https://www.facebook.com/TNDT.Thailand

5.2 Investor Relations : Mr. Somouy Tangchitthavorngul

Besides communicating information through various channels, as described in item 5.1, the Company has established the Investor Relations Unit to be responsible for communicating the Company's information to investors and third parties with equitable and fairness. Investors can contact for more information by the followings:-

(1) Letter :

Thai Nondestructive Testing (Public) Co., Litd.

19 Soi Ramkhamhaeng 60 Yaek 8 (Suanson 8), Ramkhamhaeng Road, Huamark, Bangkapi, Bangkok 10240

(2) E-mail :

som_ouy@tndt.co.th / headoffice@tndt.co.th / info@tndt.co.th

(3) TEL :

+66(0)2-735-0801 (Auto. 10 lines)

(4) FAX :

+66(0)2-735-1941

The Company has disclosed communication channels on the Company's website (www.tndt.co.th)

Practice 8

Ensure Engagement and Communication with Shareholders

The Company emphasized and recognized the importance of the equitable treatment of all shareholders rights, both minority and majority shareholders, institute investors or foreigners, without committing any violation or deprivation of the rights of shareholders or not to limit the opportunity to search for media of the Company. The Company also encouraged shareholders to exercise their fundamental rights covered by the law, for examples:- the right to sell, purchase or transfer the Company's securities, the Company's profit by the way of dividend payment, the right of equitable treatment of shares' refunding (if any), the right to attend and vote in the meeting of shareholders, etc. The Company would disclose important information affecting the investors in form 56-1 One Report for the year 2025 and publish such news via SET. Even in case of shareholder transactions (Shareholder Agreement), the Company would try its best efforts to look into the agreement, not to be affected significantly to the company or other shareholders. They were as follow:-

The Annual General Meeting No. 19/2025

Prior to the Meeting

1. The Company conducted the Annual General Meeting (AGM) of Shareholder 2025 on Friday 25th April 2025, at 09.30 a.m., at the Training Center of Thai Nondestructive Testing (Public) Co., Ltd., No. 20 Soi Ramkhamhaeng 60 Yaek 6, Ramkhamhaeng Road, Huamark, Bangkapi, Bangkok 10240, in which the selection of the meeting format and venues took into account the convenience of the shareholders' meeting in principle. The Company has posted meeting agenda with its details via set portal system of SET 41 days prior to the meeting date. The invitation letter (in Thai and English) indicating place, date, time, meeting agenda with objectives and opinions of directors, guidelines, proxy form, articles of association related to voting and supporting documents were provided and disclosed on the Company's website (www.tndt.co.th) in the "investor relations" section under the title of "shareholder information" subtitle of "Meeting of Shareholder" 24 days prior to the meeting date for the shareholders to have sufficient time to consider and/or authorized proxy to attend the meeting. The Company assigned TSD, the registrar, to deliver the documents and registration form with barcode directly to the shareholders 21 days prior to the meeting date. Moreover, the invitation has also been 3 days continually published and announced via electronic media, the Company's website www.tndt.co.th and online system of SET, 24 days prior to the meeting date to be in line with law and regulations.

2. For the equality and fairness to all of shareholders, the Company invited the shareholders to propose the agendas and thenominees to serve as directors to exercise the right to appoint directors individually, and to propose the questions prior to the 2025 Annual General Meeting date (during 16 December 2024 to 16 January 2025). The guidelines were clarified and noticed to the shareholders via: online system of SET, the Company website www.tndt.co.th and published the results to the shareholders via: online system of SET, to the invitation of the Company's shareholders meeting and in the shareholders' meeting. On the due date, there was no shareholder to propose agendas, nominees to serve as directors, or submit the questions in advance to the Company.

Furthermore, in year 2025 the Company's proportion of free float shares were at 46.08 percent, and the proportion of sharesheld by institutional investors were more than 5 percent.

The Shareholders' Meeting Date

1. The Company had a policy to facilitate and encourage shareholders including the institutional investors and proxies to register one hours prior the meeting to test the picture and sound. Shareholders were also allowed to register for the meeting even after the meeting had commenced and could maintain their rights for voting on those

resolutions that had not yet been determined. The Company also provided an opportunity for shareholders to meet without discrimination or any obstacles to communicate between shareholders.

2. In case of shareholders who would not be able to attend the meeting, the Company allowed the shareholders to authorize an Independent Director or any other person as a representative with proxy form A or B or C as attached on the letter of invitation (only one type) and evidence in accordance with the regulations as mentioned in the invitation letter, the rights to vote would be correspond to the number of shares held, ie 1 share per 1 vote of the same category of shares and having equality voting rights.

In case of the Company's share has more than one type, the Company will disclose the voting rights of each type of share.

3. The Chairman of the Board and all Committees, Executives and Auditors valued the importance of the AGM. Therefore, they attended and participated in the shareholders' meeting in order to express their opinions, raise any questions and clarifythe issues related to the agenda and the Company's business.

4. The Chairman of the Board assigned the Company Secretary to announce meeting regulations as required by law and Company regulations, e.g. opening of the meeting, voting and vote counting on each agenda, introducing all Board Members, Executives, Auditors and Management.

5. The Chairman of the Board, who chaired the AGM, also conducted the meeting agenda with respect for the agenda earlier announced in the Invitation, in which any additional or change on the agenda was prohibited so as not to infringe the rights of shareholders who could not attend the meeting themselves.

6. In the meeting, the shareholders had the rights to inquire about the Company's operations. The Chairman and Board of Directors fully provided an opportunity for shareholders to make inquiries, comments and suggestions in all agendas appropriately.

7. The Directors, having conflict of interest in any agenda, should not participate in the agenda.

8. For the resolutions voting, the company invited volunteers from those attending the meeting to witness and inspect each vote count. The voting results in term of approval, disapproval, abstains or voided ballot for each agenda were transparently presented to the meeting.

9. The Company Secretary records important questions and comments in the meeting minutes, including the voting results from shareholders To notify shareholders and keep it as evidence.

After the Meeting Date

1. The voting results of each agenda in both Thai and English were disclosed on the next day of AGM to the public by postingvia online system of SET.

2. The minutes were submitted to the SET and the Ministry of Commerce within 14 days of the completion of the meeting. It also contained the Directors attendance, voting guidelines and procedures, the memorandum of the important inquiries or comments raised by shareholders and the responses from the Directors, as well as the voting results of each agenda. For the AGM No. 19/2025, the Company had submitted the minutes on May 9, 2025.

To facilitate the exercise of shareholders in attending the AGM and support the voting rights of the shareholders in regards to the principles and guidelines in the manual of "AGM Checklist" as defined by Thai Investors Association, the Company has been evaluated by Thai Investors Association in the AGM of Shareholders for the year 2025 with a score of 96 (for the year 2024 with a score of 96).

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

Information about the selection of the board of directors

Board member selection, appointment and termination process and relevant issues are determined in the Company's Regulations, which can be concluded as follows:

1. The Board of Directors shall comprise of no less than 5 members and no more than 15 members. The Board Members are appointed by the shareholders' meeting. The Board must consist of at least 3 directors, 3 years tenure/ each, and 1/3 of Directors shall retire by rotation on the AGM of Shareholders. The Board of Directors consists of 9 Directors, they are (1) 2 Executive Directors, 1 is a female director, having managerial skills, knowledgeable in the Company's business and discretionary in management, and (2) 7 Non-Executive Directors, 4 are Members of the Independent Directors are 3 Audit Committee and Non-Executive Directors (more than 1/3 of the entire Board) and 3 are Non-Executive Directors, having various knowledge and expertise, which is the best interests of the Company's operations. In these, at least half of the board members must reside in Thailand.

2. Independent Director must be qualified in accordance with the Notification of the Capital Market Supervisory Board No. Tor Chor. 4/2552 Re: concerning Request and Permission for New Share Issuance (Vol. 2).

3. The shareholders' meeting shall select the board members using criteria and procedures as follow.

(1) A shareholder shall have one vote for each share held.

(2) A shareholder shall have votes according to the item (1) to vote for a candidate or multiple candidates, but, for the latter case, the vote may not be distributed for any particular candidates in any particular order.

(3) Candidates who receive highest numbers of vote, in ranking order, will be appointed as the directors according to the amountof vacant positions that must be appointed in such particular time. In case the selected candidates have equal votes exceed numbers of vacant positions in such particular time, the Chairman of the meeting shall make final decision.

4. During every Annual General Shareholders' Meeting, a-third of Board members at that time must retire by rotation. If the number of directors cannot be indivisible by 3, the closest number to a-third shall be used. The retired directors during the first and second years will be selected by taking draws. For the following years, the directors who are in the longest position shall be retired. The retired directors may be re-appointed to the positions.

5. Any director who wishes to resign from the position must submit the resignation letter. Such letter shall be effective on the date it reaches the Company.

6. To vote any director out of the position prior to the rotation period, the motion require 75% of total participating votes in the shareholders' meeting with shares no less than half of total shares held by participating shareholders.

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
1. Mr. SUWAT DANGPIBULSKUL	Chairman of the board of directors (Non-executive directors)	26 Apr 2007	Law, Business Administration, Economics, Governance/ Compliance
2. Mr. CHAYA JIVACATE	Vice-chairman of the board of directors (Non-executive directors)	27 Apr 2009	Governance/ Compliance, Engineering, Energy & Utilities, Economics, Construction Materials
3. Mr. VICHAI WATCHARAVATANAKUL	Director (Non-executive directors, Independent director)	26 Apr 2007	Law, Accounting, Sustainability, Internal Control, Governance/ Compliance
4. Assoc. Prof. Dr. WICHA JIWALAI	Director (Non-executive directors, Independent director)	26 Apr 2007	Corporate Social Responsibility, Governance/ Compliance, Internal Control, Audit, Engineering
5. Ms. CHOMDUEN SATAVUTHI	Director (Executive Directors)	26 Apr 2007	Governance/ Compliance, Risk Management, Engineering, Business Administration, Human Resource Management
6. Mr. KRIRKKIAT SATAVUTHI	Director (Non-executive directors)	26 Apr 2007	Governance/ Compliance, Engineering
7. Dr. JUMPON KLUAYMAI-NGARM	Director (Non-executive directors, Independent director)	22 Dec 2018	Economics, Banking, Governance/ Compliance, Risk Management, Finance

List of newly appointed director to replace the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
1. Mr. THANUN SATAVUTHI	Director (Executive Directors)	1 Sep 2025	Sustainability, Business Administration, Governance/ Compliance, Information & Communication Technology

Selection of independent directors

Criteria for selecting independent directors

Independent directors must possess all qualifications as prescribed in the Notification of the Capital Market Supervisory Board No. TorJor. 4/2552 Re: Application for and Approval of Offer for Sale of Newly Issued Shares (No. 2).

Definition of "Independent Director"

Independent Director refers to a Director whose qualifications are in line with the requirements of the Office of the Securities and Exchange Commission (SEC) and the Stocks Exchange of Thailand (SET), as follows;

1) Holding shares not exceeding 0.5% of the total shares with voting right of the Company, its parent company, subsidiaries, associates, major shareholders, and controlling parties of the Company, provided that the shares held by the related parties of such Independent Director shall be included. (including the connected persons as stipulated in section 258 of Securities and Exchange's Act)

2) Being not or has never been an Executive Director, staff, employee, advisor who receives salary, nor controlling parties of the Company, its parent company, subsidiaries, associates, same level subsidiaries, major shareholders, controlling parties of the Company or entities may have a conflict. Unless it is clear from the mentioned manner for not less than 2 years before his appointment as a Director.

3) Being not the person who has relationship by means of descent or legal registration under the status of father, mother, spouse, brothers and sisters, and children. The prohibitive persons also include spouses of daughters and sons of executives, major shareholders, controlling party or the person who is in the process of nomination to be the management or controlling party of the Company or its subsidiaries.

4) Having no or never have business relationship with the Company, its parent company, subsidiaries, associates, major shareholders, controlling parties of the Company or entities may have a conflict in respect of holding the power which may cause the obstacle of the independent decision, including not being or never been the significant shareholder, or controlling parties of any person having business relationship with the Company, its parent company, subsidiaries, associates, major shareholders, controlling parties of the Company or entities may have a conflict. Unless it is clear from the mentioned manner for not less than 2 years before his appointment as a Director.

5) Being not the Director who is nominated to be the representative of Directors of the Company, major shareholders, or any other shareholder related to the major shareholders.

6) Being not or has never been the auditor of the Company, its parent company, subsidiaries, associates, major shareholders,or controlling parties of Company, and is not the significant shareholder, controlling parties, or partner of

the auditing firm which employs such auditor of the Company, its parent company, subsidiaries, associates, major shareholders, or controlling parties of the Company. Unless it is clear from the above manner for not less than 2 years before his appointment as a Director.

7) Being not or has never been the professional service provider, including but not limited to legal service or financial advisor with received the service fee more than 2 million per year from the Company, its parent company, subsidiaries, associates, major shareholders, or controlling parties, and is not the significant shareholder, controlling parties, or partner of the above-mentioned service firms. Unless it is clear from the mentioned manner for not less than 2 years before his appointment as a Director.

8) Doing not operate the same and competitive business with the business of the Company, or its subsidiaries, or is not a significant partner of the partnership, or is not an executive director, employee, advisor who receives salary, nor holds share for more than 0.5% of the total shares with voting right of any other company which operates same and competitive business with the business of the Company, or its subsidiaries.

9) Being no any characteristic, which is unable to have the independent opinion regarding the business operation of the Company.

Remark:

The definition of Independent Directors of the Company which specify the configuration of the shareholding of Independent Directors as on item 1) / 8) are more intensive than the minimum requirements of the SEC or the SET, regarding the shareholding in the Company, not more than 1 percent of shares.

Business or professional relationships of independent directors over the past year

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

Selection of directors and the highest-ranking executive

Director Nomination

The Company, through the Nomination and Remuneration Committee, is responsible for nominating and selecting qualified candidates for each committee to ensure diversity in the Board structure. The composition shall be appropriate and aligned with the Company's business operations, growth strategy, and the specific nature or characteristics of the Company, including the complexity of its business compared with companies of similar size within the same or related industries.

Consideration is given to qualifications such as knowledge and expertise in the Company's business and related industries, professional background, specialized expertise, and personal attributes, as well as experience that is beneficial to the Company's business operations. Other factors include age, gender, educational background, and skills necessary to achieve the organization's key objectives and goals, including any skills that may still be lacking according to the Board Skill Matrix. This is to ensure that the Board as a whole possesses appropriate qualifications and is able to understand and respond effectively to the needs of stakeholders.

In this regard, the Company may engage a Professional Search Firm or utilize the Director Pool database of the Thai Institute of Directors Association (IOD) in the director nomination process.

Top-Executives and Executives Nomination

The Board of Directors would assign the Nomination and Remuneration Committee (NRC) to take responsibility for determining and reviewing the rules and regulations to meet the nomination processes of Human Resources in nominating and selecting a person to be appointed as Top-Executives and Executives, including the transfer and removal together with the Managing Director / CEO yearly in granting approval, the person to be considered as Deputy Managing Director and Assistant Managing Director or equivalent, and propose to the Board of Directors for consideration. The NRC would consider the knowledge, skills and experiences, including various expertise in the Company's business and related industries, in which would be the best interests of the Company's business. Moreover, such person should have leadership, vision and good attitude, good management skills, dare to think and make decisions, have creative ideas, and modernize to create business opportunities and lead the organization success. Anyway, the qualifications of such person should be under the Public Limited Companies Act BE 2535, the Securities and Exchange Act., Good Corporate Governance and Succession Plan.

Method for selecting directors and the highest-ranking executive

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

Rights of minority shareholders on director appointment

The Company provides shareholders with the opportunity to propose qualified persons for consideration and election as directors in advance of the Annual General Meeting of Shareholders. The Nomination and Remuneration Committee will consider the qualifications of the nominated persons and subsequently propose them to the Board of Directors for further consideration. The decision of the Board of Directors shall be final.

For persons who are not approved by the Nomination and Remuneration Committee, the Company will inform the shareholders and provide written clarification of the reasons.

Method of director appointment :	Method whereby each director requires approval votes more than half of the votes of attending shareholders and casting votes

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

Skill and expertise	Skills and expertise
1)Possessing knowledge and expertise in the Company's business and the relevant industries.	Sustainability, Engineering, Risk Management, Governance/ Compliance, Business Administration
2)Having professional specialization and experience that is beneficial to the Company's business operations.	Law, Accounting, Finance, Engineering, Business Administration
3)Possessing skills necessary to achieve the organization's key objectives and goals, as well as any skills that may still be lacking, as identified in the Board Skill Matrix.	Law, Marketing, Accounting, Finance
4)Having at least one non-executive director with experience in the Company's core business or industry. The Board should also include at least two female directors or at least 30% of the total Board members, and/or may include at least one female independent director, as women often contribute carefulness and prudence in management.	Governance/ Compliance
5)Age.	Others : Not older than 70 years of age.
6)Gender.	Governance/ Compliance
7)Educational background.	Economics, Law, Accounting, Finance, Engineering
8)Being a person who performs duties with responsibility, prudence, due care, and integrity.	Governance/ Compliance
9)Demonstrating leadership, vision, and a positive attitude, as well as strong ethics and moral integrity.	Governance/ Compliance, Others : Business ethics
10)Possessing qualifications as required under Section 68 of the Public Limited Companies Act B.E. 2535 (1992) and the Company's Articles of Association.	Law
11)Not having any prohibited characteristics as specified in the Notification of the Capital Market Supervisory Board No. TorJor. 28/2551 Re: Application for and Approval for Offering of Newly Issued Shares dated 15 December 2008, or other related notifications that may be amended or issued in the future.	Law, Governance/ Compliance

Information on the development of directors

Development of directors over the past year (1)

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. SUWAT DANGPIBULSKUL (Chairman of the board of directors)	Non-participating	Thai Institute of Directors (IOD) • 2007: Director Accreditation Program (DAP)
2. Mr. CHAYA JIVACATE (Vice-chairman of the board of directors)	Non-participating	Thai Institute of Directors (IOD) • 2009: Director Accreditation Program (DAP)
3. Mr. VICHAI WATCHARAVATANAKUL (Director, Independent director)	Participating	Thai Institute of Directors (IOD) • 2007: Director Accreditation Program (DAP) Other • 2025: The Evolving Role of Audit Committee in Fostering Trust and Transparency
4. Assoc. Prof. Dr. WICHA JIWALAI (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) • 2004: Director Accreditation Program (DAP) • 2002: Director Certification Program (DCP) Other • 2007: Chartered Directors • 2006: Audit Committee Program • 2006: The Role of Chairman • 2004: Finance for Non-Finance Director

List of directors	Participation in training in the past financial year	History of training participation
5. Ms. CHOMDUEN SATAVUTHI (Director)	Non-participating	Thai Institute of Directors (IOD) • 2007: Director Accreditation Program (DAP)
6. Mr. KRIRKKIAT SATAVUTHI (Director)	Non-participating	Thai Institute of Directors (IOD) • 2007: Director Accreditation Program (DAP)
7. Dr. JUMPON KLUAYMAI-NGARM (Director, Independent director)	Participating	Thai Institute of Directors (IOD) • 2025: Subsidiary Governance Program (SGP) • 2025: The Board's Role in Mergers and Acquisitions (BMA) • 2020: Risk Management Program for Corporate Leaders (RCL) • 2019: Advanced Audit Committee Program (AACP) • 2019: Director Certification Program (DCP) Other • 2025: Company Visit 3/2025 @ V Farm "Transforming Foodtech : How V Farm's Innovation-Driven Business Model is Shaping the Future" • 2025: Company Visit 5/2025 @ LINE MAN "Wongnai: Enhancing Customer Experiences: How Data Analytic Leads the Way" • 2025: Company Visit 6/2025 @ thailandpost "Unleashing Thai Post's Potential through Data-Driven Transformation" • 2021: Lessons Leanrt from Financial Cases : How Board should React • 2020: Boardroom Success through Financing and Investment • 2020: How to Develop a Risk Management Plan

List of directors	Participation in training in the past financial year	History of training participation
8. Mr. PARIN SATHIANPAGILANAGORN (Director)	Participating	Thai Institute of Directors (IOD) • 2025: Subsidiary Governance Program (SGP) • 2024: Director Accreditation Program (DAP)
9. Mr. THANUN SATAVUTHI (Director)	Non-participating	Thai Institute of Directors (IOD) • 2017: Financial Statements for Directors (FSD) • 2016: Director Certification Program (DCP) Other • 2020: O-DB-Director Briefing

Remark : *(1) Training courses from other institutions for the Board members can be found in Section 1, Business Operations and Performance Results, Section "3.4.2 Social Performance Results", heading "External Training (1) All Boards", page*

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

The Nomination and Remuneration Committee would review the assessment form together and present them to the Board of Directors. The Board of Directors and the Members of Sub-Committees would assess their performance together and assess the sufficiency of the internal control system by using the Self-Assessment form of the Board of Directors, by applying the form of the SET to suit for the Company, and utilize the results to develop and improve the business operations, to achieve the assigned goals. The Company would provide the Self-Assessment of the Board of Directors annually by the 4th quarter, and would be done in 2 ways.

These were done for the assessment of the effectiveness of the Board's performance on good corporate governance. The process would be as follows: -

1. The Nomination and Remuneration Committee would review the assessment accuracy, completely, and in accordance with the regulations by applying the Self-Assessment form on the basis of the form of the SET.
2. The Board of Directors and the Sub-Committees would assess self-performance together by the 4th quarter of every year.

The Company Secretary would gather and summarize the assessment results to the Board of Directors in order to develop and improve the business operations, to achieve the assigned goals. The results of the assessment would be disclosed in form 56-1 One Report.

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

The Board of Directors would assess their performances as a whole which would cover 6 different categories, they were:-

1. Structure and qualification of the Board of Directors.
2. Roles, duties, and responsibilities of the Board of Directors.
3. The Board of Directors meetings.
4. The Board of Directors' dynamic performance
5. Relationship with the Executives.
6. Self-development of the Directors.

The Director would assess his/her performance as an individual which would cover 5 different categories, they were:-

1. Qualification of the individual Director.
2. Readiness for duty.
3. Participation in the meetings.
4. Roles, duties, and responsibilities.
5. Relationship with the Boards and Executives.

The Self-Assessment of the Board of Directors were divided into 5 levels, they were:- 4 = Excellent / 3 = Good / 2 = Average / 1 = Below Average / 0 = Must be improved.

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

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Board of Directors	Group assessment	3.90	4.00
	Self-assessment	3.97	3.97
	Cross-assessment (assessment of another director)	None	None
Audit Committee	Group assessment	3.98	4.00
	Self-assessment	3.99	4.00
	Cross-assessment (assessment of another director)	None	None
Nomination and Remuneration Committee	Group assessment	3.91	4.00
	Self-assessment	3.93	4.00
	Cross-assessment (assessment of another director)	None	None

8.1.2 Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the past year (times) : 9

Date of AGM meeting : 25 Apr 2025

EGM meeting : No

Details of the board of directors' meeting attendance

List of directors	Number of Board Meeting			AGM meetings			EGM meetings		
	Meeting attendance (times)	/	Meeting attendance rights (times)	Meeting attendance (times)	/	Meeting attendance rights (times)	Meeting attendance (times)	/	Meeting attendance rights (times)
1. Mr. SUWAT DANGPIBULSKUL (Chairman of the board of directors)	9	/	9	1	/	1	N/A	/	N/A
2. Mr. CHAYA JIVACATE (Vice-chairman of the board of directors)	9	/	9	1	/	1	N/A	/	N/A
3. Mr. VICHAI WATCHARAVATANAKUL (Director, Independent director)	9	/	9	1	/	1	N/A	/	N/A
4. Assoc. Prof. Dr. WICHA JIWALAI (Director, Independent director)	9	/	9	1	/	1	N/A	/	N/A
5. Ms. CHOMDUEN SATAVUTHI (Director)	9	/	9	1	/	1	N/A	/	N/A
6. Mr. KRIRKKIAT SATAVUTHI (Director)	8	/	9	1	/	1	N/A	/	N/A
7. Dr. JUMPON KLUAYMAI-NGARM (Director, Independent director)	9	/	9	1	/	1	N/A	/	N/A
8. Mr. PARIN SATHIANPAGILANAGORN (Director)	9	/	9	1	/	1	N/A	/	N/A
9. Mr. THANUN SATAVUTHI (Director)	2	/	9	0	/	0	N/A	/	N/A
10. Mr. ADISORN THAVORNTHANASARN (Director, Independent director)	2	/	9	1	/	1	N/A	/	N/A

Summary of the board of directors' meeting attendance rate

List of directors	Board of directors' meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. SUWAT DANGPIBULSKUL (Chairman of the board of directors)	9/9 (100.00%)	1/1 (100.00%)	N/A
2. Mr. CHAYA JIVACATE (Vice-chairman of the board of directors)	9/9 (100.00%)	1/1 (100.00%)	N/A
3. Mr. VICHAI WATCHARAVATANAKUL (Director, Independent director)	9/9 (100.00%)	1/1 (100.00%)	N/A
4. Assoc. Prof. Dr. WICHA JIWALAI (Director, Independent director)	9/9 (100.00%)	1/1 (100.00%)	N/A
5. Ms. CHOMDUEN SATAVUTHI (Director)	9/9 (100.00%)	1/1 (100.00%)	N/A
6. Mr. KRIRKKIAT SATAVUTHI (Director)	8/9 (88.89%)	1/1 (100.00%)	N/A
7. Dr. JUMPON KLUAYMAI-NGARM (Director, Independent director)	9/9 (100.00%)	1/1 (100.00%)	N/A
8. Mr. PARIN SATHIANPAGILANAGORN (Director)	9/9 (100.00%)	1/1 (100.00%)	N/A
9. Mr. THANUN SATAVUTHI (Director)	2/9 (22.22%)	N/A	N/A
10. Mr. ADISORN THAVORNTHANASARN (Director, Independent director)	2/9 (22.22%)	1/1 (100.00%)	N/A
Average meeting attendance rate	**(83.33%)**	**100.00%**	**N/A**

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

Mr. Krirkkiat Satavuthi

- Absent from the meeting due to urgent commitments.

Mr. Adisorn Thavornthanasarn

- The Board of Directors meeting No. 1/2025 on February 28, 2025, resolved to appoint Mr. Adisorn Thavornthanasarn as a director of the company, replacing Dr. Vasu Keerativutisest, who resigned, and to appoint him as an independent director, effective March 1, 2025.
- Mr. Adisorn Thavornthanasarn resigned from the position of director of the company, effective May 19, 2025.

Mr. Thanan Satavuthi

- The Board of Directors meeting No. 7/2025 on August 23, 2025, resolved to appoint Mr. Thanan Satavuthi as a director of the company, replacing Mr. Adisorn Thavornthanasarn, who resigned, effective September 1, 2025. The newly appointed director will serve a term equal to the remaining term of the resigning director.

Remuneration of the board of directors

Types of remuneration of the board of directors

Remuneration in Cash

At the 19th Annual General Meeting of Shareholders (AGM), held on April 25, 2025, the shareholders approved the remuneration for the Board of Directors, the Nomination and Remuneration Committee, and the Audit Committee for a total amount not exceeding THB 2,500,000. However, for the fiscal year 2025, the Company paid only the meeting allowances to the Board and Sub-committees, totaling THB 765,000. This was due to the fact that the Board of Directors voluntarily waived their rights to the remaining portion of the approved remuneration. The purpose of this gesture was to retain the funds as working capital and to support the business expansion of the Company, which the meeting allowance of

- Chairman of the Board, Chairman of the Nomination and Remuneration Commiittee and Chairman of the Audit Committee were at Baht 15,000.- each
- Directors, Nomination and Remuneration Commiittees and Audit Committees were at Baht 10,000.- each.

Other Remunerations

No any other benefits and compensation than the meeting and remuneration allowances under item A, if any , shall be included in the remuneration of directors for the year 2025.

Remuneration of the board of directors

The meetings in year 2025, there were

- **Board of Directors Meetings:**
  A total of 9 meetings were held. Meeting allowances were paid for 6 meetings, while directors waived the allowances for 3 meetings as they involved follow-up agenda items.
- **Audit Committee Meetings:**
  A total of 6 meetings were held. Meeting allowances were paid for 4 meetings, while directors waived the allowances for 2 meetings as they involved follow-up agenda items.

  Nomination and Remuneration Committee Meetings:
  A total of 5 meetings were held. Meeting allowances were paid for 3 meetings, while directors waived the allowances for 2 meetings.
- **Executive Committee Meetings:**
  A total of 2 meetings were held, with no meeting allowances or remuneration paid.
- **Joint Meetings of Non-Executive Directors / Independent Directors / Audit Committee:**
  A total of 2 meetings were held, with no meeting allowances or remuneration paid.

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Mr. SUWAT DANGPIBULSKUL (Chairman of the board of directors)			**325,000.00**		**0.00**
Board of Directors (Chairman of the board of directors)	90,000.00	235,000.00	325,000.00	No	
2. Mr. CHAYA JIVACATE (Vice-chairman of the board of directors)			**290,000.00**		**0.00**
Board of Directors (Vice-chairman of the board of directors)	60,000.00	200,000.00	260,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	30,000.00	0.00	30,000.00	No	
3. Mr. VICHAI WATCHARAVATANAKUL (Director, Independent director)			**330,000.00**		**0.00**
Board of Directors (Director)	60,000.00	200,000.00	260,000.00	No	
Audit Committee (Member of the audit committee)	40,000.00	0.00	40,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	30,000.00	0.00	30,000.00	No	
4. Assoc. Prof. Dr. WICHA JIWALAI					

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
(Director, Independent director)			**365,000.00**		**0.00**
Board of Directors (Director)	60,000.00	200,000.00	260,000.00	No	
Audit Committee (Chairman of the audit committee)	60,000.00	0.00	60,000.00	No	
Nomination and Remuneration Committee (The chairman of the subcommittee)	45,000.00	0.00	45,000.00	No	
5. Ms. CHOMDUEN SATAVUTHI (Director)			**260,000.00**		**0.00**
Board of Directors (Director)	60,000.00	200,000.00	260,000.00	No	
Executive Committee (The chairman of the executive committee)	0.00	0.00	0.00	No	
6. Mr. KRIRKKIAT SATAVUTHI (Director)			**250,000.00**		**0.00**
Board of Directors (Director)	50,000.00	200,000.00	250,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
7. Dr. JUMPON KLUAYMAI-NGARM (Director, Independent director)			**300,000.00**		**0.00**
Board of Directors (Director)	60,000.00	200,000.00	260,000.00	No	
Audit Committee (Member of the audit committee)	40,000.00	0.00	40,000.00	No	
8. Mr. PARIN SATHIANPAGILANAGORN (Director)			**260,000.00**		**N/A**
Board of Directors (Director)	60,000.00	200,000.00	260,000.00	No	
Investment Committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	
9. Mr. THANUN SATAVUTHI (Director)			**110,000.00**		**0.00**
Board of Directors (Director)	10,000.00	100,000.00	110,000.00	No	
Executive Committee (Vice-chairman of the executive committee)	0.00	0.00	0.00	No	
10. Mr. Niyom Minivathakorn (Member of the executive committee)			**0.00**		**0.00**
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
11. Mr. Argorn Kanjanasomboon (Member of the executive committee)			**0.00**		**0.00**
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
12. Mr. Weeraded Khunvitayapaisal (Member of the executive committee)			**0.00**		**0.00**
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
13. Mr. Thanun Satavuthi (The chairman of the subcommittee)			**0.00**		**0.00**
Committee for Sustainable Development (The chairman of the subcommittee)	0.00	0.00	0.00	No	
Investment Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
14. Mr. ADISORN THAVORNTHANASARN (Director, Independent director)			**10,000.00**		**0.00**
Board of Directors (Director)	10,000.00	0.00	10,000.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	520,000.00	1,735,000.00	2,255,000.00
2. Audit Committee	140,000.00	0.00	140,000.00
3. Executive Committee	0.00	0.00	0.00
4. Nomination and Remuneration Committee	105,000.00	0.00	105,000.00
5. Investment Committee	0.00	0.00	0.00
6. Committee for Sustainable Development	0.00	0.00	0.00

Note

Remuneration of Directors

- The total remuneration paid to the Chairman of the Audit Committee in 2025 remained higher than that of the Chairman of the Board, consistent with past practice, at a rate of 12.31%.
- The Vice Chairman received remuneration higher than that of the directors by 11.54%, as the Vice Chairman serves on two committees, namely the Board of Directors and the Nomination and Remuneration Committee.
- Mr. Adisorn Thawornthanasarn resigned from his position as a director, effective 19 May 2025. Therefore, he did not receive annual remuneration for 2025 and was entitled only to meeting allowances.
- Mr. Thanan Satavuthi was appointed as a director in place of Mr. Adisorn Thawornthanasarn at the Board of Directors' Meeting No. 7/2025 held on 23 August 2025, with effect from 1 September 2025.

Remunerations or benefits pending payment to the board of directors

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

8.1.3 Supervision of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated companies :	Yes
Mechanism for overseeing subsidiaries and associated companies :	Yes
Mechanism for overseeing management and taking responsibility for operations in subsidiaries and associated companies approved by the board of directors :	The appointment of representatives as directors, executives, or controlling persons in proportion to shareholding, The determination of the scope of duties and responsibilities of directors and executives as company representatives in establishing important policies, Disclosure of financial condition and operating results, Transactions between the company and related parties, Other significant transactions, Acquisition or disposal of assets, Internal control system of the subsidiary operating the core business is appropriate and sufficient in the subsidiary operating the core business

"Subsidiary" and "Associate" under the policy governing the operation of subsidiaries and associates shall mean a subsidiary or associate that conducts core business as defined in the Capital Market Supervisory Board's announcement regarding the application and authorization for the offering of newly issued shares.

The Company has established a policy governing the operation of its subsidiaries and associates, defining both direct and indirect measures and mechanisms to enable the Company to effectively and appropriately control and oversee the management and operations of its subsidiaries and associates. This allows for monitoring and ensuring compliance with the established measures and mechanisms, treating them as if they were separate entities of the Company, thereby safeguarding the Company's investment interests and enhancing shareholder confidence. In cases where any transaction or action by a subsidiary or associate requires approval from the Company's Board of Directors and/or shareholders' meeting (as applicable), the Board of Directors shall convene a meeting of the Board and/or shareholders. To consider and approve such matters prior to the subsidiary and associated companies holding their board meetings and/or shareholder meetings to consider and approve the transaction or action in such matters, the Company shall disclose information and comply with the rules, conditions, and procedures related to the transaction or action of the subsidiary in such matters as prescribed by applicable laws.

However, this policy applies only insofar as it does not conflict with any foreign laws or regulations applicable to such subsidiary and associated companies, and only to the extent that it does not cause the Company's foreign subsidiaries and associated companies to lose any rights they are entitled to under foreign laws. In order to protect the interests of the Company's investments, a mechanism for overseeing subsidiaries and/or associated companies has been established, with the following details:

1) The Company will appoint individuals to serve as directors and/or executives in subsidiaries and/or associated companies in proportion to the Company's shareholding in such subsidiaries and/or associated companies, except in cases of limitations or to comply with existing contractual agreements, to oversee and manage the business of the subsidiaries and/or associated companies, ensuring that the subsidiaries and/or associated companies comply with the Company's policies, goals, vision, and strategic growth plans. Effectively, the directors and executives of the subsidiary

companies as mentioned above, who are nominated by the Company, must possess the qualifications, roles, duties, and responsibilities as prescribed by applicable laws, and must not exhibit characteristics indicating a lack of trustworthiness as defined in the Securities and Exchange Commission's announcement regarding the determination of characteristics indicating a lack of trustworthiness of directors and executives of companies.

2) Any transaction or action by a subsidiary and/or associated company (as the case may be) in the following cases must be approved by the Company's Board of Directors meeting before the subsidiary and/or associated company enters into the transaction:

(2.1) The appointment of individuals as directors or executives in a subsidiary and/or associated company.

(2.2) Consideration and approval of the payment of dividends by a subsidiary company that is lower than that stipulated in the dividend payment policy.

(2.3) Amendment of the subsidiary company's articles of association, except in cases of significant amendments as per clause (3) below, which require approval from the Company's shareholders' meeting with the required number of votes as specified in that clause.

(2.4) Consideration and approval of the subsidiary company's annual budget, except in cases specified in the Delegation of Authority of the subsidiary company, which has been approved by the Company's Board of Directors meeting.

3) Amendment of the subsidiary company's articles of association in matters that may significantly affect the Company's financial position, operating results, or governance. The management of a subsidiary company, including but not limited to amendments to the subsidiary's articles of association that may affect the company's rights to appoint individuals as directors and/or executives in the subsidiary to reflect the company's shareholding in the subsidiary, the voting of directors representing the company at the subsidiary's board meetings, the company's voting at the subsidiary's shareholder meetings, and/or the payment of dividends by the subsidiary, etc., must be approved by the company's board of directors before the subsidiary proceeds with such actions.

4) Any transaction or action by the subsidiary in the following cases must be approved by the company's board of directors and/or shareholder meeting before the subsidiary enters into the transaction, depending on the size of the transaction to be entered into by the subsidiary compared to the size of the company, in accordance with the rules on the acquisition or disposal of assets and/or related party transactions (as applicable) of the Capital Market Supervisory Board and the Stock Exchange of Thailand by analogy:

(4.1) Capital increase, share allocation, capital reduction, and/or change of paid-up capital of the subsidiary that does not conform to the original shareholding proportion of shareholders.

(4.2) The subsidiary entering into transactions with related parties of the company or its subsidiaries, or transactions related to the acquisition or disposal of assets of the subsidiary.

(4.3) Transfer or waiver of rights. This includes waiving any claims against those who have caused damage to the subsidiary.

(4.4) Selling or transferring all or a significant part of the subsidiary's business to another person.

(4.5) Acquiring or taking over a significant portion of another company's business for a subsidiary.

(4.6) Entering into, amending, or terminating contracts relating to the leasing of all or a significant portion of the subsidiary's business, assigning management of the subsidiary's business to another person, or merging the subsidiary with another person.

(4.7) Leasing, hire-purchasing, or leasing all or a significant portion of the subsidiary's business or assets.

(4.8) Borrowing money, lending money, providing credit, guaranteeing, entering into contracts that increase the subsidiary's financial burden, or providing any other form of financial assistance to another person that is not part of the subsidiary's normal business.

(4.9) Dissolving the subsidiary.

(4.10) Any other transaction that is not part of the subsidiary's normal business and has a significant impact on the Company.

5) Directors and executives of the subsidiary or associated company to which the Company has appointed representatives shall have discretion in voting at board meetings of the subsidiary and/or associated company on matters relating to general management and the normal operation of the subsidiary and/or associated company as they deem appropriate for the best interests of the Company and the subsidiary or associated company (as the case may be), unless otherwise provided for in this policy. And the duties are as follows:

(5.1) Oversee the efficient operation of subsidiary businesses and manage the Company's investment returns in subsidiaries appropriately.

(5.2) Ensure that subsidiaries have appropriate and robust internal control systems to prevent potential fraud. This includes establishing clear systems demonstrating adequate disclosure of significant transactions in accordance with established criteria on a continuous and reliable basis. Furthermore, there should be channels for the Company's directors and executives to access information on subsidiaries for effective monitoring of performance, financial position, transactions between subsidiaries and related parties, and significant transactions. In addition, a mechanism for auditing these systems must be established, with an internal audit team from the Company or its subsidiaries auditing the internal control systems according to an audit plan approved by the Audit Committee. Independent directors of the Company should have direct access to audit information or reports to report audit results to the Company's directors and executives, ensuring that subsidiaries consistently comply with the established systems.

(5.3) Ensure that subsidiaries disclose information regarding their financial position and performance, related party transactions, and the acquisition or disposal of significant assets to the Company completely, accurately, and within the timeframe specified by the Company.

(5.4) Disclose and submit information on their own interests and those of related parties to the Company's Board of Directors.

(5.5) Report business plans, business expansion plans, large investment projects, and joint ventures with other businesses to the Company through monthly or quarterly performance reports, and provide explanations or supporting documents for consideration in such cases upon request from the Company.

(5.6) Explain and provide information or documents related to operations or any other documents to the Company upon request.

(6) The Company's Board of Directors will monitor that directors and executives of subsidiaries and associated companies, acting as representatives of the Company, perform their duties and responsibilities within their scope, to ensure that business operations comply with the law, regulations, and Company policies, and to participate in and vote as required by the Company in all Board meetings of subsidiaries and associated companies when considering agenda items that are significant to the business operations of the subsidiaries and associated companies.

(7) The Company's Board of Directors The company will continuously monitor the performance of its subsidiaries and associated companies to ensure they comply with their plans, and will ensure that subsidiaries disclose their financial position and operating results, related party transactions, acquisitions or disposals of assets, and any other significant transactions with the company. Furthermore, the company will ensure that all operations are conducted in accordance with the regulations governing the supervision and management of subsidiaries and associated companies, and in compliance with the relevant announcements of the Securities and Exchange Commission (as applicable).

8.1.4 The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

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

Conflict of Interest / Connected Transaction /Trading of Company Securities / Insider's Information and Information Technology System

To prevent conflict of interest issue, the Board of Directors has overseen the Company by the policies of information disclosure, management of confidential information to prevent data leakage, protection of confidential information and market sensitive information. There were the policies and procedures to prevent the Directors, the Executives or the connected person from using insider's information for personal benefits as follows:-

(1) Reporting of Conflict of Interest must have been approved by the Board of Directors. In all, to approve the connected transaction, the Company must have been taken into consideration of the best interest, fairness, rationale behind transaction and consistency with market pracetice.

(2) Overseeing of Insider's Information Usage. The Board of Directors had a policy to prevent any Director or Executive to benefit from the significant insider's information that would be market sensitive information. The Board of Directors should convene the meeting, vote on the issue with the consent from the Audit Committee, and report to the SET on the following working day. Therefore, the Directors and Executives did not have an opportunity to use such confidential insider's information for personal benefits.

(3) The Directors, Executives and connected person should disclose the stakeholding information and their trading or holding of Company's securities and the connected persons as well.

The Company has disseminated knowledge, communicated and reviewed policies to prevent directors and executives, including employees who have been working in related departments, to use internal information for the benefit of themselves or others which were considered to exploit other shareholders. Therefore, all directors and executives should disclose interest information or the company's securities holding or changes during the first month before Financial statements disclosure to the public, both their own and those connected to the board (Should not buy-sell one month in advance before public disclosure of financial statements)

In addition, the Company's new directors or executives including those involved should report their holdings of the Company's securities within 30 working days after being appointed, as well as report the trading of securities at least 1 day in advance or report changes in securities holdings within 3 working days after buying, selling, transferring or receiving transfers. Such information should be submitted to the Board regularly or notified to the Company Secretary for reporting to the SEC, in accordance with Section 59 of the SEC Act of 2535, and disclosed in form 56-1 One report.

In 2025, No any employees in related departments buy, sell, transfer or receive transfers and no any Directors, Top Executives, Executives including the related employees use internal information for their benefits or others in any unlawful way.

The Company has also required Directors and Executives to be aware of the operations with characteristics of connected transactions and conflicts of interest which the Company might have, should be operated with transparency, accountability, reasonable pricing, and fair and at arms' length. In addition, there were measures for the Company to allow the Audit Committee to comment on the necessity of entering such connected transaction or conflict of interest, whether the prices were reasonable and appropriate by considering various conditions which shall be normal trading operations at the market price. In the case of the Audit Committee did not have expertise in considering any connected transactions, the Company would provide knowledgeable and special expertise persons, such as auditors, property appraisers, law firms being a third party and independent to comment on such connected transactions The comments would be for the decision making of the Audit Committee and present to the Board of Directors or shareholders, a case by case. In case of transactions that were required to disclose the information, or requesting approval from shareholders, in accordance with the regulations of the SET, the Company would disclose details and reasons of such transaction to shareholders in advance, before entering the transaction.

In 2025, the Company did not enter into any connected transactions that violated or not complying with the rules of the SET and the SEC. In addition, the Company would disclose internal information that might affect the investment and the personal benefits of the directors, executives or those involved on that date immediately or before 09.00 a.m. on the next day (if any).

Number of cases or issues related to conflict of interest

	2023	2024	2025
Total number of cases or issues related to conflict of interest (cases)	0	0	0

Prevention of the use of inside information to seek benefits

Operations for prevention of the use of inside information to seek benefits over the past year

Has the company operated in preventing the use of inside information to seek benefits over the past year : Yes

- Individuals should avoid any actions that conflict with the company's interests, compete with the company, or engage in activities outside of the company's scope, including trading the company's securities.
- They must uphold what is right and legal, and refrain from abuse or neglect of duty to gain undue advantage for themselves or others, or to intentionally harm others.
- They should refrain from seeking personal gain from information obtained through their position, duties, and responsibilities, which constitutes unfair advantage over other shareholders. Therefore, they should disclose information regarding their holdings of the company's securities and any changes thereto, both for themselves and related parties, within one month prior to the public disclosure of financial statements (refraining from buying or selling securities one month before the public disclosure of financial statements).
- Personnel involved in operations have a duty to disclose information regarding their interests and those of related parties immediately upon the occurrence of any transaction, enabling the company to investigate potential conflicts of interest. The company secretary is assigned the duty to report any changes in interests to the Chairman and the Chairman of the Audit Committee, and to review any transactions involving interests annually.
- They should avoid engaging in related party transactions with individuals that may have conflicts of interest with the company. If necessary, such transactions must be reported to and approved by the Board of Directors, taking into account the benefits, fairness, and reasonableness of the transaction. Transactions must be fair and at arms' length and conducted at market prices, with price comparisons possible with external parties.
- Employees must refrain from holding shares in competitors if such holdings impose restrictions on their duties or negatively impact their work.
- Employees must disclose to the company if they or their family members hold shares in any business that may create a conflict of interest or conflict of business with the company, regardless of whether those shares were acquired prior to employment, before the company entered into that business, or through inheritance.
- Employees must avoid using work time to search for information, contact, or trade securities or assets for personal or other benefit other than for the benefit of the company.
- Reports of conflicts of interest must be approved by the Board of Directors. Approval must consider the benefits, fairness, reasonableness of the transaction, and adherence to market conditions and prices.
- The company disseminates knowledge and understanding of insider trading to all personnel from the moment they begin their duties and regularly reviews and verifies its policy on preventing the misuse of inside information for personal or other gain through internal audit procedures.

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

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

Anti-corruption action

Operations in anti-corruption in the past year

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

Anti-Corruption Policy

The Board of Directors is committed to and prioritizes conducting business with honesty, fairness, and responsibility towards society and all stakeholders. This is achieved by adhering to the principles of good corporate governance, ethical principles, business conduct, and the company's code of conduct, as well as strictly complying with both government and private sector regulations. The company oversees the establishment of an anti-corruption policy and guidelines, including training, promotion, and instilling knowledge of the company's anti-corruption policy and guidelines among employees. This includes prohibiting the payment of bribes for business gain, emphasizing the importance of performing duties with integrity, and regularly monitoring the implementation to prevent risks of corruption.

"Directors, executives, employees, and staff of the company are prohibited from using their authority, directly or indirectly, to seek personal gain or the gain of others. This also includes prohibiting the offering of illegal incentives to any individual to obtain business benefits for the company. The company conducts regular monitoring, review, and assessment of corruption risks at least once a year, and reviews its guidelines and operational requirements to ensure compliance with business changes, regulations, and legal requirements."

The company communicates and educates all personnel on this policy through information technology systems, notices, and training. To establish understanding of requirements, guidelines, and responsibilities so that everyone in the organization, including stakeholders, is aware of and follows the same policy.

Responsibilities:

Board of Directors

To consider and approve policies, assess risk management systems, and provide guidance and support for various actions to reduce or control risks that may lead to corruption in all activities of the Company/subsidiaries. This ensures that employees at all levels understand, are aware of, and prioritize this matter. In cases where the Audit Committee reports fraudulent activity affecting the Company/subsidiaries, the Board of Directors will provide advice, recommendations, and consider disciplinary actions, and jointly find solutions for the Executive Committee and the Managing Director to prevent such incidents or similar incidents from recurring.

Audit Committee

1. To consider the anti-corruption policy and review the appropriateness of policy changes as presented by the Executive Committee and the Managing Director, ensuring they are appropriate to the business model, company environment, and organizational culture, and present them to the Board of Directors for approval.
2. To review the financial and accounting reporting system, internal control system, internal audit system, and risk management system to ensure accuracy, transparency, rigor, appropriateness, timeliness, efficiency, and compliance with international standards.
3. To receive whistleblowers/complaints regarding fraudulent activities involving individuals within the organization, investigate the facts as reported, and present the matter to the Board of Directors for joint consideration of disciplinary action. Or to resolve such issues

The Executive Committee and the Chief Executive Officer

1. Establish the anti-corruption policy and review the policy regularly to ensure it aligns with changes in business characteristics, regulations, rules, or legal requirements related to business operations, and submit it to the Audit Committee.
2. Communicate, train, and promote knowledge of the anti-corruption policy and practices among the company's/ subsidiary's employees and related parties.
3. Investigate and assist in all processes to ascertain the facts as reported or as assigned by the Audit Committee when corruption occurs. The Executive Committee and the Managing Director may assign this task to a management team deemed capable of assisting in the fact-finding process.

Internal Audit

1. Perform duties in auditing and reviewing operations in accordance with the annual internal audit plan approved by the Audit Committee. Submit quarterly reports on internal control systems and corruption risk assessments to the Audit Committee, or immediately if findings may cause serious problems if not acted upon promptly.
2. Perform duties assigned by the Audit Committee regarding investigations into organizational corruption, beyond the annual internal audit plan.

Guidelines for Action

1. Directors, executives, and employees at all levels Employees must comply with the anti-corruption policy, ethical principles and business conduct, including policies and practices towards various stakeholders, relevant company regulations and operating manuals, and any other guidelines that the company may establish in the future. They must not be involved in any corruption, directly or indirectly.
2. Employees must not neglect, ignore, or disregard any actions that may constitute corruption related to the company or its subsidiaries. They must immediately report such activities to their supervisor or responsible person and cooperate with any investigation into the facts. In case of any doubts or questions, they should consult their supervisor or the person designated for monitoring compliance with business ethics through the various channels specified by the company.
3. This anti-corruption policy covers all aspects of human resource management, from recruitment and hiring to training, performance evaluation, promotion, and compensation. Supervisors at all levels must communicate and ensure understanding of this policy with their subordinates and oversee its effective implementation. They must also serve as positive role models in honesty, integrity, morality, and professional conduct.
4. Directors, executives, and employees at all levels must carefully consider and act in matters that may pose a risk of corruption. This includes aspects such as accepting or giving gifts, entertainment, donations, business relationships, and procurement, all of which must adhere to the established business code of ethics.
5. The Company/its subsidiaries prioritize training, disseminating knowledge, and promoting understanding of this policy through orientation for new employees, as well as posting notices, emails, and the company website, or

any other appropriate methods. All employees throughout the organization and any other individuals whose duties involve the Company/its subsidiaries must adhere to the anti-corruption policy and guidelines to ensure continuous awareness.

6. The Company is committed to promoting awareness and maintaining a corporate culture of honesty, integrity, ethical conduct, and combating corruption in all its activities.

Operational Requirements

1. This anti-corruption policy covers all human resource management processes, from recruitment and hiring, training, performance evaluation, promotion, and compensation. Supervisors at all levels are required to communicate and ensure understanding of this policy with their subordinates, and to oversee its effective implementation. This also includes setting a good example in honesty, integrity, morality, and professional conduct.
2. Any actions taken in accordance with this anti-corruption policy must adhere to the guidelines set forth in the Code of Ethics and Business Conduct Manual, the Good Governance Manual, policies and guidelines for various stakeholders, and all relevant company regulations and operational manuals, as well as any other guidelines the company may establish in the future.
3. To ensure clarity in addressing potential risks of corruption, all company directors, executives, and employees at all levels must carefully consider and act in the following matters:
   3.1) The acceptance or giving of gifts, tokens of appreciation, entertainment, and expenses must comply with the guidelines set forth in the Code of Ethics.
   3.2) The giving or receiving of donations or financial support must be transparent and legally compliant, ensuring that the donations or support are not used as a pretext for bribery.
   3.3) Business relationships... Furthermore, all procurement and contracting activities, including giving or receiving bribes, are prohibited. All business operations and interactions with business partners, contractors, government agencies, or other entities conducting business must be transparent and comply with all applicable laws.
   3.4) Political Assistance or Support: Any political activity within the company is prohibited, and no company resources will be used for such activities. The company is committed to political neutrality, supports adherence to the law and democratic governance, and will not provide any political assistance, directly or indirectly, to any political party.
4. This anti-corruption policy covers all activities related to the company's/subsidiaries' operations.

Monitoring and Evaluation Guidelines:

1. The Internal Audit Committee is responsible for auditing and reviewing the internal control system, risk management, corporate governance, and compliance with legal requirements. Significant recommendations and audit reports will be submitted to the Audit Committee. This is conducted in accordance with the annual audit plan approved by the Audit Committee. Regular monitoring, testing, and assessment of the risk of corruption will be conducted at least once a year to ensure the effective implementation of anti-corruption practices.
2. Regular reviews of practices and operational requirements will be conducted to ensure alignment with business changes, regulations, and legal requirements. The assessment results will be presented to the Audit Committee. And report to the Board of Directors in a timely and regular manner.
3. In the event of a factual investigation, if it is found that the information or complaint has evidence that there is reasonable cause to believe that it is a transaction or action that may have a significant impact on the financial position and operating results of the company, including violations of the company's laws or business ethics, or practices in preventing involvement in corruption, or suspicions regarding financial reporting or internal control systems, the Audit Committee will report to the Board of Directors for corrective action within a timeframe deemed appropriate by the Audit Committee.

In 2025, from monitoring and reviewing operations, the company found no evidence of internal corruption or whistleblowing from stakeholders. Furthermore, the company has signed cooperation agreements to operate in accordance with ethical principles, upholding responsibility to stakeholders, including the prevention and combating of corruption, with its clients.

Number of cases or issues related to corruption

	2023	2024	2025
Total number of cases or issues related to corruption (cases)	0	0	0

Whistleblowing

Operations related to whistleblowing over the past year

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

Whistleblowers, Complaints, Comments, or Suggestions The Board of Directors values the participation of employees and all stakeholders. Therefore, it has established channels for reporting whistleblowers, filing complaints regarding rights violations, or expressing opinions or suggestions beneficial to the company's business development. Clear contact information is provided as follows:

- Independent Committee: independent@tndt.co.th
- Company Secretary: secretary@tndt.co.th
- Complaints : Address Independent Committee / Company Secretary,
  Thai NDT Public Company Limited,
  19 Soi Ramkhamhaeng 60, Yaek 8 (Suan Son 8), Ramkhamhaeng Road, Huamark, Bangkapi, Bangkok 10240, Thailand
- Telephone: +662-735-0801 (Auto 10 lines) / 080-0702553
- Fax: +662-735-1941

The Company Secretary / Audit Committee Secretary / Independent Director / Complaints Unit will collect and present the information to the relevant management / Independent Committee / Audit Committee and the Board of Directors. For consideration in order

Protection of Whistleblowing, Complaints, Comments, or Suggestions

The Company has a policy to protect employees/whistleblowers, complaints, comments, or suggestions. Complainants may choose to remain anonymous if they believe disclosure would compromise their safety or cause harm. If a complainant discloses their identity, the Company will maintain the confidentiality of their information and take appropriate action. This includes investigating the information and reporting any significant impact to the Board of Directors for consideration, recommendations, and further action, including remedies or legal proceedings for the offence.

Receipt : Via email / mail / telephone / fax

Collection : By the Company Secretary / Audit Committee Secretary / Independent Director / Authorized Person.

Reporting : Remedial measures or legal processes for the offence will be implemented later. The information will be presented to the Audit Committee / Independent Directors for initial consideration and reported to the Board of Directors for review and recommendations.

Action: Remediation, remedies, or legal action will be taken for the offence.

Number of cases or issues related to whistleblowing

	2023	2024	2025
Total number of cases or issues received through whistleblowing channels (cases)	0	0	0

The monitoring of compliance with other corporate governance policy and guidelines

The Board of Directors prioritizes overseeing and guiding business operations, and monitors management and all personnel to ensure adherence to ethical principles, professional conduct, and good corporate governance. The company is committed to operating responsibly towards the community, society, and the environment, aligning with the organization's objectives, goals, and strategies, and considering the rights, laws, and agreements of all stakeholders. Furthermore, the company adequately discloses important information to stakeholders, refrains from actions that violate rights, and provides channels for reporting and filing complaints regarding legal violations, inaccurate financial reporting, flawed internal control systems, or unethical conduct. Measures are in place to protect the rights of whistleblowers, ensuring that the Board of Directors, management, employees, and all stakeholders are aware of and follow these guidelines.

The company has also developed a Business Ethics Manual and a Company Bylaws Manual to serve as guidelines for the Board of Directors, management, executives, and all employees. Additionally, the company conducts follow-up monitoring to ensure alignment with its objectives. The organization's goals and strategies have always been in place. Over the past year, the company has monitored its compliance with good corporate governance practices covering the following areas:

1) Shareholders
2) Customers
3) Employees
4) Business Partners
5) Creditors
6) Competitors
7) Government Agencies / Public and Private Sector Organizations
8) Compliance with Human Rights Principles
9) Safety, Health, and Environment

etc.

8.2 Report on the results of duty performance of the audit committee in the past year

8.2.1 Meeting attendance of audit committee

In year 2025, the Audit Committee had convened the meeting between the Non-Executive Directors, the Internal Auditors, and the Certified Public Accountant (CPA) in the relevant agenda to discuss issues that were of interest without the Company's Executives participation.

Meeting attendance of audit committee (times) : 6

List of Directors	Meeting attendance of audit committee			Average percentage meeting attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Assoc. Prof. Dr. WICHA JIWALAI (Chairman of the audit committee)	6	/	6	6/6 (100.00%)
2. Mr. VICHAI WATCHARAVATANAKUL (Member of the audit committee)	6	/	6	6/6 (100.00%)
3. Dr. JUMPON KLUAYMAI-NGARM (Member of the audit committee)	6	/	6	6/6 (100.00%)
Average Attendance Rate				**100.00%**

8.2.2 The results of duty performance of the audit committee

The Audit Committee of Thai Nondestructive Testing (Public) Company Limited comprises of three Independent Directors. All of the Audit Committee members are not executives, employees, or consultants of the Company and possess all required qualifications as stipulated by the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET). The Audit Committee has performed their duties as authorized by the Board of Directors, and has strictly adhered to the Charter of the Audit Committee. The Committee's duties were to monitor and focus the Company on the compliance with Good Corporate Governance, the appropriateness of Risk Management, the efficiency and effectiveness of Internal Control and Internal Audit System, the development and improvement of audit process in accordance with the modification of circumstances, including determining the measure of anti-corruption to suit for the risk. In all, the Audit Committee has performed its duties independently and impartially, in line with the guidelines and practices of the Audit Committee of the SEC and the SET.

The Results of the Audit Committee's performance on significant issues can be summarized as follows:

1. The Review of the quarterly and annual financial statements of 2025.

The Audit Committee has reviewed the Company's quarterly and annual financial statements, the connected transactions andconflict of interests as well as relevant financial reports of the Company and its subsidiaries. Together with the external auditors, the Committee concluded that the Company's financial statements, financial reports have been prepared with appropriateness in all its major contents according to Thai Financial Reporting Standard - TFRS and legal requirements. The appropriate accounting records, scopes of audit and the adequate disclosure as well as the monitoring were done on disclosure of relevant transactions, as well as the preparation of the management discussion and analysis (MD&A). Besides, there were also the review of disclosure of connected transactions between the Company and its subsidiaries, and among the connected persons, including the audit of the related party transaction, accompanying with statement of auditors, internal auditors and other officials concerned. Monitoring the financial liquidity and ability of debt repayment together with the management were done as well. These were to ensurethat the Company has prepared the financial statements as per the regulations and disclosed all correct relevant transactions to comply with the regulations set forth by the Stock Exchange of Thailand. Furthermore, the Audit Committee has closely monitored the status of the CB (Caution Business) mark imposed on the Company. The Committee has placed significant emphasis on reviewing the progress of the operational plans and the proposed solutions regarding shareholder's equity. This oversight is conducted to ensure that the Company implements appropriate and effective measures to restore its financial position and maintain its going concern status, thereby ensuring the continuity of business operations in an effective manner.

Having carried out the responsibilities, the Audit Committee was of the opinion that the financial statements of the Company for the year ended 31 December 2025 has been prepared in accordance with the financial reporting standards of Thailand with reliable, transparency and adequate disclosure. The external auditors have commented on the report of the independent auditors, which were presented to the Board of Directors of the Company and its shareholders, and no significant observations.

2. Assessment and Monitoring of Internal Control System and Internal Audit.

The Audit Committee has reviewed the reports of Independence and Internal auditors (Audit Team) for the internal controlsystems and internal audit, together with determined the scope of work to include all significant and necessary business and working procedures by emphasizing on sustainable development and continuity. In addition, recommendations, review and improvement of internal audit process and risk management have been done for more efficient by focusing on risk assessment on the activities which covered the significant and high-risk entities. The Committee has encouraged to maximize operational efficiency and also considered the internal audit reports and monitored the correction of essential issues, reviewed of the budget preparation and human resources management in personnel, expertise, experience, and assessed for annual performance of the internal audit. The Audit Committee agreed that the Company's internal audit was conducted with appropriateness covering risk factors, consistent with changes in the environment and various situations both inside and outside, effectiveness in business performance, sufficient disclosure of comprehensive information, appropriateness in the Company's assets protection and found no major fraudulent incidents, conformed to the external auditors' conduct, reported no major fraudulent incidents on the Company's Financial Statements.

3. Monitoring the assessment of Risk Management.

The Audit Committee monitored the policies and planning of risks management along with the Committee of Sponsoring Organizations of the Treadway Commission in the form of Enterprise Risk Management (COSOERM), which covered the guidelines for determining the policies of management, operations and risk management, so as to reduce or control the risks both the internal and external factors together with the overseas businesses. Moreover, the Committee monitored the Company's operational system and the adequacy of risks control system in order for everyone in the Company to realize the risk and to be mutual responsible by both executives and employees. The Audit Committee was of opinion that the system of the Company's risk assessment, risk management of business operations in all internal and external factors were adequate and efficient to manage the risk and reduced the impact of any potential to be in its risk appetite level.

4. Monitoring the Prevention and Anti-Corruption.

The Audit Committee has reviewed the policies and the measures of prevention and anti-corruption, together with regular corruption risk assessment in business operation which might occur in all processes, including determining the appropriate anti-corruption measures. Moreover, the Committee has reviewed the internal audit team's process of monitoring and assessing the employees' results of operations, as well as promoting and encouraging the awareness in performing their duties with honesty, transparency, and was of opinion that the Anti-Corruption Policy was performed on each activities of operations. The Committee has self-assessed on anti-corruption measures in accordance with the requirements of Thai Institute of Directors and found that the prevention and anti-corruption measures in business operations were sufficient. Furthermore, there were various communicate channels for whistleblowing / complaints, the suspicious complaints regarding fraudulent actions would be submitted to the Audit Committee / Independent Director. There were channels disclosure on www.tndt.co.th, Form 56-1 One Report, Corporate Governance Manual, Code of Business Conduct. Moreover, there was a measure of whistle - blowing / complainant protection to prevent and manage the risks of corruption that might incur in any performances of the Company. In year 2025, no relevant report or misconduct relating to the corruption of the Company and/or affiliated was found.

The Company has practiced in anti-corruption policy for an explicit guideline to operate the businesses and develop to the sustainability of the organization.

5. Monitoring of Good Corporate Governance, Corporate Social Responsibility, and Compliance with the Rules, Regulations and Law related to Business Operations.

The Committee has monitored the code of business conduct, corporate governance and was of opinion that the Company has complied with the Code of Business Conduct and the Corporate Governance which has been merged with the new CG Code. Besides, the Company was committed to sustain the business practices guidelines under corporate governance by adhering to operate on the basis of Responsibility to Corporate Social, Community and Environment.

The Audit Committee monitored the Company's compliance with the Regulations and the Requirements of the SEC and the SET, and other relevant standards pertaining to its business and performances and was of opinion that the Company has complied with relevant regulatory requirements and no significant deficiencies were found.

Furthermore, the Audit Committee has supported the enhancement of governance standards through the establishment of the Subsidiary Governance Policy. This policy serves as a key mechanism for controlling and monitoring the performance and resource utilization across the group, ensuring maximum transparency. The Committee has also closely monitored and urged the management to review and adjust the objectives for the use of funds (capital utilization) to ensure they remain consistent with current business operations and fully compliant with relevant regulations. Moreover, the Committee has emphasized the importance of regular reporting of significant information to regulatory authorities. These measures are taken to ensure that all operations strictly adhere to the rules of the Office of the SEC and applicable legal requirements, primarily to safeguard the best interests of the Company and its shareholders.

6. Assessment of the Performance and the Appointment of Certified External Auditors for the year 2025.

The Audit Committee has considered and assessed the independence, professionalism, knowledge, and expertise of the certified external auditors, as well as the qualifications, were in accordance with the regulations of the Public Company Act, the SET, and the SEC, which defined that the auditor must have no any other services than auditing, no relationship or transaction with the Company, its subsidiaries, Directors, major shareholders or the connected person, should be independent to audit, and comment on the financial statements of the Company and its subsidiaries. The Committee has appointed the auditors, including having determined remuneration.

For 2026, the Audit Committee has considered a new auditor, proposed to the Board of Directors, and would be presented to the shareholders' meeting for approval to appoint the Company and its subsidiaries' auditors for the year 2026, namely Karin Audit Co., Ltd. The comments on auditing and remuneration which included the annual audit fee, quarterly audit fee, BOI auditing fee, and other service charges, would be presented as well.

7. Monitoring of relevant Transactions which may have conflicts of interests and the Information Technology System.

The Audit Committee has monitored the relevant transactions which might have conflicts of interests between the Company & affiliated and the Executives, the Board, the Shareholders, or those related to the Company, to prevent the Company's assets, information and opportunities to be improper utilized and unauthorized. The transactions would be considered by adhering to the principles of fairness, transparency, adequate information and timely disclosure, ascertain and best interests of the Company. The Audit Committee concluded that the connected transactions or the conflict of interests for the past year were conducted on appropriate and reasonable business practices, completely complied with the stipulated business conditions, the regulations of the SEC and the SET.

8. Reviewing the Information Technology System.

The Audit Committee has considered and promoted to set up the policy and measures to prevent access and safety control of the usage of information technology and internal information to be in the availability of information regularly, provided the information access in the order of employees' duty and position. In addition, there was a system to prevent damage of information technology which might be utilized dishonesty, or changing information without permission, or taking advantage of confidential information that might affect the price of securities, preventing the pursuit of personal benefits and the related persons. The Committee would monitor the internal control systems, through the auditing by the internal audit team. The auditing system has been improved to support compliance with Personal Data Protection Act B.E. 2562 as well. In the year 2025, the information technology usage was not found inappropriately.

9. Practice of the Charter of the Audit Committee.

The Audit Committee has reviewed the charter of the Audit Committee and assessed the performance individually and entirely, and self-assessment according to the Good Practices of the SEC and SET, including the Good Corporate Governance, to ensure that the performance of the Audit Committee was efficient and achieved as specified. The Audit Committee was of the opinion that its self and entire assessment was excellent, rendering its effectiveness, and achieved the objectives set by the Company's Board of Directors sufficiently and completely. The self-assessments should be reported annually to the Board of Directors.

8.3 Summary of the results of duty performance of subcommittees

8.3.1 - 8.3.2 Meeting attendance and the results of duty performance of subcommittees

Meeting attendance Executive Committee

In 2025, the Executive Committee held a total of 2 meetings.

Meeting Executive Committee (times) : 2

List of Directors	Meeting attendance Executive Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Ms. CHOMDUEN SATAVUTHI (The chairman of the executive committee)	2	/	2	2 / 2 (100.00%)
2. Mr. THANUN SATAVUTHI (Vice-chairman of the executive committee)	2	/	2	2 / 2 (100.00%)
3. Mr. KRIRKKIAT SATAVUTHI (Member of the executive committee)	2	/	2	2 / 2 (100.00%)
4. Mr. Niyom Minivathakorn (Member of the executive committee)	1	/	2	1 / 2 (50.00%)
5. Mr. Argorn Kanjanasomboon (Member of the executive committee)	2	/	2	2 / 2 (100.00%)
6. Mr. Weeraded Khunvitayapaisal (Member of the executive committee)	2	/	2	2 / 2 (100.00%)
Average Meeting Attendance Rate				**91.67%**

The results of duty performance of Executive Committee

Summary of Key Duties and Responsibilities of the Executive Committee are as follows:

1. To oversee the Company's operations to ensure alignment with its policies, operational plans, and objectives.

2. To manage the Company's financial affairs.
3. To consider and approve procurement and hiring in accordance with the Company's approval authority matrix.
4. To carry out other duties as assigned by the Board of Directors.

Meeting attendance Nomination and Remuneration Committee

The Nomination and Remuneration Committee (NRC) of Thai Non-destructive Testing Public Company Limited comprises of three members, who are knowledgeable on the roles and corporate governance in compliance with the guidelines of the listed company, being independent, reliable, prudent and time devotee on the duties, being fairness in nomination and election with transparency to nominate the Company's Directors, Top Executives (Managing Director and Deputy Managing Director) and significant positions, including determining the Policy of Remuneration and Other Benefits for the Directors and Managing Director with appropriate and fairness. In addition, on the agenda of the Directors having conflict of interest, those Directors will abstain in that agenda.

In 2025, the Nomination and Remuneration Committee held a total of 5 meetings, as follows:

Meeting Nomination and Remuneration Committee (times) : 5

List of Directors	Meeting attendance Nomination and Remuneration Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Assoc. Prof. Dr. WICHA JIWALAI (The chairman of the subcommittee, Independent director)	5	/	5	5 / 5 (100.00%)
2. Mr. CHAYA JIVACATE (Member of the subcommittee)	5	/	5	5 / 5 (100.00%)
3. Mr. VICHAI WATCHARAVATANAKUL (Member of the subcommittee, Independent director)	5	/	5	5 / 5 (100.00%)
Average Meeting Attendance Rate				**100.00%**

The results of duty performance of Nomination and Remuneration Committee

The Results of the Nomination and Remuneration Committee's performance on significant issues can be summarized as follows:

1) Determine guidelines and policies of the Nomination of the Company's Directors and the Top Executives.

The Nomination and Remuneration Committee (NRC) determines and reviews annually the guidelines and policies of the nomination and selection of persons to be nominated as Directors to replace those who retired by rotation, the Top Executives are as well. In year 2025, the Committee has carefully considered the qualification of the three Directors in compliance with the related Rules and Regulations of the Public Company Act B.E.2535 (1992) and the Securities and Stock Exchange Act, Manual of Company's Corporate Governance and Director Qualifications which were appropriate for the Company's business operations and listed on the Company Website (www.tndt.co.th) in the

Sustainability section under the title of “Corporate Governance - Corporate Governance Policy - Principle 3 : Strengthen Board Effectiveness”, on “the Form 56-1 One Report 2025”, in the topic of “Selection of Board Members and Top Executives”. Moreover, the knowledge, qualifications, past experiences and expertise for the best interests of the Company’s business operations, the past performance of Directors, NRC Members, AC Members and Top Executives would be considered. In the past, the 3 NRC Members have been selected and proposed to the Board of Directors to carefully consider the qualifications which would be eligible for the Company’s business, the Members of NRC who had conflict of interest, or the Directors who were considered would abstain from the nomination. Furthermore, the 3 Nominated Personnel would be proposed and approved by the General Meeting of Shareholders No. 19/2025.

Additionally, as the Board of Directors’ Meeting No. 9/2025, the Nomination and Remuneration Committee has monitored the Company Secretary and the Company to allow the shareholders to nominate candidates for election as Directors in the Annual General Meeting of Shareholders for the year 2026, which was distributed to the shareholders through the Stock Exchange of Thailand and the Company Website (www.tndt.co.th) during December 15, 2025 to January 15, 2026, as well as publicizing the results on January 23, 2026.

2) Determine Guidelines and Policies of the Remuneration of the Company’s Directors and the Top Executives.

2.1 Remuneration of the Directors

Determining prudently, transparently, and appropriately by comparing to other companies in similar fields and in the samelevel, together with the duties and responsibilities both regular and assigned, as well as in compliance with the Company’s strategic and long-term goals, the appropriateness and alignment with the scope of duties and responsibilities of the directors. The comparison would also adhere to the survey data on the remuneration of the Stock Exchange of Thailand, the business expansion, the results of operations, and the growth of the Company’s profit, which would be great enough to attract and retain qualified directors as required. The NRC was of the opinion that the Company’s criteria remained appropriate and should be presented to the Board of Directors for consideration before proposing to the Annual General Meeting for Shareholders for approval annually.

2.2 Remuneration of the Top Executives

Determining by taking into the business expansion, results of operations, and the growth of the Company’s profits, including the results of the performances and the duties and responsibilities according to strategic objectives and main goals of the Company, as well as in compliance with the Company’s strategies and long-term goals, and presented to the Board of Directors for approval and managerial proceeding later. The NRC was of the opinion that the Company’s criteria remained appropriate.

3) Development Plan for Directors / New Directors.

The Nomination and Remuneration Committee (NRC) has governed and issued the development plan (Skill Matrix) for the Board and Committees to develop skills, knowledges and capabilities involved, including any governance agencies’ adjusting of the Laws, Rules, and Regulations which were related to the business, by focusing on the performance on the Directors’ duties to achieve the objectives, goals and the best interests of the organization, which the skill matrix were set up by the SEC, SET, the Capital Market Commission, Thai Institute of Directors and etc. For the New Directors, they were required to attend the orientation of the Board of Directors according to the SET Guidance, in order to acknowledge the significant information of the Company’s operations, duties and responsibilities, guidance on the law, rules and regulations, notices and conditions as being the Directors in the listed company of SET. The NRC and was of the opinion that the Development Plan remained appropriate. In 2025, 5 directors attended the 20 training courses to enhance their knowledge and there is 1 new director, which the company has already sent to attend a training course of the Thai Institute of Directors Association (IOD).

4) Organizational Structure Improvement.

The Nomination and Remuneration Committee (NRC) has considered and agreed to improve the organizational structure of the Company, for flexibility and increasing more efficiency in operational potential. The performance is monitored at least every 6 months to assess suitability. Currently, the Company’s Organizational Structure remains unchanged from last year.

5) Review and Practice on the Charter of the Nomination and Remuneration Committee.

The Committee (NRC) has reviewed the Charter of the NRC annually, to comply with the Rules and Guidelines under the good corporate governance, as well as compliance with the Rules and Regulations of the Securities and Exchange Commission, together with the direction of the organization and other concerned. The NRC was of the opinion that the Charter of the NRC remained complete and appropriate and has practiced on the Charter of NRC completely.

6) Review of Succession Plans.

The Committee (NRC) has reviewed the succession plan regularly at least once a year and has monitored the progress of recruiting personnel for key positions and proposed to the Board of Directors for acknowledgment which the NRC was of opinion that the succession plan remained complete and appropriate.

7) Review the Assessment Forms.

The Committee (NRC) has considered and reviewed the entire and individual performance assessment forms of the Board of Directors, the assessment of the adequacy of internal control, the performance assessment forms of the President of Executive/CEO, Managing Director by applying the assessment of SET, Thai IOD, and other concerned to apply and suit for the organization, in order to develop their duties efficiently and to be partial factor to consider the annual remuneration of the Board of Directors and President of Executive/CEO, Managing Director. The NRC was of the opinion that the assessment forms remained complete and appropriate.

8) Consider the Entire and Individual Performance Assessment.

In the past year, the Committee (NRC) has reviewed its performance and the compliance with the Corporate Governance, together with the Board of Directors' opinion in the NRC's assessment. The Committee was of opinion that its entire and individual assessment were excellent, rendered its effectiveness and completely achieved the objectives set by the Board of Directors. The annual assessment should be reported to the Board of Directors and publicized via Form 56-1 One Report 2025 and the Company's website.

Meeting attendance Investment Committee

In 2025, the Investment Committee held a total of 1 meeting.

Meeting Investment Committee (times) : 1

List of Directors	Meeting attendance Investment Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mr. PARIN SATHIANPAGILANAGORN (The chairman of the subcommittee)	1	/	1	1 / 1 (100.00%)
2. Mr. Thanun Satavuthi (Member of the subcommittee, Independent director)	1	/	1	1 / 1 (100.00%)
Average Meeting Attendance Rate				**100.00%**

The results of duty performance of Investment Committee

Summary of Key Duties and Responsibilities of the Investment Committee are as follows:

1) To formulate investment plans, budgets, expected returns, and other benefits from project investments in order to enhance the Company’s production capacity and growth.

2) To consider and approve investments in projects proposed by the management.

3) To review, monitor, and evaluate post-investment project performance and report the results to the Board of Directors for acknowledgement.

4) To perform any other duties as assigned by the Board of Directors.

Meeting attendance Committee for Sustainable Development

In 2025, the Sustainable Development Committee held a total of 1 meeting. This was a meeting between the Chairman of the Board and the Company’s Sustainability Working Team.

Meeting Committee for Sustainable Development (times) : 1

List of Directors	Meeting attendance Committee for Sustainable Development			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mr. Thanun Satavuthi (The chairman of the subcommittee)	1	/	1	1 / 1 (100.00%)
			Average Meeting Attendance Rate	**100.00%**

The results of duty performance of Committee for Sustainable Development

Summary of Key Duties and Responsibilities of the Sustainability Working Team are as follows:

1) To consider and approve the appointment of the Sustainability Working Team.

2) To review sustainability policies and development goals to ensure alignment with the Company’s objectives.

3) To monitor progress in implementing such policies and evaluate performance.

4) To support, promote, and consider plans and budgets for the Company’s sustainability initiatives.

5) To report significant performance results and matters beneficial to the Company to the Board of Directors for acknowledgement.

6) To perform any other duties as assigned by the Board of Directors.