



# ESG Performance Report for Listed Companies in 2025

**Primo Service Solutions Public Company Limited**

Fiscal Year End 31 December 2025



# Table of Contents

	page
<b>Environment</b>	
Environmental management	1
Energy management	6
Water management	13
Waste management	18
Greenhouse gas management	23
<b>Social</b>	
Human rights	29
Fair labor practice	36
Responsibility to customers/ consumers	50
Responsibility to community/ society	53
<b>Corporate Governance and Economy</b>	
Corporate Governance Policy	57
Corporate Governance Structure	74
Performance Report on Corporate Governance	105
Corporate Sustainability Policy	138
Sustainability risk management	147
Sustainable supply chain management	150
Innovation development	154

# ESG Performance

Company Name : Primo Service Solutions Public Company Limited      Symbol : PRI

Market : mai      Industry Group : Property & Construction      Sector : SECTOR 0

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## Environmental management

### Information on environmental policy and guidelines

#### Environmental policy and guidelines

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

**Primo Service Solutions Public Company Limited and its subsidiaries (the Company)** are committed to conducting business in parallel with environmental stewardship and the responsible use of natural resources. The Company promotes the use of renewable energy and complies with applicable environmental laws, regulations, international standards, and industry best practices relevant to each business line.

The Company integrates environmental considerations across all business units and throughout all operational processes to ensure the most efficient use of resources while minimizing environmental impacts. Environmental impacts are assessed across the entire value chain from upstream, midstream, to downstream activities covering operational planning, service delivery, resource utilization, waste management, and pollution treatment and disposal. In addition, the Company encourages employees and surrounding communities to recognize the importance of environmental protection and to adhere to environmental policies and practices. These principles are also applied to new projects, business expansion, and environmental due diligence in mergers and acquisitions. The Company further collaborates with local communities to protect the environment, reduce greenhouse gas emissions, and mitigate environmental impacts arising from its operations. Business partners, suppliers, and stakeholders are also encouraged to adopt these principles to jointly create long-term sustainable value.

#### 1. Commitment and Governance

##### Board Oversight:

The Board of Directors is responsible for overseeing sustainability policies and strategies, including the management of material environmental issues and the establishment of the Company's overall sustainability and environmental targets.

##### Regulatory Compliance and Standards:

The Company complies with Thai environmental laws and international regulations and strives to obtain relevant international certifications, such as ISO 14001:2015.

#### 2. Climate Targets and Energy Management

##### Net Zero / Carbon Neutrality Targets:

The Company has established clear targets to achieve net zero greenhouse gas (GHG) emissions or carbon neutrality, aligned with internationally recognized frameworks, with the aim of achieving Net Zero emissions by 2050.

##### GHG Disclosure (Scope 1, 2, and 3):

The Company discloses direct emissions (Scope 1) and indirect emissions from energy consumption (Scope 2), and considers disclosure of significant Scope 3 emissions across the value chain.

**Energy Efficiency:**

The Company evaluates investments in technologies and processes that enhance energy efficiency and supports the use of clean and renewable energy in office buildings and managed projects.

**3. Resource and Pollution Management****Circular Economy:**

The Company adopts circular economy principles by focusing on waste reduction at source, reuse, and recycling to maximize resource efficiency.

**Water and Hazardous Waste Management:**

Policies and processes are in place to ensure proper treatment and management of wastewater and hazardous waste to prevent adverse environmental and ecological impacts.

**Sustainable Procurement:**

Environmental criteria are incorporated into supplier selection to ensure appropriate environmental management throughout the supply chain.

**4. Disclosure and Engagement****Disclosure in Line with International Standards:**

The Company discloses environmental information in its Sustainability Report or One Report, in accordance with internationally recognized frameworks such as GRI Standards and TCFD (Task Force on Climate-related Financial Disclosures).

**Transparent Communication:**

The Company regularly and transparently communicates its environmental policies, targets, and performance to stakeholders to build investor confidence.

**Organizational Culture:**

The Company promotes employee engagement and environmental responsibility through continuous training and activities.

**Environmental Policies Framework**

The Company has established comprehensive environmental policies as a framework for sustainable business operations, covering key areas as follows:

- **Environmental Policy and Practices:**

To systematically prevent and minimize environmental impacts from business operations

- **Sustainable Water Resource Management Policy:**

To promote efficient water use, reduce losses, and maintain water resource balance

- **Biodiversity Policy:**

To support conservation, restoration, and the reduction of impacts on ecosystems and biodiversity

- **Climate Change Management Policy:**

To manage climate-related risks and opportunities while continuously reducing greenhouse gas emissions

Reference link for environmental policy and guidelines : <https://primo.co.th/en/corporate-governance-policy/guidelines>

**Information on review of environmental policies, guidelines, and/or objectives over the past years****Review of environmental policies, guidelines, and/or goals over the past year**

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

Changes in environmental policies, guidelines, and/or goals : Renewable/clean energy management, Water resources and water quality management, Waste management, Greenhouse gas and climate change management

The Company regularly reviews and updates its environmental policies to ensure alignment with its business direction, international standards, and stakeholder expectations. Comprehensive and clearly defined guidelines have been established as follows:

1. Comply with the Company's regulations, applicable laws, environmental standards, and other relevant requirements.
2. Conduct business with responsibility toward the environment and society, with a focus on minimizing environmental and community impacts arising from business processes and activities.
3. Develop and enhance the environmental management framework, including setting and reviewing environmental goals and objectives in alignment with evolving business conditions, while supporting investments and operations that promote environmental conservation and restoration.
4. Identify material environmental issues relevant to the Company's operations and establish measures to prevent and mitigate impacts on the environment and surrounding communities. Control and monitor pollutant emissions to ensure compliance with applicable laws and environmental standards, and continuously assess and improve systems to reduce excessive energy and resource consumption, with emphasis on renewable energy use, resource conservation, recycling, and proper management of waste and hazardous materials.
5. Integrate environmental policies into the performance evaluation of executives and employees at all levels to foster accountability and continuous engagement across the organization.
6. Communicate environmental policies and practices to suppliers and business partners to ensure alignment with environmental standards and best practices throughout the value chain.
7. Promote collaboration and engagement among employees, suppliers, business partners, government agencies, communities, and all stakeholders in environmental initiatives, while raising awareness and shared responsibility in environmental protection, climate change, natural resource conservation, and the prevention of adverse environmental impacts.
8. Establish systems for ongoing monitoring, auditing, and evaluation of environmental performance, and transparently disclose such performance to the public through the annual Sustainability Report and the Form 56-1 One Report, in accordance with the Stock Exchange of Thailand's guidelines, referencing internationally recognized frameworks such as GRI Standards and TCFD (Task Force on Climate-related Financial Disclosures), in order to build stakeholder confidence across all dimensions.

## **Information on compliance with environmental management principles and standards**

### **Compliance with environmental management principles and standards**

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

### **Compliance with energy management principles and standards**

Energy management principles and standards : Other : ISO 9001, ISO 14001 and ISO 45001, 3Rs

### **Compliance with water management principles and standards**

Water management principles and standards : 3Rs or 5Rs

### **Compliance with waste management principles and standards**

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

### **Compliance with greenhouse gas or climate change management principles and standards**

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

## **Information on other environmental management**

### **Plans, performance, and outcomes related to other environmental management**

#### **Resource Management**

The Company is committed to conducting its business with environmental responsibility, emphasizing efficient resource utilization and minimizing environmental impacts. This is achieved by ensuring that all operational processes maximize resource efficiency while minimizing adverse environmental impacts. The Company assesses environmental impacts across the entire value chain from upstream, midstream, to downstream activities and integrates such considerations into operational planning, service delivery, and resource utilization. These principles are also applied to new projects and business expansion. Furthermore, the Company encourages its suppliers and business partners to adopt these practices in order to jointly create long-term value and sustainability for all stakeholders.

#### **Resource Management Approach**

The Company has established an environmental policy to serve as a guideline for efficient resource utilization, with a focus on reducing resource consumption across upstream, midstream, and downstream operations. The Company also promotes the use of environmentally friendly alternative products, reduces reliance on single-use products, and prioritizes reusable, recyclable, and eco-labeled products in order to minimize waste generation. In this regard, the Company has set a target to increase the proportion of environmentally friendly products to 10% of total product usage.

#### **Resource Management Performance**

The Company places significant importance on the selection of environmentally friendly products and aims to continuously increase the proportion of such products, including recycled products or those containing recycled materials, on a yearly basis. In 2025, the proportion of environmentally friendly product usage accounted for **16.07%** of the total annual procurement volume, including cleaning agents, garbage bags, and tissue paper, thereby exceeding the established target.

#### **Air Pollution Management**

The Company recognizes the importance of managing, preventing, and minimizing impacts from pollutant emissions and waste generated within construction project areas. As a provider of construction services, construction consultancy, and building renovation services, the Company ensures that its construction management and supervision units strictly comply with relevant environmental regulations and prescribed mitigation measures. These measures are implemented

to minimize impacts from pollutants and waste, including total suspended particulates (TSP), air pollutants such as carbon monoxide (CO), sulfur dioxide (SO<sub>2</sub>), and nitrogen dioxide (NO<sub>2</sub>), as well as noise pollution, to the lowest practicable level.

Key measures include regular water spraying within construction sites and access roads to control dust dispersion, washing of truck wheels prior to exiting construction sites, routine inspection and maintenance of machinery and equipment to ensure proper functioning and to prevent excessive noise, and the establishment of appropriate working hours to avoid disturbances to nearby communities.

**Air Quality and Noise Monitoring**

The Company conducts regular monitoring of air quality and noise levels arising from construction activities. This includes measuring concentrations of TSP, CO, SO<sub>2</sub>, and NO<sub>2</sub>, as well as maximum noise levels and 24-hour average noise levels, both within construction sites and in nearby communities or sensitive areas. Such monitoring aims to evaluate the effectiveness of environmental mitigation measures and to ensure that impacts on workers within construction sites and surrounding communities are minimized.

The Company has established management targets to ensure that all parameters remain within the standards prescribed by the National Environment Board, namely: CO < 30 ppm, SO<sub>2</sub> < 0.3 ppm, NO<sub>2</sub> < 0.17 ppm, and PM<sub>10</sub> < 100 mg/m<sup>3</sup>.

**Pollution Management Performance**

In 2025, the Company monitored key air quality parameters and found that all measured values remained within the applicable regulatory standards. The recorded concentrations were as follows: carbon monoxide (CO) at 0.77 ppm, sulfur dioxide (SO<sub>2</sub>) at 0.0079 ppm, nitrogen dioxide (NO<sub>2</sub>) at 0.0166 ppm, and particulate matter (PM<sub>10</sub>) at 0.093 mg/m<sup>3</sup>. These results reflect the effectiveness of the Company's pollution control measures and its commitment to minimizing environmental impacts from its operations.

**Information on incidents related to legal violations or negative environmental impacts**

**Number of cases and incidents of legal violations or negative environmental impacts**

	2023	2024	2025
Number of cases or incidents of legal violations or negative environmental impact (cases)	0	0	0

## Energy management

### Disclosure boundary in energy management in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	17
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

### Information on energy management

#### Energy management plan

The company's energy management plan : Yes

Energy Management (GRI 302-1, 302-2, 302-4, 302-5)

The Company emphasizes the responsible use of resources to support business operations and create sustainable business opportunities, while contributing to GHG emission reduction. Currently, the Company implements energy and resource efficiency measures across its operations, guided by energy conservation principles through the following processes:

1. 1. Selection of Energy-Efficient Materials and Equipment

The Company procures energy-saving materials and electrical appliances, such as LED lighting and inverter air-conditioning systems, to improve energy efficiency.

1. 2. Energy Management During Construction

Subsidiaries providing construction consultancy services emphasize efficient electricity use during construction. This includes advising on temporary electricity meter installations and assigning personnel to monitor electrical systems to ensure no adverse impacts on surrounding communities.

1. 3. Inspection and Maintenance of Electrical Systems

Electrical equipment is regularly inspected and maintained. Repairs are conducted promptly to ensure optimal performance and prevent unnecessary energy loss.

1. 4. Environmental Working Committee

An Environmental Working Committee has been established to implement energy-saving and resource efficiency plans, closely monitor performance against action plans, and report progress, challenges, and recommendations to senior management on a quarterly basis.

### Information on setting goals for managing energy

#### Setting goals for managing electricity and/or oil and fuel

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

#### Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased for consumption	2025 : purchased electricity for consumption 916,998.29 Kilowatt-Hours	2030 : Reduced by 10%
Reduction of fuel consumption	2025 : fuel consumption 63,303.71 Litres	2030 : Reduced by 10%

**Information on performance and outcomes of energy management**

**Performance and outcomes of energy management**

Performance and outcomes of energy management : Yes

**Electricity Management**

In 2025, the Group recorded a total electricity consumption of 916,998.29 kilowatt-hours (kWh), representing an increase of approximately 412.3% compared with 178,999.00 kWh in 2024. This increase was primarily attributable to the expansion of the scope of energy data collection to cover a broader range of operational activities. The expanded scope includes electricity consumption from the management of nine convenience store branches, which were incorporated into the Company's organizational energy consumption calculation for the first time.

In addition, the Company has adopted various technologies and operational measures to monitor and improve energy usage in all aspects of its operations, with the aim of enhancing energy efficiency and promoting responsible energy consumption.

The Company prioritizes efficient electricity management across all business processes as part of its commitment to achieving Net Zero emissions. This includes employee awareness programs, engagement campaigns, and the adoption of environmentally friendly equipment to reduce electricity consumption.

The Company continuously communicates energy conservation initiatives through both online and offline channels at the head office. In addition, residents under the juristic management services of Primo Service Solutions Public Company Limited are encouraged to participate in the Switch Off for the Earth campaign to promote electricity conservation and reduce unnecessary energy use.

**Diagram of performance and outcomes in energy management**



**60**  
EARTH HOUR  
2025

**ปิดไฟ ● ลดโลกร้อนให้โลกได้พัก**

22 MARCH 2025      20.30 - 21.30 PM

#EarthHour2025 #BiggestHourForEarth #MyHourForEarth

 **primo**  
ENERGY SOLUTIONS

ELEVATE YOUR LIVING EXPERIENCE      02 081 0000

Earth Hour Activity



Energy Conservation Campaign

### Information on electricity management

#### Company's electricity consumption <sup>(\*)</sup>

	2023	2024	2025
<b>Total electricity consumption within the organization (Kilowatt-Hours)</b>	198,820.00	178,999.00	916,998.29
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	198,820.00	178,999.00	916,998.29

	2023	2024	2025
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	0.00	0.00	0.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	128.85	92.41	672.78

Additional explanation : <sup>(\*)</sup> Exclude electricity consumption outside of the Company

### Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / Revenue (Million Baht))	103.77000000	109.35000000	495.14000000

### Electricity Expense <sup>(\*)</sup>

	2023	2024	2025
Total electricity expense (Baht)	785,339.00	965,239.32	5,435,783.10
Percentage of total electricity expense to total expenses (%) <sup>(**)</sup>	0.05	0.07	0.34
Percentage of total electricity expense to total revenues (%) <sup>(**)</sup>	0.04	0.06	0.29
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	508.97	498.32	3,988.10

Additional explanation : <sup>(\*)</sup> Exclude electricity expense outside of the Company

<sup>(\*\*)</sup> Total revenues and expenses from consolidated financial statement

### Information on fuel management

#### Company's fuel consumption

	2023	2024	2025
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	805.68	3,992.22	5,719.10
Gasoline (Litres)	N/A	523,616.94	57,584.61
Fuel oil (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard Cubic Feet)	0.00	0.00	0.00
LPG (Kilograms)	0.00	0.00	0.00
Steam (Metric tonnes)	0.00	0.00	0.00
Coal (Metric tonnes)	0.00	0.00	0.00

Additional explanation : Not include external fuel consumption

### Company's fuel expense <sup>(\*)</sup>

	2023	2024	2025
Total fuel expense (Baht)	N/A	24,673,693.70	2,960,086.48
Percentage of total fuel expense to total expenses (%) <sup>(**)</sup>	N/A	1.91	0.19
Percentage of total fuel expense to total revenues (%) <sup>(**)</sup>	N/A	1.51	0.16

Additional explanation : <sup>(\*)</sup> Exclude electricity expense outside of the Company

<sup>(\*\*)</sup> Total revenues and expenses from consolidated financial statement

### Information on total energy management (electricity + fuel)

#### Energy Consumption

	2023	2024	2025

	2023	2024	2025
Total energy consumption within the organization (Megawatt-Hours)	199.00	179.00	916.00

#### Energy Consumption Intensity

	2023	2024	2025
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) <sup>(*)</sup>	0.00010332	0.00010934	0.00049253
Intensity of total energy consumption within the organization (Megawatt-Hours / m <sup>2</sup> )	0.15075700	0.13560600	0.21700000

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

## Water management

### Disclosure boundary in water management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	17
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

### Information on water management plan

#### Water management plan

The Company's water management plan : Yes

The Company recognizes the critical importance of sustainable water resource management and is committed to conducting its business with environmental responsibility across all business units. To this end, the Company has established comprehensive policy frameworks and measures covering conservation and procurement to ensure that water resources are utilized with maximum efficiency throughout all operational processes. International standards and relevant operational frameworks are adopted as the foundation for implementation across all processes. The Company operates in full compliance with applicable Thai water resource laws and regulations, including the Water Resources Act B.E. 2561, and aligns its operations with the United Nations Sustainable Development Goals (UN SDGs), particularly SDG 6: Clean Water and Sanitation, as the principal driver of its water management initiatives.

The Company has adopted the 3Rs principle as the core framework for systematic water management, focusing on: Reduce Minimizing water consumption through process improvements and the adoption of water-efficient technologies; Reuse Treating and reusing water where appropriate; and Recycle Implementing integrated water management systems to optimize water circulation and reduce dependence on natural water sources. These measures are implemented across all business units.

In addition, the Company conducts impact assessments and continuously promotes awareness among employees and surrounding communities to reinforce the importance of sustainable water management and ensure ongoing compliance with established policies.

The Company has set a Goal to reduce water consumption intensity (water usage per revenue) by 10% by 2030 (from the 2025 base year). This Goal covers operations at the head office of Primo Service Solutions Public Company Limited.

#### Management Approach

- Protect and manage water resources efficiently throughout the value chain, with emphasis on water conservation within project areas and surrounding communities, while minimizing unnecessary water consumption.
- Mitigate potential community impacts related to access to water resources by implementing proactive measures to address inequalities in water access.
- Increase the proportion of recycled water, promote rainwater harvesting and utilization, and implement efficient wastewater management systems.
- Establish short- and long-term Goals to reduce total water consumption and water intensity, with continuous monitoring and performance evaluation to ensure long-term water security.
- Ensure appropriate treatment of wastewater generated from business activities prior to discharge into public water bodies in compliance with applicable legal requirements.
- Promote awareness among employees and stakeholders regarding water conservation and support long-term water resource development initiatives.

## Information on setting goals for water management

### Setting goals for water management

Does the company set goals for water management : Yes

### Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	2025 : Water withdrawal 3,491.00 Cubic meters	2030 : Reduced by 10% Cubic meters

## Information on performance and outcomes of water management

### Performance and outcomes of water management

Performance and outcomes of water management : Yes

In 2025, the Group recorded total office water consumption of 3,491 cubic meters, representing an increase of approximately 273.4% compared with 935 cubic meters in 2024. This increase was primarily attributable to the expansion of the scope of water consumption data collection to cover a broader range of operational activities, resulting in a higher total water consumption compared with the previous year.

When considering water use efficiency relative to revenue, the Company recorded a water consumption intensity of 1.89 cubic meters per million baht of revenue in 2025. The Company remains committed to managing water resources efficiently through continuous monitoring of water usage, promoting responsible water consumption, and improving internal operational practices in order to minimize environmental impacts and support sustainable business operations.

## Information on water management

### Water withdrawal by source

	2023	2024	2025
<b>Total water withdrawal (Cubic meters)</b>	966.00	935.00	3,491.00
Water withdrawal by third-party water (cubic meters)	966.00	935.00	3,491.00

	2023	2024	2025
Water withdrawal by surface water (cubic meters)	0.00	0.00	0.00
Water withdrawal by groundwater (cubic meters)	0.00	0.00	0.00
Water withdrawal by seawater (cubic meters)	0.00	0.00	0.00
Water withdrawal by produced water (cubic meters)	0.00	0.00	0.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	0.63	0.48	2.56
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) <sup>(*)</sup>	0.00	0.00	0.00

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

#### Water discharge by destinations

	2023	2024	2025
Percentage of treated wastewater (%)	0.00	0.00	0.00
<b>Total wastewater discharge (cubic meters)</b>	0.00	0.00	0.00
Wastewater discharged to third-party water (cubic meters)	0.00	0.00	0.00
Wastewater discharged to surface water (cubic meters)	0.00	0.00	0.00
Wastewater discharged to groundwater (cubic meters)	0.00	0.00	0.00
Wastewater discharged to seawater (cubic meters)	0.00	0.00	0.00

#### Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	966.00	935.00	3,491.00

#### Recycled water consumption

	2023	2024	2025
Total recycled water for consumption (Cubic meters)	0.00	0.00	0.00

#### Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) <sup>(*)</sup>	0.00050154	0.00057112	0.00187711
Intensity of total water consumption (Cubic meters / m <sup>2</sup> )	0.74000000	0.71000000	0.83000000

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

#### Water withdrawal expenses

	2023	2024	2025
<b>Total water withdrawal expense (Baht)</b>	19,320.00	18,700.00	69,820.00
Total water withdrawal expense from third-party water (Baht)	19,320.00	18,700.00	69,820.00
Total water withdrawal expense from other sources (Baht)	0.00	0.00	0.00
Percentage of total water withdrawal expense to total expenses (%) <sup>(*)</sup>	0.00	0.00	0.00
Percentage of total water withdrawal expense to total revenues (%) <sup>(*)</sup>	0.00	0.00	0.00

	2023	2024	2025
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	12.52	9.65	51.23

Additional explanation : <sup>(\*)</sup> Total revenues and expenses from consolidated financial statement

## Waste management

### Disclosure boundary in waste management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	17
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

### Information on waste management plan

#### Waste management plan

The company's waste management plan : Yes

The Company operates under an Environmental Policy aimed at comprehensive waste and solid waste management, covering both internal office operations and property management services provided to clients/residents. The Company emphasizes maximizing the efficient use of materials and resources to reduce waste generation at the source and supports waste reuse to the greatest extent possible. The Company is committed to achieving Zero Waste to Landfill, thereby minimizing impacts on communities, society, and the environment. In addition, the Company promotes Circular Economy principles to ensure sustainable resources and waste management.

#### Resource Management Approach

The Company has established waste management procedures in compliance with applicable requirements, laws, and international standards to enhance management efficiency and minimize environmental impacts across all business operations. The Company actively promotes and communicates the application of the 3Rs principles (Reduce, Reuse, Recycle) to decrease the volume of waste requiring disposal and to support efficient resource utilization in line with Circular Economy principles. Key actions include:

1. Awareness and Training: Providing employees with training on environmental impacts and the practical application of the 3Rs principles to foster environmental awareness.
2. Waste Segregation Campaigns: Promoting proper waste segregation through clearly designated waste bins, instructional signage, and structured waste management systems to reduce disposal volumes and increase recycling rates.
3. Incentive Programs: Organizing employee engagement activities in waste segregation initiatives, including a point-based reward system to encourage participation.

### Information on setting goals for waste management

#### Setting goals for waste management

Does the company set goals for waste management : Yes

#### Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
Reduction of waste generation Waste type: Non-hazardous waste and hazardous waste	2025 : non-hazardous waste and hazardous waste 210.03 Kilograms / Person(employee)	2030 : Reduced by 10% / Person(employee)	• Other : The municipality comes to collect the waste for further management.

## Information on performance and outcomes of waste management

### Performance and outcomes of waste management

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

The Company continuously monitors and manages its waste generation. The total waste volume has varied in line with changes in data collection boundaries and business activities. In 2025, the total waste volume increased compared to the previous year, primarily due to the expansion of data collection coverage to include a broader range of business units and activities, resulting in more comprehensive and representative data.

However, when considering waste generation intensity per employee, the Company has been able to continuously reduce the average waste generated per person per year. In 2025, the figure stood at 210.03 kg/person/year, representing a decrease of 28.03% compared to 2024.

Nevertheless, the Company continues to place importance on proper waste management, including promoting waste reduction and waste segregation practices within the organization on an ongoing basis.

#### **Primo Sort It Right Separate Waste with Champion Bags Campaign**

The Company collaborated with Champion Bags, a leading Thai waste bag manufacturer, to launch the Primo Sort It Right Separate Waste with Champion Bags campaign to promote proper household waste segregation among residents and employees. The initiative also supports the Bangkok Metropolitan Administrations This House Does Not Mix Waste campaign, focusing on systematic and sustainable source waste management at the residential level.

During the pilot phase, residents from 10 condominium projects out of the total projects under the Company's management participated in the initiative to test operational processes and identify the most effective communication and management approaches. The program will continue and expand into Phase 2 in 2026.

In addition, waste segregation stations have been established at the head office. Individual desk bins have been reduced and centralized disposal points with clearly separated waste bins have been implemented to minimize mixed waste and enhance collection efficiency and save more time.

The Company also raises employee awareness and promotes a Zero Waste culture through training and practical implementation within the Company and across managed projects. Continuous engagement activities are conducted to encourage sustained participation.

The Primo Go Green Turn Waste into Merit initiative further encourages employees to collect and donate plastic bottles for recycling into monks robes and further developing them for beneficial uses. These robes were donated to

Wat Chak Daeng, Phra Pradaeng District, Samut Prakan Province. In this campaign, over 100 kilograms of plastic bottles were donated, reducing carbon dioxide emissions by approximately 150 kgCO<sub>2</sub>, equivalent to planting seven trees.

### Diagram of performance and outcomes of waste management



Primo Sort It Right Separate Waste with Champion Bags Campaign



Office Waste Segregation Project



Waste Segregation Training Program



Primo Go Green: Waste Segregation for Merit Campaign

Information on waste management

Waste Generation<sup>(\*)</sup>

	2023	2024	2025
<b>Total waste generated (Kilograms)</b>	38,391.60	13,716.64	27,303.36
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) <sup>(**)</sup>	0.02	0.01	0.01

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

<sup>(\*\*)</sup> Total revenues and expenses from consolidated financial statement

Waste reuse and recycling

	2023	2024	2025
<b>Total reused/recycled waste (Kilograms)</b>	0.00	0.00	100.00
<b>Reused/Recycled non-hazardous waste (Kilograms)</b>	0.00	0.00	100.00
Reused non-hazardous waste (Kilograms)	0.00	0.00	0.00
Recycled non-hazardous waste (Kilograms)	0.00	0.00	100.00
<b>Reused/Recycled hazardous waste (Kilograms)</b>	0.00	0.00	0.00
Reused hazardous waste (Kilograms)	0.00	0.00	0.00
<b>Recycled hazardous waste (Kilograms)</b>	0.00	0.00	0.00
Percentage of total reused/recycled waste to total waste generated (%)	0.00	0.00	0.37

*Additional explanation : Exclude the total weight of reused/recycled waste outside of the Company, which is not responsible for the waste disposal or treatment cost*

## Greenhouse gas management

### Disclosure boundary in greenhouse gas management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	17
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

### Information on greenhouse gas management plan

#### Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

In line with its mission to be a leader in comprehensive and sustainable real estate services, the Company recognizes the importance of adapting to climate change and proactively managing climate-related risks that may cause short- and long-term impacts on the business. The Company assesses both physical risks, such as floods, droughts, and storms, which may damage assets, disrupt business operations and supply chains, or affect the health and safety of stakeholders; and transition risks, including increasingly stringent laws, regulations, and government policies related to climate change and environmental standards. The Company has established a comprehensive Climate Change Management Policy covering all business processes. It implements mitigation and adaptation measures, conducts natural disaster risk assessments, and integrates climate-related risks and opportunities into its overall business strategy.

The Company has set a Goal to achieve Net Zero greenhouse gas (GHG) emissions by 2050 (B.E. 2593) and Carbon Neutrality by 2044 (B.E. 2587). To achieve these GHG reduction Goals, the Company has established implementation guidelines, measurable Goals, key performance indicators (KPIs), and risk and impact assessments. The Company also conducts an annual review of its Goals and performance to ensure alignment with current circumstances and evolving climate-related developments.

#### Management Approach

The Company recognizes the significance of climate change and its potential direct and indirect impacts on business operations. Accordingly, the Company is committed to developing strategies aligned with ESG principles and government policies to strengthen long-term sustainability and competitiveness.

Roles and responsibilities related to climate change oversight have been clearly defined at both Board and management levels.

The Executive Committee has incorporated climate change into the organization's environmental objectives and established an Environmental and Climate Change Working Committee, chaired by a senior executive. This committee is responsible for overseeing and implementing climate-related initiatives under the following management framework:

- Assess climate-related risks to establish preventive and adaptive measures.
- Monitor the organization's carbon footprint and implement GHG reduction measures.
- Improve energy efficiency and promote the use of clean energy.
- Enhance energy and resource efficiency, reduce energy consumption, and select environmentally friendly materials in business operations.
- Manage resources and waste effectively to reduce GHG emissions.

- Promote collaboration and stakeholder engagement (e.g., employees and residents) to raise awareness of climate change.

## **Roles and Responsibilities of the Board and Executives Related to Climate Change**

### Board of Directors

Role: The highest approving authority and the body accountable for the Company's sustainability.

Responsibilities: Establish the direction, strategies, and approve policies related to climate change.

- Approve long-term targets, such as achieving Carbon Neutrality or Net Zero.
- oversee the integration of climate-related risk management into the Company's business strategy.

### Corporate Governance and Sustainability Committee

Role: Review and oversee policies at the governance level.

Responsibilities: Review greenhouse gas reduction plans and targets prior to proposing them to the Board of Directors.

- Monitor progress against environmental Key Performance Indicators (KPIs) on a quarterly basis.
- Provide recommendations on new laws and international standards, such as the Climate Change Act B.E. 2568 (2025).

### Corporate Governance and Sustainability Subcommittee

Role: Drive the implementation of strategies and review relevant information.

Responsibilities: Analyze climate-related risks and opportunities in line with the Task Force on Climate-related Financial Disclosures (TCFD) framework and propose them to the Board.

- Review the accuracy of sustainability reports and carbon emissions data.
- Coordinate between the policy and operational levels to ensure organization-wide integration.

### Chief Executive Officer (CEO) and Senior Executives

Role: Lead transformation and manage organizational resources.

Responsibilities: Drive the implementation of policies across all business units.

- Allocate resources, budgets, and technologies necessary to support carbon reduction initiatives.
- Communicate the importance of climate action and foster a climate-conscious organizational culture.

### Environmental and Climate Change Working Committee

Role: Operational implementation and technical data management.

Responsibilities: Collect and calculate the Company's Corporate Carbon Footprint (CCF) data annually.

- Propose initiatives to reduce energy consumption and improve waste management within buildings and offices.
- Prepare performance reports for submission to the Subcommittee.

Climate change management is one of the Company's sustainability KPIs, which apply to the CEO, senior executives, and relevant employees responsible for sustainability indicators, including greenhouse gas emissions reduction, water usage, and sustainability assessments.

Climate change management is incorporated into the Company's sustainability KPIs and applies to the CEO, senior executives, and relevant employees. These KPIs include GHG emission reduction, water consumption efficiency, and sustainability performance assessments.

The Corporate Governance and Sustainability Committee is responsible for setting GHG reduction Goals and action plans, and for monitoring performance reported by the Environmental and Climate Change Working Committee on a quarterly basis. This ensures effective control of GHG reduction performance and continuous improvement of climate-related strategies.

## Information on setting greenhouse gas emission goals

### Setting greenhouse gas emission goals

Does the company set greenhouse gas management : Yes  
goals

Company's existing targets : Setting net-zero greenhouse gas emissions targets, Setting carbon neutrality targets, Setting other greenhouse gas reduction targets

### Setting net-zero greenhouse gas emissions targets

#### Details of setting net-zero greenhouse gas emissions targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1-3	2025 : Greenhouse gas emissions 0.31 tCO <sub>2</sub> e	2027 : Reduced by 5% in comparison to the base year	2035 : Reduced by 50% in comparison to the base year	<ul style="list-style-type: none"> <li>Thailand Greenhouse Gas Management Organization (TGO) : None</li> <li>Science-based Targets (SBTi) : None</li> </ul>

### Setting carbon neutrality targets

#### Details of setting carbon neutrality targets

Greenhouse gas emission scope	Base year(s)	Target year(s)	Certification
Scope 1-3	2025 : Greenhouse gas emissions 0.31 tCO <sub>2</sub> e / Revenue (Million Baht)	2044 : / Revenue (Million Baht)	None

### Setting other greenhouse gas reduction targets

#### Details of setting other greenhouse gas reduction targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year
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Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year
Scope 1-3	2025 : Greenhouse gas emissions 0.31 tCO <sub>2</sub> e	2027 : Reduced by 5% in comparison to the base year	2035 : Reduced by 50% in comparison to the base year

## Information on performance and outcomes of greenhouse gas management

### Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

In 2025, the Company recorded total greenhouse gas (GHG) emissions of 944 tCO<sub>2</sub>e, representing a decrease from 1,488 tCO<sub>2</sub>e in 2024. The Company's emissions comprised Scope 1 emissions from direct fuel consumption in organizational activities amounting to 140 tCO<sub>2</sub>e, Scope 2 emissions from purchased electricity consumption totaling 436 tCO<sub>2</sub>e, and Scope 3 emissions from other indirect activities within the Company's value chain totaling 368 tCO<sub>2</sub>e. When considering GHG emissions intensity (Scope 1 and Scope 2) per unit of revenue, the Company recorded an emissions intensity of 0.31 tCO<sub>2</sub>e per million baht of revenue in 2025, a decrease from 0.73 tCO<sub>2</sub>e per million baht of revenue in 2024. This reflects the Company's improved efficiency in energy management and its enhanced capability in controlling greenhouse gas emissions.

The Company remains committed to continuously implementing measures to reduce greenhouse gas emissions through enhancing energy efficiency, improving resource management, and promoting environmentally responsible practices within the organization, in order to support sustainable business operations and contribute to mitigating the impacts of climate change.

The Company has prepared its organizational greenhouse gas (GHG) inventory, covering emissions across all three scopes, and has designated 2025 as the base year for tracking and comparing performance in the future. The reported GHG emissions are currently undergoing verification by an accredited third-party verifier, Bureau Veritas Certification (Thailand) Ltd., in accordance with international standards ISO 14064-1:2018 for organizational GHG inventory quantification and reporting, and ISO 14064-3:2019 for verification and validation of GHG statements. The verification process is currently ongoing. In addition, Advance Energy Plus Co., Ltd. was appointed as the consultant for the preparation of the Company's GHG emissions report in accordance with ISO 14064-1 for the year 2025.

#### Key Initiatives to Reduce Greenhouse Gas Emissions

The Company places significant importance on managing the impacts of climate change and is committed to continuously reducing greenhouse gas (GHG) emissions from its operations. In 2025, the Company participated in the Jump+ (Jump Plus) Program, an initiative organized by the Stock Exchange of Thailand (SET) to support listed companies in establishing targets and systematically implementing measures to reduce greenhouse gas emissions.

Under this program, the Company has set a target to reduce greenhouse gas emissions from its operations by no less than 7% by 2028, compared with the 2025 base year. The Company aims to achieve this target by enhancing energy efficiency, promoting efficient resource utilization, and improving operational processes to become more environmentally friendly.

## Information on greenhouse gas management

### The company's greenhouse gas emissions

	2023	2024	2025
<b>Total GHG emissions (Metrics tonne of carbon dioxide equivalents)</b>	757.00	1,339.00	944.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	43.00	958.00	140.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	100.00	90.00	436.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	614.00	291.00	368.00

### Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) (*)	0.000393	0.000818	0.000508
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	0.49	0.69	0.69
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / Revenue (Million Baht))	0.08000000	0.73000000	0.31000000

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

## Information on verification of the company's greenhouse gas emissions over the past year

### Verification of the company's greenhouse gas emissions over the past year

Verification of the company's greenhouse gas emissions : Yes

List of greenhouse gas verifier entity : Bureau verification (Thailand) Co., Ltd.

## Information on reduction and absorption of greenhouse gas

### Reduction of Greenhouse Gas

	2023	2024	2025
<b>Total reduced GHG (Metric tonnes of carbon dioxide equivalent)</b>	0.00	0.00	0.00

### Absorption and removal of Greenhouse Gas

	2023	2024	2025
<b>Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent)</b>	0.00	0.00	0.25
Care the Wild Project (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00
<b>Other projects (Metric kilograms of carbon dioxide equivalent)</b>	0.00	0.00	0.25
PRIMO GROW-GO-GREEN GARDEN (Metric kilograms of carbon dioxide equivalent)	N/A	0.00	0.25
PRIMO GROW-GO-GREEN GARDEN (Metric kilograms of carbon dioxide equivalent)	N/A	0.00	0.25

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

# ESG Performance

Company Name : Primo Service Solutions Public Company Limited      Symbol : PRI

Market : mai      Industry Group : Property & Construction      Sector : SECTOR 0

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## Human rights

### Information on social and human rights policies and guidelines

#### Social and human rights policy and guidelines

- Social and human rights policy and guidelines : Yes
- Social and human rights guidelines : Employee Rights, Migrant/foreign labor, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights

#### Human Rights Policy

All individuals are entitled to equal value, dignity, and fundamental human rights. The Company places great importance on respecting human rights in all of its business activities. Directors, management, and all employees are required to uphold and promote a corporate culture and values that respect human rights, in accordance with the following principles:

- Treat all individuals equally and fairly, based on respect for human dignity, without discrimination on the basis of origin, race, nationality, gender, age, color, religion, expression of opinion, physical condition, social status, lineage, or any other differences.
- Conduct business activities in a manner that does not directly or indirectly contribute to human rights violations of any stakeholders.
- Support and respect the protection of human rights, and ensure that the Company's operations are not involved in any human rights abuses.
- Communicate and promote understanding of human rights principles among stakeholders throughout the business value chain.
- Regularly monitor, review, and assess human rights risks and impacts, and establish appropriate measures for effective risk management.
- Establish effective grievance management and data protection systems, and continuously improve channels for complaints and whistleblowing related to human rights violations.
- Disclose progress on human rights performance through the Company's annual report (Form 56-1 One Report), corporate website, or other appropriate channels.

This Human Rights Policy covers the rights of the Company's key stakeholders, including:

1. Employees (both permanent and temporary),
2. Customers (including tenants and service users),
3. Suppliers and business partners, and
4. Society, communities, and the environment.

The Company has established the following guidelines for each stakeholder group:

1. Employee Rights

The Company provides fair and appropriate employment conditions without discrimination, promotes diversity and inclusion within the organization, and offers equal employment opportunities, including for persons with disabilities.

The Company places importance on the safety and occupational health of all employees, ensuring a workplace free from all forms of intimidation and harassment. Employees opinions are valued and regularly considered to continuously improve employment conditions and the working environment.

## 2. Tenant and Customer Rights

The Company prioritizes the health, safety, and security of customers lives and property. Business activities are conducted responsibly and fairly, without discrimination or any form of harassment.

The Company respects customer privacy through effective personal data management and robust data protection systems in accordance with applicable standards.

## 3. Supplier and Business Partner Rights

The Company promotes fair and appropriate employment practices in accordance with applicable laws and international labor standards, including reasonable working hours, fair wages, and non-discrimination.

The Company emphasizes occupational health and safety for workers and strictly prohibits illegal labor practices, as well as any form of intimidation or harassment.

## 4. Society, Community, and Environmental Rights

The Company conducts its business with responsibility toward society and the environment, respecting the rights of communities and contributing to improved quality of life, health, and safety.

The Company is committed to environmental stewardship and energy conservation, while minimizing impacts on society, communities, and the environment.

### **Human Rights Guidelines on Labor Practices**

To promote respect for human rights and labor practices across the organization, and to ensure that all employees and relevant stakeholders, including vulnerable groups (such as women, children, indigenous peoples, migrant workers, third-party contracted workers, communities/local residents, LGBTQI+ individuals, persons with disabilities, pregnant women, and the elderly), are treated, protected, and respected equally and fairly, the Company has established the following guidelines:

#### 1. Forced Labor

1.1 The Company strictly prohibits all forms of involuntary or forced labor.

1.2 The Company shall not engage in or support debt bondage or any form of financial coercion, including withholding, delaying, or non-payment of wages to compel employees to work.

1.3 The Company shall not request or retain deposits, identification cards, or any personal documents from employees as a condition of employment, unless required by law.

1.4 The Company shall not impose punishment, threats, harassment, or any form of physical, verbal, or psychological abuse.

1.5 The Company shall not restrict freedom of movement or isolate employees, such as preventing them from leaving the workplace or accommodation, or restricting their participation in community and social life.

1.6 The Company strictly prohibits all forms of human trafficking.

1.7 The Company shall not deprive employees of their rights, benefits, or access to basic necessities of life.

#### 2. Child Labor

2.1 The Company shall not employ or support the employment of children below the legal minimum working age.

2.2 The Company shall not employ or support child labor in work that is hazardous or harmful to health, safety, or development.

2.3 The Company shall not employ or support child labor involving separation from guardians without consent.

2.4 The Company shall not employ or support child labor that interferes with compulsory education.

### 3. Female Labor

3.1 Female employees shall not be assigned work that is hazardous to their health, as prescribed by law.

3.2 The Company shall ensure equal remuneration for male and female employees performing work of equal value or in the same job classification.

3.3 Pregnant employees shall be provided with a safe working environment that does not pose risks to their health or pregnancy.

3.4 Appropriate facilities shall be provided for pregnant employees and those who are breastfeeding.

3.5 The Company shall not terminate employment, demote, or reduce benefits of female employees due to pregnancy.

### 4. Migrant Labor

4.1 The Company shall employ and support the employment of migrant workers who possess valid work permits in accordance with applicable laws.

4.2 Employment contracts shall be clearly documented in writing and provided in a language understandable to migrant workers.

4.3 Fair wages shall be paid, with proper records maintained for all payments.

### 5. Working Conditions and Occupational Safety

5.1 The Company shall provide a safe and suitable working environment in compliance with applicable laws and regulations to minimize risks of accidents, injuries, and factors that may affect physical and mental health.

5.2 Adequate safety equipment shall be provided, along with training programs to ensure employees are aware of and able to follow proper safety practices.

### 6. Equal Opportunity, Non-Discrimination, and Fair Treatment

6.1 Recruitment and selection shall be based on job-related qualifications without discrimination on any grounds.

6.2 Employment, compensation, benefits, promotion, and job assignment shall be conducted fairly and without discrimination.

6.3 Employee development shall be provided equitably, with equal opportunities for career advancement based on role suitability.

6.4 Performance evaluation processes shall be transparent and fair, with results communicated clearly to employees to support their development.

6.5 The Company shall not interfere with or restrict employees rights or practices on discriminatory grounds.

6.6 The Company shall not terminate employment or enforce retirement based on discriminatory factors.

### 7. Prevention of Violence, Harassment, and Abuse

7.1 The Company strictly prohibits all forms of violence, intimidation, harassment, and abuse.

7.2 The Company shall not engage in abuse of authority or conduct of a sexual nature that may result in:

- Distress, annoyance, humiliation, or degradation;
- An unsafe, hostile, intimidating, or offensive work environment;
- Unreasonable interference with work performance;
- Adverse impacts on employment decisions, including recruitment, appointment, transfer, or compensation.

### 8. Compensation Practices

8.1 The Company shall provide wages, remuneration, overtime pay, and other benefits fairly and in compliance with applicable laws.

8.2 Written records of compensation shall be maintained with clear details, enabling employees to understand the breakdown of payments received in each period, including compensation and statutory benefits.

8.3 Employees shall be entitled to social security and other legally required welfare benefits.

8.4 The Company shall provide a voluntary provident fund, consisting of employee contributions deducted from wages and matching contributions from the Company, to support employees financial security upon retirement, resignation, disability, or as financial protection for their families in the event of death.

#### 9. Working Hours

9.1 The Company shall clearly define standard working hours, including start and end times, and ensure that total working hours and overtime comply with applicable laws.

9.2 Working hours shall be accurately recorded in a systematic manner.

9.3 Appropriate rest periods and meal breaks shall be provided.

9.4 Employees shall be entitled to appropriate leave benefits, such as annual leave, personal leave, and other types of leave, as well as public holidays in accordance with legal requirements.

#### 10. Freedom of Association and Collective Bargaining

10.1 Employees shall be able to express opinions and raise concerns through the Companys established communication channels.

10.2 The Company shall respect employees rights and freedom to join or not join associations or groups. Any such activities must be conducted peacefully, without weapons, and must not disrupt work efficiency or the continuity of customer services.

10.3 The Company shall not take any action to restrict employees rights to freedom of association, except where such restrictions are necessary to protect public interest, maintain order, or prevent violations of laws or business ethics.

#### 11. Termination and Severance Practices

11.1 The Company shall not terminate employment without just cause.

11.2 In the event of termination, employees shall be notified in advance and provided with severance pay in accordance with applicable laws.

### **Information on review of social and human rights policies, guidelines, and/or goals over the past year**

#### **Review of social and human rights policies, guidelines, and/or goals over the past year**

Review of social and human rights policies, : Yes  
guidelines, and/or goals over the past year

Changes in social and human rights policies, : Migrant/foreign labor, Safety and occupational health at  
guidelines, and/or goals work, Supplier rights

#### **Guidelines on the Employment of Migrant Workers**

- Employ and support the employment of migrant workers who possess valid and legally required work permits.
- Ensure that clear written employment contracts are provided in a language that migrant workers can understand.
- Provide fair compensation and maintain proper records of all wage payments.

#### **Rights of Business Partners and Suppliers**

The Company promotes fair and appropriate employment practices among its business partners and suppliers in compliance with applicable laws and international labor standards. This includes the establishment of appropriate

working hours, fair remuneration, non-discrimination, and prioritization of occupational health and safety. The Company also ensures that all forms of illegal labor, forced labor, and any form of intimidation or harassment are strictly prohibited.

### **Occupational Health and Safety (OHS) Practices**

- Provide a safe and suitable working environment in accordance with relevant laws and regulations to minimize the risk of accidents, injuries, and factors that may adversely affect employees physical and mental health.
- Ensure the provision of adequate safety equipment and conduct regular safety training to enhance employee awareness and ensure proper safety practices.

### **Information on compliance with human rights principles and standards**

#### **Compliance with human rights principles and standards**

Human rights management principles and standards : The UN Guiding Principles on Business and Human Rights, ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy

### **Information on Human Rights Due Diligence : HRDD**

#### **Human Rights Due Diligence : HRDD**

Does the company have an HRDD process : Yes

#### **Human Rights Risk Assessment Across the Value Chain**

##### **1. Customer Acquisition, Marketing, Advertising, and Contracting**

#### **Key Human Rights Risks**

- Misleading communication or provision of exaggerated information that may affect decision-making
- Violation of personal data privacy through collection or use of data without consent
- Limited access to services, where communication channels are not inclusive of vulnerable groups, such as persons with disabilities

#### **Risk Management Approaches**

- Comply with Personal Data Protection laws (PDPA) and develop effective data management systems; provide training to ensure transparent and responsible communication
- Improve websites or applications in accordance with WCAG standards to ensure accessibility for all groups

##### **2. Procurement and Supplier Selection**

#### **Key Human Rights Risks**

- Forced labor and child labor risks within suppliers supply chains
- Unfair working conditions, including non-compliance with wage requirements or unsafe working environments

#### **Risk Management Approaches**

- Establish a responsible procurement policy and a Supplier Code of Conduct covering human rights issues, requiring all suppliers to acknowledge and comply

- Conduct regular supplier assessments, including self-assessments and on-site audits

### 3. Talent Development, Recruitment, and Training

#### Key Human Rights Risks

- Workplace discrimination in recruitment, promotion, or benefits due to biases related to gender, ethnicity, age, disability, etc.
- Workplace harassment and abuse
- Violation of the right to freedom of association and collective bargaining
- Inadequate training and lack of awareness regarding human rights and employee responsibilities

#### Risk Management Approaches

- Establish a human rights policy and regularly review and update HR-related policies to align with non-discrimination and diversity principles
- Provide secure, transparent grievance mechanisms with protection for whistleblowers
- Deliver training on human rights, non-discrimination, and prevention of workplace harassment to employees at all levels
- Respect employees rights to peaceful assembly and collective bargaining

### 4. Delivery of Products and Services

#### Key Human Rights Risks

- Occupational health and safety risks for employees working off-site at customer locations

#### Risk Management Approaches

- Develop a Customer Due Diligence framework to assess human rights risks prior to engagement
- Establish safety plans for employees performing off-site work

### 5. After-Sales Services

#### Key Human Rights Risks

- Violation of privacy rights through misuse of data obtained during after-sales services
- Failure to adequately address customer complaints

#### Risk Management Approaches

- Train employees on data privacy awareness and implement measures to address misuse of after-sales data
- Establish a complaint management policy with fair processes and a focus on resolution
- Monitor and analyze root causes of complaints to improve services and prevent recurrence

## Information on other social management

### Plans, performance, and outcomes related to other social management

#### Impact Management

Although the Company has not encountered any cases of human rights violations to date, it has established preparedness measures to manage potential impacts. Clear remediation and mitigation plans have been developed, with contingency budgets allocated for such actions, and responsible persons designated at each level to address potential issues.

#### Monitoring and Reporting

The Company has implemented a systematic process for monitoring and evaluating human rights performance. The Human Rights Working Committee convenes on a monthly basis, and progress is reported to the Executive Committee

on a quarterly basis. An annual report is also prepared and publicly disclosed. In addition, the Company reviews and updates its human rights policies and practices annually to ensure alignment with evolving circumstances and international standards.

### Future Action Plan

The Company remains committed to continuously strengthening its human rights performance. Future action plans include enhancing operational standards across the entire value chain, improving monitoring and verification systems, and fostering collaboration with business partners to promote respect for human rights throughout the supply chain. The Company will continue to provide training and capacity-building programs for employees and business partners to raise awareness and understanding of human rights issues. In addition, technology and innovation will be leveraged to support risk management and performance monitoring, ensuring that the Company's operations align with international standards and effectively meet stakeholder expectations.

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

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

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

## Fair labor practice

### Disclosure boundary in fair labor practice in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	17
Actual number of disclosure boundaries	:	9
Data disclosure coverage (%)	:	52.94

### Information on employees and labor management plan

#### Employees and labor management plan

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

#### Fair Treatment of Employees and Respect for Human Rights

The Company recognizes the importance of preventing human rights violations in its human resource management, as such rights are fundamental and should be equally enjoyed by all individuals. The Company strictly complies with all applicable labor laws and regulations concerning employment and employee treatment. It also carefully considers factors that may lead to potential human rights violations, such as ensuring no gender-based restrictions in recruitment, whereby candidates are evaluated primarily based on their qualifications and suitability for the position.

The Company has formally established and communicated its Human Rights Policy, and has implemented procedures for assessing human rights risks and impacts in order to identify preventive and mitigation measures across its entire value chain. The Company has also undertaken actions to prevent and mitigate the severity of any potential human rights impacts in a comprehensive manner.

#### Employment (GRI 401-1, GRI 401-2, GRI 401-3)

##### Recruitment and Selection

The Company places strong emphasis on fair and transparent recruitment and selection processes, guided by five key principles: merit, competence, equality, opportunity, and security.

Recruitment is conducted based on fairness, transparency, and systematic processes, ensuring equal opportunity and non-discrimination regardless of age, gender, ethnicity, religion, or race. This approach aims to attract capable individuals who can grow sustainably alongside the organization.

The selection process is designed to comprehensively assess candidates knowledge, skills, and attitudes. Role-specific assessments are applied as appropriate, such as foreign language proficiency tests for positions requiring international communication, or presentation skills assessments for sales roles.

Clear interview guidelines and standardized evaluation criteria are established to minimize bias and subjectivity.

Interviews are conducted by panels comprising more than one representative from relevant departments to ensure balanced and fair decision-making. Individual evaluation criteria are applied to enable transparent and equitable comparison among candidates.

The Company is strongly committed to equality, humanitarian principles, and the elimination of all forms of illegal labor. Employment practices are conducted transparently and in full compliance with labor laws, including probation evaluation, working hours, benefits, and statutory leave. All employees are provided with formal employment contracts.

### **Employment of Vulnerable Groups**

The Company is committed to promoting the quality of life of disadvantaged groups and persons with disabilities in Thai society. Currently, the Company employs a total of 9 persons with disabilities.

This initiative aims to enhance opportunities for skill development and employment, enabling persons with disabilities to achieve self-reliance, earn income, and live with dignity. It also helps reduce the burden on families and society, while supporting inclusive economic participation and fostering a more equitable society.

### **Compensation and Benefits Management**

The Company has established a comprehensive and fair compensation policy designed to attract, retain, and motivate employees to perform at their full potential. Compensation is categorized into three main components: direct monetary compensation, indirect monetary compensation, and non-monetary benefits.

#### **Monetary Benefits**

- The Company sets salary structures in line with market and industry benchmarks, including commissions for certain roles, annual salary adjustments, and performance-based bonuses aligned with KPI results and the Company's performance.
- A Provident Fund is provided to support employees long-term financial security, with employee contributions of up to 15% and Company contributions ranging from 3% to 7%.
- Group insurance coverage, including life and health insurance, is provided to employees upon completion of probation, with coverage levels based on position.
- Annual dental benefits are provided, with coverage ranging from THB 3,000 to 6,000 per year.
- Performance-based rewards and special incentives are allocated to recognize employee achievements.
- Employees are entitled to special privileges when purchasing the Company's real estate projects, supporting improved quality of life.

#### **Non-Monetary Benefits**

- Annual health check-ups in collaboration with leading hospitals or clinics
- Company-provided SIM cards to support work-related communication
- Employee assistance in various life events (childbirth, hospitalization, bereavement, natural disasters)
- Paternity leave of 10 days
- One additional day of leave during the employee's birth month
- Social and recreational activities to enhance workplace relationships and reduce stress
- A Welfare Committee consisting of 10 employee representatives to facilitate dialogue with management and improve workplace conditions

### **Employee Engagement**

The Company promotes employee engagement and retention to support sustainable business growth. It emphasizes performance development, fair compensation, and appropriate salary and benefit structures aligned with performance and capabilities. Annual salary adjustments are based on KPI evaluations and Company performance.

An Employee Engagement Survey is conducted at least once every two years to enhance communication, identify improvement areas, and strengthen engagement, pride, career development, and rewards.

In 2025, the employee engagement score was 78.43%. Key areas for improvement identified include enhancing skill development across all roles to support career growth. The Company has set a target to increase employee engagement to over 90% by 2026.

## **Employee Training and Development (GRI 404-1, GRI 404-2)**

The Company promotes continuous training and development to enhance employees capabilities and align individual performance with organizational goals. In 2025, the Company emphasized skill development, problem-solving, and effective communication.

### **Training Programs include:**

- Mandatory Programs: New employee orientation, business ethics, policies, and safety training
- Functional Skills Programs: Role-specific technical and professional skills
- General Programs: Foundational knowledge, personality development, AI tools, and waste segregation

## **Occupational Health, Safety, and Work Environment Governance**

The Company strictly complies with relevant laws and has established a structured governance framework, including:

1. Safety Committees across business units
2. Occupational Health and Safety Working Committees
3. Corporate Governance and Sustainability Subcommittee

These bodies ensure consistent implementation of safety policies across all operations, including employees, contractors, and suppliers throughout the value chain.

The Company is committed to upholding the right to occupational health and safety by implementing policies and managing work environments in accordance with international standards and applicable laws. Annual workshops are conducted to strengthen safety practices and move toward a zero-accident organization.

## **Operational Approach**

- Strict compliance with safety laws and best practices
- Implementation of effective occupational health and safety management systems
- Continuous risk assessments and mitigation measures
- Promotion of a strong safety culture and employee participation
- Provision and maintenance of appropriate safety equipment and infrastructure
- Regular training for employees, contractors, and stakeholders
- Open communication channels for reporting safety concerns without retaliation

## **Risk Management and Preventive Measures**

The Company implements comprehensive safety risk prevention measures across all operations, including property management, construction management, and building services. Key initiatives include:

- Safety training aligned with ISO 45001 standards
- Collaboration with suppliers to improve safety standards, including corrective action plans
- A target of zero fatalities and continuous reduction of workplace injuries

For future projects under the Companys responsibility, due diligence processes are conducted, including risk assessments, contractor consultations, and implementation of necessary safety measures to ensure the safety of employees and surrounding environments.

## **Information on setting employee and labor management goals**

### **Setting employee and labor management goals**

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

**Details of setting goals for employee and labor management**

Target(s)	Indicator(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none"> <li>• Employee training and development</li> <li>• Promoting employee relations and participation</li> </ul>	Employee Care and Development	2025: Average employee training of 15 hours per person per year	2026: Average employee training of 20 hours per person per year

**Information on performance and outcomes for employee and labor management**

**Performance and outcomes for employee and labor management**

Performance and outcomes for employee and labor : Yes  
management

**Performance on Employee Relations and Engagement Enhancement**

The Company conducts an Employee Engagement Survey at least once every two years to create opportunities for effective communication and engagement with employees. The survey also serves to enhance understanding and identify areas for improvement in organizational development, particularly in terms of participation, pride, career progression, and compensation.

In 2025, the employee satisfaction and engagement survey achieved a score of **78.43%**.

The survey results indicated that employees would like the Company to further enhance skill development across all job functions in order to increase career growth opportunities. The Company has set a target for 2026 to achieve an employee happiness and engagement level of over **90%**.

**Employee Engagement and Relationship Development Activities**

The Company places strong emphasis on fostering relationships and engagement between the organization and its employees. The Happy Maker initiative was organized to boost morale and create a positive working environment for employees stationed at property management projects.

Senior management conducted site visits to meet employees and presented appreciation box sets as tokens of gratitude for their dedication. This initiative helps strengthen relationships and reinforces employees sense of belonging within the organization.

**Employee Training Performance**

In 2025, the Company delivered a total of **13 training programs**, covering professional skills, safety, and operational efficiency. Each program had an average duration of 8 hours, with multiple sessions conducted to ensure broad employee participation.

The total training hours amounted to **25,020 hours**, representing an average of **20 hours per employee per year**, exceeding the Company's target of **15 hours per employee per year**.

**Examples of Training Programs**

**Pet Services Program**

The Company collaborated with Thonglor Animal Hospital to provide training for property management staff and

personnel in pet-friendly projects. This program aims to establish service standards by equipping employees with specialized knowledge, understanding, and expertise to effectively meet the needs of pet-loving residents. Employees who complete the program are awarded a badge symbolizing their expertise in pet-friendly services.

### **Service Mind and Housekeeping Standards Development Program**

The Company continuously enhances the capabilities of housekeeping staff by focusing on cultivating a strong service mindset. The program emphasizes enthusiasm, friendliness, and service consciousness, alongside improving technical skills and standardized cleaning procedures to ensure efficiency, quality living environments, and long-lasting positive impressions for residents.

### **Inclusive Workforce Development**

The Company is committed to improving the quality of life for all employee groups equally. In collaboration with World Vision Foundation of Thailand, the Company provides specialized training for migrant workers to enhance workplace safety skills, knowledge of company regulations, and appropriate living practices in Thai society. This initiative also promotes cross-cultural communication within the organization.

### **Occupational Health and Safety Training Programs**

#### **Firefighting and Evacuation Training**

Training sessions on basic firefighting and emergency evacuation procedures were conducted to equip employees with essential knowledge and skills. Over 100 employees are now capable of responding effectively to fire incidents and managing situations in accordance with established emergency plans.

#### **Workplace Safety and Ergonomics Training for Housekeeping Staff**

This program provides essential knowledge and skills for housekeeping staff to ensure their safety and well-being while working. It covers accident prevention, common workplace injuries, and ergonomic principles for proper working postures, helping reduce risks of injuries, muscle strain, and musculoskeletal disorders.

#### **Safety Standards Training for Safe Working Environments**

The Company organizes training to raise awareness and understanding of workplace safety standards. Participants are equipped to apply these practices effectively, contributing to safer working environments and reducing risks of accidents and hazards.

### **Sustainable Business Standards**

The Company prioritizes governance in occupational health and safety, working conditions, quality, and environmental management. International standards are adopted and verified by independent external organizations.

- Primo Service Solutions Public Company Limited (PRI) has been certified under **ISO 14064**
- Project Asia Co., Ltd. (PJA) has been certified under **ISO 9001**
- United Project Management Co., Ltd. (UPM) has been certified under **ISO 9001, ISO 14001, and ISO 45001**
- Uno Service Co., Ltd. (UNO) has been certified under **ISO 9001, ISO 14001, and ISO 45001**

## **Information on employment**

### **Employment**

	2023	2024	2025
<b>Total Employment (Person)</b>	1,543	1,937	1,363
Percentage of employees to total employment (%)	100.00	100.00	100.00
<b>Total employees (persons)</b>	1543	1937	1363
Male employees (persons)	676	797	630
Percentage of male employees (%)	43.81	41.15	46.22
Female employees (persons)	867	1140	733
Percentage of female employees (%)	56.19	58.85	53.78

#### Number of employees categorized by age

	2023	2024	2025
Total number of employees under 30 years old (Persons)	492	540	358
Percentage of employees under 30 years old (%)	31.89	27.88	26.27
Total number of employees 30-50 years old (Persons)	854	979	729
Percentage of employees 30-50 years old (%)	55.35	50.54	53.48
Total number of employees over 50 years old (Persons)	197	418	276
Percentage of employees over 50 years old (%)	12.77	21.58	20.25

#### Number of male employees categorized by age

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	225	255	174

	2023	2024	2025
Percentage of male employees under 30 years old (%)	33.28	31.99	27.62
Total number of male employees 30-50 years old (Persons)	392	431	330
Percentage of male employees 30-50 years old (%)	57.99	54.08	52.38
Total number of male employees over 50 years old (Persons)	59	111	126
Percentage of male employees over 50 years old (%)	8.73	13.93	20.00

**Number of female employees categorized by age**

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	267	285	184
Percentage of female employees under 30 years old (%)	30.80	25.00	25.10
Total number of female employees 30-50 years old (Persons)	462	548	399
Percentage of female employees 30-50 years old (%)	53.29	48.07	54.43
Total number of female employees over 50 years old (Persons)	138	307	150
Percentage of female employees over 50 years old (%)	15.92	26.93	20.46

**Number of employees categorized by position**

	2023	2024	2025
--	------	------	------

	2023	2024	2025
Total number of employees in operational level (Persons)	1,395	1,792	1,213
Percentage of employees in operational level (%)	90.41	92.51	88.99
Total number of employees in management level (Persons)	143	141	138
Percentage of employees in management level (%)	9.27	7.28	10.12
Total number of employees in executive level (Persons)	5	4	12
Percentage of employees in executive level (%)	0.32	0.21	0.88

**Number of male employees categorized by position**

	2023	2024	2025
Total number of male employees in operational level (Persons)	589	707	534
Percentage of male employees in operational level (%)	87.13	88.71	84.76
Total number of male employees in management level (Persons)	82	86	86
Percentage of male employees in management level (%)	12.13	10.79	13.65
Total number of male employees in executive level (Persons)	5	4	10
Percentage of male employees in executive level (%)	0.74	0.50	1.59

**Number of female employees categorized by position**

	2023	2024	2025
--	------	------	------

	2023	2024	2025
Total number of female employees in operational level (Persons)	806	1,085	679
Percentage of female employees in operational level (%)	92.96	95.18	92.63
Total number of female employees in management level (Persons)	61	55	52
Percentage of female employees in management level (%)	7.04	4.82	7.09
Total number of female employees in executive level (Persons)	0	0	2
Percentage of female employees in executive level (%)	0.00	0.00	0.27

#### Significant changes in the number of employees

Significant changes in number of employees over the : No  
past 3 Years

#### Number of male employees working in Thailand

	2023	2024	2025
Total male employees working in Thailand (Person)	676	793	630
Bangkok Metropolitan (Person)	676	793	630
Northern (Person)	0	0	0
Central (Person)	0	0	0
Northeastern (Person)	0	0	0
Southern (Person)	0	0	0

	2023	2024	2025
Eastern (Person)	0	0	0

#### Number of female employees working in Thailand

	2023	2024	2025
Total female employees working in Thailand (Person)	867	1,140	733
Bangkok Metropolitan (Person)	867	1,140	733
Northern (Person)	0	0	0
Central (Person)	0	0	0
Northeastern (Person)	0	0	0
Southern (Person)	0	0	0
Eastern (Person)	0	0	0

#### Number of employees working abroad

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

#### Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	8	9	9
Percentage of disabled workers to total employment (%)	0.52	0.46	0.66

	2023	2024	2025
<b>Total number of employees with disabilities (Persons)</b>	8	9	9
Total male employees with disabilities (persons)	N/A	2	2
Total female employees with disabilities (persons)	N/A	7	7
Percentage of disabled employees to total employees (%)	0.52	0.46	0.66
<b>Total number of workers who are not employees with disabilities (persons)</b>	0	0	0

## Information on compensation of employees

### Employee remuneration by gender

	2023	2024	2025
<b>Total employee remuneration (baht)</b>	545,131,000.00	471,482,397.07	650,405,810.51
Average of remuneration of employees (Baht/persons)	353,292.94	243,408.57	477,186.95

## Information on provident fund management

### Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

At present, the Company provides a provident fund scheme managed by Kasikorn Asset Management Co., Ltd. under the fund name K Master Pooled Fund, and by Bualuang Asset Management Co., Ltd., both of which are registered with the Securities and Exchange Commission Thailand.

For employees who participate in the provident fund, the Company and its subsidiaries contribute at a rate ranging from 2% to 15% of the employees salaries to the provident fund.

### Overview of methods for determining employee and employer contribution Rates

The Company has established a provident fund for its employees to promote savings and provide financial security for employees and their families, as well as to offer tax benefits. Participation in the provident fund is voluntary.

Employees may select their preferred investment plan based on their individual needs, while the Company provides contributions to each employee at rates determined by their length of service.

### Participation in provident fund membership

#### Details of provident fund participation

##### Number of employees joining in PVD (persons)

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	1543	1937	1363
Number of employees joining in PVD (persons)	315	229	301
Number of PVD members / Total employees (%)	20.41	11.82	22.08
Number of PVD members / Total eligible employees (%)	20.41	11.82	22.08

##### Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	5,200,000.00	7,800,000.00	6,247,996.31

#### Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
Primo Service Solutions Public Company Limited	Yes	1,363	1,363	301	22.08	22.08

### Information on employee development

#### Employee training and development

	2023	2024	2025
Employee development plans as part of annual performance reviews	Yes	Yes	Yes
Average employee training hours (Hours / Person / Year)	29.00	24.00	20.00

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

## Information on safety, occupational health, and work environment

### Number of working hours

	2023	2024	2025
Total number of hours work (Hours)	3,555,072.00	4,462,848.00	2,633,472.00
Total number of hours worked by employees (Hours)	3,555,072.00	4,462,848.00	2,633,472.00

### Statistic of accident and injuries of employees from work

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	7	3	4
Total number of employees that lost time injuries for 1 day or more (Persons)	7	3	4
Percentage of employees that lost time injuries for 1 day or more (%)	0.45	0.15	0.29
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (*) (Persons / 1 million-manhours)	1.97	0.67	1.52

	2023	2024	2025
Lost time injury frequency rate (LTIFR) (Persons / 200,000 manhours) <sup>(**)</sup>	0.39	0.13	0.30

Additional explanation : <sup>(\*)</sup> The company with the total number of employees over 100 or more

<sup>(\*\*)</sup> The company with the total number of employees less than or equal to 100

## Information on promoting employee relations and participation

### Employee engagement

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	1012	1216	364
Total number of male employee turnover leaving the company voluntarily (persons)	375	463	202
Total number of female employee turnover leaving the company voluntarily (persons)	637	753	162
Proportion of voluntary resignations (%)	65.59	62.78	26.71
Percentage of male employee turnover leaving the Company voluntarily (%)	37.06	38.08	55.49
Percentage of female employee turnover leaving the Company voluntarily (%)	62.94	61.92	44.51

	2023	2024	2025
Evaluation result of employee engagement	-	-	Yes

### Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare committee

## Responsibility to customers/ consumers

### Information on responsibility to customers/consumers policy

#### Consumer data privacy and protection policy and guidelines

- Consumer data privacy and protection policy and guidelines : Yes
- Consumer data privacy and protection guidelines : Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Company's measures for third parties' use of customer data, Security measures of personal data

#### Responsible sales and marketing policy and guidelines

- Responsible sales and marketing policy and guidelines : Yes
- Responsible sales and marketing guidelines : Marketing communications that respect the law, adhere to relevant regulations, and consider consumer rights., Not supporting advertisements or promotional activities that encourage illegal acts or immoral conducts
- Reference link for responsible sales and marketing policy and guidelines :
- Page number of the reference link :

#### Policy and guidelines on communicating the impact of products and services to customers / consumers

- Policy and guidelines on communicating the impact of products and services to customers / consumers : Yes
- Policy and guidelines on communicating the impact of products and services to customers / consumers : Prohibition of exaggerated, inaccurate, or misleading marketing claims, Labeling of goods and products with legally required information, Appropriate marketing communications for vulnerable groups, including children or youth under 12 years old, Appropriate marketing communications through digital channels

### Information on customer management plan

#### Customer management plan

- Company's customer management plan : Yes
- Customer management plan implemented by the company in the past year : Responsible production and services for customers, Communication of product and service impacts to

customers / consumers, Development of customer satisfaction and customer relationship, Consumer data privacy and protection

The Company aims to enhance its real estate service offerings to best meet the lifestyles and needs of its customers, with a strong focus on both quality and safety. This is pursued alongside the development of the organization in a balanced manner under a sustainable business approach.

**Product and Service Development (GRI 416-1)**

The Company places great importance on the development of its products and services across the entire value chain, from upstream to downstream operations, under the Happy Smart Living Maker concept. The Company's Quality & Services strategy focuses on three key pillars as follows:

**1. 1. People Development**

The Company emphasizes the development of employees at all levels through training and knowledge enhancement in service delivery, work quality, and safety. This enables employees to perform effectively and professionally, and to appropriately meet customer needs.

**2. 2. Product & Operational Quality**

The Company prioritizes the selection of standardized, high-quality, and task-appropriate materials and cleaning products. In addition, operational quality is consistently monitored to ensure that service outcomes meet the Company's established standards, minimize errors, and build customer confidence.

**3. 3. Service Excellence**

The Company strives to elevate service standards to excellence by delivering prompt and attentive services, with careful attention to detail. This includes comprehensive after-sales services to foster long-term relationships with customers.

**Information on setting customer management goals**

**Setting customer management goals**

Does the company set customer management goals : Yes

**Details of setting customer management goals**

Target(s)	Indicator(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none"> <li>• Responsible production and services for customers</li> <li>• Communication of product and service impacts to customers/consumers</li> <li>• Development of customer satisfaction and customer relationship</li> <li>• Protection of customer personal information</li> </ul>	Customer Service Satisfaction	2025: To achieve a resident satisfaction rate of at least 80% with staff service delivery.	2030: To achieve a resident satisfaction rate of at least 85% with staff service delivery.

## Information on performance and results of customer management

### Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

#### **"Residents' satisfaction with staff service performance is 80%, based on post-survey feedback.**

The company has held meetings to share evaluation results with all employees and used this data to continuously improve individual work processes. Additionally, training programs are being planned to further enhance staff service efficiency."

### Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

### Channels for receiving complaints from customers/consumers

Companys channels for receiving complaints from customers/consumers : Yes

Telephone : 020810000

Fax : -

Email : info@primo.co.th

Companys website : <https://primo.co.th/>

Address : 496 Moo 9, Soi Bearing 16, Sukhumvit 107 Road, Samrong Nuea Subdistrict, Mueang Samut Prakan District, Samut Prakan 10270, Thailand

## Responsibility to community/ society

### Information on community development and engagement policies

#### Community development and engagement policies

Community development and engagement policies : Yes

### Information on community and social management plan

#### Community and social management plan

Company's community and social management plan : Yes

Community and social management plan implemented by the company over the past year : Employment and professional skill development, Education, Forests and natural resources, Occupational health, safety, health, and quality of life, Disadvantaged and vulnerable groups, Reducing inequality

#### Community and Social Management Plan

The Company is committed to conducting its business alongside sustainable community and social development. It places importance on creating shared value between the organization and stakeholders in its areas of operation through the promotion of social initiatives, employee engagement, and long-term community economic development.

##### 1. Strategic Approach

The Company has established the following approaches for managing community and social development:

- Promoting employee participation in volunteer activities
- Supporting educational development and environmental improvement within communities
- Preserving and promoting local culture and traditions
- Encouraging local employment and workforce skill development

##### 2. Social Development Initiatives

###### 2.1 Primo Grow Go Green Project: Enhancing Schools, Empowering Learning (Year 2)

The Company continues to implement its school development program in operational areas by encouraging employee participation in improving school environments, which serve as essential spaces for youth learning and development. This initiative aims to enhance the quality of education and expand learning opportunities for children in local communities. The project is conducted on an ongoing annual basis.

###### 2.2 Shrine Cleaning Initiative during the Phuket Vegetarian Festival (Year 2)

The Company promotes employee participation in community volunteer activities. In 2025, employees carried out shrine cleaning activities in Phuket Province, including Kathu Shrine, Lim Hu Tai Su Shrine (Sam Kong Shrine), and Jui Tui Shrine. This initiative aims to preserve local culture and traditions while strengthening relationships with the community.

##### 3. Local Employment Promotion Plan

The Company places strong emphasis on promoting local employment by creating career opportunities for people in the communities, including vulnerable groups. This is achieved through employment, skills development, and knowledge transfer, particularly in service-related roles such as housekeeping. These efforts create value for communities in several dimensions as follows:

- **Income Stability**

Promoting local employment enables community members to secure stable and continuous income, reducing unemployment and economic insecurity.

- **Local Economic Stimulation**

Income generated from employment circulates within the community, contributing to local economic growth.

- **Improvement of Quality of Life**

Stable income allows individuals to enhance their living standards and overall well-being.

- **Strengthening Business Confidence in Local Areas**

The availability of a skilled local workforce supports business continuity and encourages further investment in the area, leading to additional job creation in the future.

## Information on setting of community and social management goals

### Setting of community and social management goals

Does the company set community and social : Yes  
management goals

### Details of community and social management goal setting

Target(s)	Indicators(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none"> <li>• Employment and professional skill development</li> <li>• Education</li> <li>• Forests and natural resources</li> <li>• Occupational health, safety, health, and quality of life</li> </ul>	Community and social complaints	2025: Community and social complaints: 0 cases	2030: Community and social complaints: 0 cases

## Information on outcomes and results of community and social management

### Performance and outcomes of community and social management

Performance and outcomes of community and : Yes  
social management

### Local Economic Performance

#### Share To Change Initiative: Creating Opportunities, Enhancing Income, Strengthening Communities

Local employment in 2025: 31 individuals

The Company provides opportunities for community members to participate in its operations through employment in Housekeeping Service roles, delivering cleaning services within project areas. The Company actively engages with community leaders to coordinate collaboration, understand community needs, gather feedback, and assess the feasibility of local employment.

Selected candidates undergo training programs to enhance their skills and capabilities, including personality development, service mindset, and positive attitudes toward the organization. Practical on-the-job training is also provided prior to deployment to ensure that service delivery meets the Company's standards.

In 2025, the Company employed 31 local workers, representing 88.57% of the workforce in Housekeeping Service positions. This initiative has created employment opportunities for local communities and generated approximately THB 3,868,800 per year in income for the community.

### Benefit from implementing social development project

#### Financial benefits

Does the company measure the financial benefits : Yes  
from social development?

	2023	2024	2025
Value of purchasing goods and/or services from the community (Baht)	0.00	7,125.00	0.00
Social Investment (Baht)	0.00	0.00	15,000.00
Volunteer Hours (Baht)	0.00	0.00	480.00
In-Kind Contributions (Baht)	0.00	0.00	20,000.00
Cleaning Supplies Donations (Baht)	0.00	1,500.00	2,211.00

#### Non-financial benefits

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

	2023	2024	2025
Creating a Safe Food Source in Schools (Persons)	0.00	100.00	503.00

### Expenses from social and environmental development project

	2023	2024	2025
Total financial contribution to community/social development projects or activities (Bath)	N/A	30,000.00	20,000.00

	2023	2024	2025
Percentage of financial contribution for community/social development projects or activities to total expense (%) <sup>(*)</sup>	N/A	0.002320	0.001254
Percentage of financial contribution for community/social development projects or activities to total revenue (%) <sup>(*)</sup>	N/A	0.001832	0.001075

*Additional explanation : <sup>(\*)</sup> Total revenues and total expenses from total financial statement*

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

# ESG Performance

Company Name : Primo Service Solutions Public Company Limited      Symbol : PRI

Market : mai      Industry Group : Property & Construction      Sector : SECTOR 0

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## Corporate Governance Policy

### Information on overview of the policy and guidelines

#### Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

The Company recognizes the importance of and firmly believes that good corporate governance enhances the efficiency, transparency, and accountability of the Groups operations. This leads to increased competitiveness and sustainable growth, ultimately providing maximum benefits to shareholders, investors, creditors, employees, the public sector, customers, the general public, and all stakeholders. Accordingly, the Board of Directors has established a Good Corporate Governance Policy to serve as a practical guideline for directors, executives, and employees across the Group. This policy encompasses the principles and best practices of the Corporate Governance Code for Listed Companies 2017 (CG Code) issued by the Securities and Exchange Commission (SEC).

The Company has developed this Good Corporate Governance Policy and a Code of Business Conduct covering various organizational operations in alignment with international legal standards. These documents are published on the Companys website under the Corporate Governance section. Furthermore, the Company regularly reviews and updates these policies and manuals to ensure they remain current and consistent with the Companys ongoing operations.

Reference link for the full version of corporate governance policy and guidelines : <https://primo.co.th/%e0%b8%99%e0%b9%82%e0%b8%a2%e0%b8%9a%e0%b8%b2%e0%b8%a2%e0%b8%81%e0%b8%b2%e0%b8%a3%e0%b8%81%e0%b8%b3%e0%b8%81%e0%b8%b1%e0%b8%9a%e0%b8%94%e0%b8%b9%e0%b9%81%e0%b8%a5%e0%b8%81%e0%b8%b4%e0%b8%88%e0%b8%81/>

#### Policy and guidelines related to the board of directors

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

Guidelines related to the board of directors : Nomination of directors, Determination of director remuneration, Independence of the board of directors from the management, Director development, Board performance evaluation, Corporate governance of subsidiaries and associated companies

#### Nomination of directors

The Board of Directors must consist of individuals possessing the knowledge, capabilities, and experience necessary to perform their duties for the benefit of the Company and who are widely accepted by all parties. The Board plays a vital role in determining Company policies. In accordance with the Companys Articles of Association, the Board shall comprise at least five (5) members, consisting of Executive Directors, Non-Executive Directors, and Independent Directors. At least one-third (1/3) of the total number of directors, and no fewer than three (3) individuals, must be Independent Directors to ensure an appropriate balance of power. Furthermore, all directors must possess the required

qualifications and must not have any prohibited characteristics as prescribed by law. The Board composition shall reflect diversity in terms of skills, knowledge, expertise, experience, and specialized professional skills.

The Board of Directors recognizes the significance of Board Diversity and has established a Board Diversity Policy to guide the consideration of Board composition and qualifications. This policy takes into account diversity in terms of race, nationality, age, gender, skills, knowledge, capabilities, experience, and specific essential attributes, ensuring equality and non-discrimination. Such diversity is intended to enhance the Board's performance and efficiency, ultimately enabling the organization to achieve its core objectives and long-term sustainable goals.

Details regarding the Board of Directors' composition, the qualifications of the Chairman and Directors, tenure, scope of authority and responsibilities, performance evaluation, selection process, and remuneration are stipulated in the respective Board and Committee Charters. Further details are available in Part 2, under Section 6.2.1: *Policies and Practices related to the Board of Directors*; Section 7.2.3: *Roles and Responsibilities of the Board of Directors, Chairman, and Chief Executive Officer*, the *Report on Key Operating Result Related to Corporate Governance*; and Enclosure 5: *'Policy and Practice of Corporate Governance and Code of Business Ethics*.

In this regard, the Nomination and Remuneration Committee, as the sub-committee responsible for the recruitment and qualification setting of directors and sub-committee members, plans to develop a Board Skill Matrix. This matrix is designed to ensure Board Diversity, encompassing a wide range of gender, age, education, professional experience, and specialized expertise, as well as the specific technical skills required for each committee.

#### **Determination of director remuneration**

The Company determines the remuneration of its directors at an appropriate level that aligns with the company's performance and is comparable to common industry practices. This takes into account the organization's primary objectives, best practices in similar businesses, and the company's performance, as well as the roles and responsibilities of the directors. The remuneration of directors is in accordance with the criteria and policies established by the Nomination and Remuneration Committee.

#### **Independence of the board of directors from the management**

To comply with relevant laws, the Company has a policy to ensure that at least one-third of the total number of directors are independent directors, with no fewer than three individuals in this capacity. Independent directors must remain free from the control of executives, major shareholders, and any involvement or financial interests in business management. Additionally, they must meet all qualifications outlined in the regulations set forth by the Capital Market Supervisory Board, the Securities and Exchange Commission, and other applicable laws.

#### **Director development**

The Board of Directors has established the qualifications for the Chief Executive Officer (CEO) and senior executives, as well as a succession plan. These serve as guidelines for recruiting qualified and experienced individuals whose expertise benefits the Company. Furthermore, these details have been disclosed on the Company's website under the 'Corporate Governance' section'.

Furthermore, the Company is committed to promoting and supporting the continuous development of the Board of Directors. This initiative aims to enhance their skills and understanding of the evolving business environment and legal frameworks, ensuring the Board remains effective in providing strategic direction and corporate oversight. The Company consistently encourages and facilitates directors' participation in training programs and specialized courses relevant to their duties and specific sub-committee roles.

#### **Board performance evaluation**

The Company requires a performance evaluation of the Board of Directors and its Sub-committees at least once a year. The evaluation is categorized into four types: Board of Directors (as a whole and individual) and Sub-committees (as a whole and individual). This process enables the Board to collectively review and improve their performance. At the end of each year, the Company Secretary and the secretaries of the Sub-committees—namely the Audit Committee, the Risk Management Committee, the Nomination and Remuneration Committee, the Corporate Governance and Sustainability Committee, and the Executive Committee—will distribute the performance evaluation forms for the Board, Sub-committees, and self-assessments. The evaluation topics and criteria cover the standards set

by the Stock Exchange of Thailand and have been approved by the respective committees for the annual assessment. Completed evaluation forms are returned to each committee's secretary to summarize and compile the results, which are then reported to the respective committees and the Board of Directors.

Reference link for Board performance evaluation : <https://primo.co.th/%e0%b8%99%e0%b9%82%e0%b8%a2%e0%b8%9a%e0%b8%b2%e0%b8%a2%e0%b8%81%e0%b8%b2%e0%b8%a3%e0%b8%81%e0%b8%b3%e0%b8%81%e0%b8%b1%e0%b8%9a%e0%b8%94%e0%b8%b9%e0%b9%81%e0%b8%a5%e0%b8%81%e0%b8%b4%e0%b8%88%e0%b8%81/>

### **Corporate governance of subsidiaries and associated companies**

As the Company was established with the primary objective of operating as a holding company, having no significant business operations of its own and not functioning as an investment company, its main revenue is derived from returns on direct and indirect investments in subsidiaries and associate companies. Consequently, the operational results of these subsidiaries and associates play a vital role in the Company's overall performance. Accordingly, the Company has established governance mechanisms for its subsidiaries and associate companies within its Articles of Association as follows:

To enable the Company to oversee the management and be responsible for the operations of its subsidiaries and associate companies as if they were its own business units, and to provide direct and indirect oversight mechanisms including measures to monitor the management of such companies to protect the Company's investment interests the following matters must be approved by the Board of Directors' meeting or the Shareholders' meeting (as the case may be):

#### **1. Matters requiring approval from the Company's Board of Directors:**

a) The appointment or nomination of individuals to serve as directors or top executives in subsidiaries or associate companies, at least in proportion to the Company's shareholding. The directors and executives nominated or appointed by the Company shall have the discretion to vote in the board meetings of such subsidiaries and associate companies regarding general management and ordinary business operations as they deem appropriate for the best interests of the Company, the subsidiaries, and the associate companies, except for the matters specified herein.

b) Consideration of the annual dividend payment of the subsidiaries.

c) Any amendment to the Articles of Association of the subsidiaries.

Items (d) to (n) are considered material transactions which, if entered into, will significantly impact the financial position and operational results of the subsidiaries. Before a subsidiary's board meeting is held, the directors and executives appointed by the Company to serve in such subsidiary must obtain prior approval from the Company's Board of Directors before casting a vote on the following matters. This applies to cases where the transaction size, when calculated in comparison to the Company's size applying *mutatis mutandis* the criteria prescribed in the Notifications of the Capital Market Supervisory Board and the Board of Governors of the Stock Exchange of Thailand regarding the Acquisition or Disposal of Assets falls within the threshold requiring approval from the Company's Board of Directors, as follows:

d) Cases where a subsidiary agrees to enter into a connected transaction with its related parties, or transactions concerning the acquisition or disposal of the subsidiary's assets.

e) The transfer or waiver of benefits, including the waiver of claims against persons who caused damage to the subsidiary.

f) The sale or transfer of all or a significant part of the subsidiary's business to other persons.

g) The purchase or acceptance of the transfer of another company's business to become a subsidiary.

h) Entering into, amending, or terminating contracts regarding the lease of all or a significant part of the subsidiary's business; the assignment of other persons to manage the subsidiary's business; or the merger of the subsidiary with other persons.

i) The lease or hire-purchase of all or a material part of the subsidiary's business or assets.

j) Borrowing, lending, providing credit, providing guarantees, or entering into legal acts that bind the subsidiary to additional financial burdens, or providing any other form of financial assistance to other persons which is not within the subsidiary's ordinary course of business. This shall be in accordance with the Securities and Exchange laws regarding connected transactions, applied mutatis mutandis.

k) Dissolution of the subsidiary.

2. **Matters requiring approval from the Company's Shareholders Meeting:** With a vote of not less than three-fourths of the total number of votes of the shareholders attending the meeting and having the right to vote, prior to the subsidiary entering into the transaction:

a) Cases where a subsidiary agrees to enter into a connected transaction with its related parties, or transactions concerning the acquisition or disposal of the subsidiary's assets. This shall apply mutatis mutandis the criteria prescribed in the relevant notifications of the Capital Market Supervisory Board and the Board of Governors of the Stock Exchange of Thailand regarding the Acquisition or Disposal of Assets and/or Connected Transactions (as the case may be). This applies specifically to cases where the transaction size, when calculated in comparison to the Company's size according to the aforementioned criteria, falls within the threshold requiring approval from the Company's Shareholders Meeting.

b) An increase in capital by issuing new shares of the subsidiary and the allocation of such shares, including any reduction of the subsidiary's registered capital, which is not in proportion to the existing shareholding of the shareholders. This includes any action that results in the reduction of the Company's direct and/or indirect voting rights in the subsidiary's shareholders meeting at any tier by more than 10% of the subsidiary's total votes, or results in the Company's direct and/or indirect voting rights in the subsidiary's shareholders meeting at any tier falling below 50% of the subsidiary's total votes.

c) Any other actions that result in the reduction of the Company's direct and/or indirect voting rights in the subsidiary's shareholders meeting at any tier by more than 10% of the subsidiary's total votes, or result in the Company's direct and/or indirect voting rights in the subsidiary's shareholders meeting at any tier falling below 50% of the subsidiary's total votes, in entering into any transaction that is not within the subsidiary's ordinary course of business.

d) Dissolution of a subsidiary, specifically in cases where the size of the subsidiary being dissolved, when compared to the Company's size applying mutatis mutandis the criteria prescribed in the relevant notifications of the Capital Market Supervisory Board and the Board of Governors of the Stock Exchange of Thailand regarding the Acquisition or Disposal of Assets and/or Connected Transactions (as the case may be) falls within the threshold requiring approval from the Company's Shareholders Meeting.

e) Any other transaction that is not within the subsidiary's ordinary course of business and is a transaction that will significantly impact the subsidiary, specifically in cases where the size of such non-ordinary transaction, when compared to the Company's size applying mutatis mutandis the criteria prescribed in the relevant notifications of the Capital Market Supervisory Board and the Board of Governors of the Stock Exchange of Thailand regarding the Acquisition or Disposal of Assets and/or Connected Transactions (as the case may be) falls within the threshold requiring approval from the Company's Shareholders Meeting.

f) Any amendment to the subsidiary's Articles of Association regarding matters that may significantly impact the subsidiary's financial position and operational results. This includes, but is not limited to, amendments that affect the Company's rights to nominate or appoint individuals as directors or executives in the subsidiary in proportion to the Company's shareholding; the voting rights of directors nominated or appointed by the Company in the subsidiary's board meetings; the Company's voting rights in the subsidiary's shareholders meetings; and/or the dividend payments of the subsidiary, etc.

The Board of Directors shall ensure that the subsidiaries establish appropriate, effective, and sufficiently robust internal control, risk management, and anti-corruption systems. This includes establishing measures to monitor the operational results of subsidiaries and associate companies to ensure that their actions comply with the Companys policies, Articles of Association, and laws, as well as the Corporate Governance Code for listed companies, and all relevant notifications, regulations, and criteria of the Capital Market Supervisory Board, the Office of the Securities and Exchange Commission, and the Stock Exchange of Thailand. Furthermore, the Board shall monitor subsidiaries and/or associate companies to ensure the disclosure of connected transactions, the acquisition or disposal of assets, and/or any other material transactions to the Company, and ensure that all actions are carried out in full and accurate compliance with the governance and management criteria for subsidiaries and associate companies as prescribed in the Companys Articles of Association.

### Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders	: Yes
Guidelines and measures related to shareholders and stakeholders	: Shareholder, Employee, Customer, Business competitor, Business partner, Creditor, Government agencies, Community and society, Other guidelines regarding shareholders and stakeholders

### Shareholder

The Company is committed to conducting its business with integrity and ethics toward shareholders, prioritizing equitable treatment for all. We consistently and accurately report significant and beneficial information to all shareholders, encompassing both positive and negative aspects of the Companys performance. Such information is disclosed in a timely manner and is sufficient for all shareholders to make informed decisions on an equal basis. Furthermore, the Company encourages shareholders to attend shareholder meetings to participate in significant decision-making and to remain informed of the Companys operations and activities. We strive to be a worthy representative of our shareholders by conducting business based on honesty and high ethical standards. The Company also monitors the performance of the Board of Directors, executives, and employees, implementing measures to prevent the use of inside information for personal gain. These efforts are aimed at protecting the interests of shareholders and ensuring that no actions violate or infringe upon their rights. The Company has established policies and guidelines regarding shareholders as follows:

#### 1. Insider Trading Policy

The Company has established policies and measures to monitor and supervise directors, executives, and employees of the Company and its subsidiaries regarding the use of confidential and/or inside information of the Company and its subsidiaries that has not yet been disclosed to the public. Such individuals are prohibited from disclosing or exploiting such information for personal gain or the benefit of others, whether directly or indirectly, and regardless of whether compensation is received. Furthermore, they must refrain from trading the Companys securities using inside information.

#### 2. Conflict of Interest Prevention Policy

The Board of Directors has established a Conflict of Interest Prevention Policy based on the principle that any business decision must be made for the best interests of the Company, its subsidiaries, and shareholders. Actions that may lead to a conflict of interest should be avoided to ensure fairness to all stakeholders. It is the policy of the Company and its subsidiaries to prevent any seeking of personal gain arising from ones position as a director, executive, or employee.

### Employee

The Company recognizes the value of human resources and encourages employees to perform at their highest efficiency. We provide fair employment conditions and opportunities for career advancement, treating all employees equally without discrimination based on race, gender, skin color, religion, national origin, age, sexual orientation,

physical disability, or any personal characteristics unrelated to job performance. We ensure that no personnel at any level are subjected to harassment or threats from any person or by any means.

Additionally, the Company provides fair compensation to all executives and employees. Appointments, transfers, rewards, and disciplinary actions are conducted in good faith, based on the knowledge, ability, and suitability of the individuals. We prioritize the continuous and inclusive development of employees' knowledge, skills, and competencies. The Company strictly complies with all laws and regulations related to executives and employees, maintains a safe working environment, and provides systems to ensure the safety of life and property, as well as good hygiene. Furthermore, we value employee feedback and suggestions, providing channels for grievances in cases of unfair treatment or for whistleblowing on potential illegal activities, supported by a formal resolution process and whistleblower protection measures.

### **Customer**

The Company is committed to building customer satisfaction and confidence by ensuring services meet established standards. We continuously and consistently develop our service quality to fulfil customer needs by monitoring and tracking feedback to drive service improvements. We foster strong customer relationships to deliver high-quality services that meet or exceed expectations at fair prices, while strictly adhering to contracts, agreements, and conditions with transparency and fairness. The Company has established a customer data management system with strict confidentiality measures, ensuring that customer information is not misused for any unauthorized purpose. Furthermore, we provide systems and channels for customers to submit feedback or complaints, which are addressed by relevant parties according to the Company's established procedures.

### **Business competitor**

The Company's policy is to treat competitors with a focus on fair and transparent business practices, adhering to the principles of good corporate governance in competition, trade customs, and best practices that align with international standards and competition laws.

The Company values business competitors not merely as rivals but as potential future strategic partners. Therefore, the Company has established the following guidelines:

1. Conduct business within generally accepted competitive frameworks.
2. Support and promote free and fair trade, without engaging in monopolies or requiring partners to trade exclusively with the Company.
3. Refrain from infringing upon the secrets or seeking the trade secrets of competitors through dishonest, illegal, or unethical means.
4. Refrain from damaging the reputation of competitors through malicious allegations.
5. Refrain from entering into commercial agreements or taking any actions that may result in unfair competition or trade monopolies.

### **Business partner**

The Company maintains a policy of treating all business partners equitably and fairly. All actions must take into account reputation, legal compliance, regulations, and mutual benefits. Recognizing that business partners are instrumental in driving the Company's success and operational efficiency, we treat them as equals based on fairness and mutual respect.

Furthermore, in selecting business partners, the Company prioritizes qualifications and suitability using standardized criteria applied to all parties to ensure a fair selection process. We also provide opportunities for new partners to collaborate with the Company. In this regard, the Company strictly prohibits the solicitation, acceptance, or payment of any dishonest benefits in commercial dealings with business partners.

### **Creditor**

The Company maintains a policy of fair and responsible treatment toward creditors, prioritizing the Company's best interests based on fairness while avoiding conflict-of-interest situations. We are committed to strictly adhering to contractual agreements and consistently providing accurate information to ensure fairness for both parties.

The Company's guidelines emphasize strict compliance with contracts and agreed terms with creditors, particularly regarding the repayment of principal and interest, as well as the management of collateral. In the event that the Company is unable to fulfil its obligations, it shall promptly negotiate with creditors in advance to reach a mutual agreement. Furthermore, we regularly disclose accurate and complete financial information to ensure creditors confidence in the Company's financial standing and debt-servicing capability.

#### **Government agencies**

The Company has a policy of acting with integrity and responsibility towards government agencies or public authorities, prioritizing the best interests of the company while adhering to the laws, regulations, and guidelines set by the government or relevant public authorities.

#### **Community and society**

The Company recognizes its role as a member of society and is committed to its responsibility to assist and support community and social activities. Our business policy prioritizes environmental protection and the conservation of various resources. We emphasize building a corporate culture and promoting environmental awareness among our personnel, both within and outside the Company. The Company promotes the efficient and optimal use of resources. Furthermore, the Company complies with government policies and proactively reviews relevant laws and regulations to ensure that our business operations do not adversely affect the way of life within those societies or communities.

#### **Guidelines to Support Shareholder and Stakeholder Participation**

The Company has established guidelines to promote the participation of shareholders and stakeholders, as follows:

- Prior to each Annual General Meeting of Shareholders (AGM), the Company establishes criteria allowing minority shareholders to propose additional agenda items in advance. The Board of Directors shall consider including such proposals as meeting agendas. In the event that the Board refuses a shareholder's proposed agenda, the Board must provide the reasons to the shareholders through the Stock Exchange of Thailand's (SET) disclosure system and on the Company's website under the Shareholder Information: Shareholder Meetings section.
- Prior to each Annual General Meeting of Shareholders (AGM), the Company establishes criteria for minority shareholders to nominate qualified individuals for election as directors. The Board of Directors shall ensure that such criteria are disclosed to shareholders in advance via the SET's disclosure system and the Company's website under the Shareholder Information: Shareholder Meetings section.
- Prior to each Annual General Meeting of Shareholders (AGM), the Company provides an opportunity for shareholders to submit questions in advance. The Company has established criteria for advance question submission and publishes these criteria via the SET's disclosure system and the Company's website under the Shareholder Information: Shareholder Meetings section.

### **Information on business code of conduct**

#### **Business code of conduct**

Business code of conduct : Yes

The company has a policy of conducting its business in accordance with the highest standards of ethics and integrity. Recognizing the importance of ethical practices, the company not only focuses on improving the quality and standards of its operations but also upholds the principles of corporate governance. It emphasizes adherence to business ethics, encouraging directors, executives, and employees to work with integrity, transparency, honesty, and in compliance with applicable laws and regulations. This approach ensures that the company can achieve stable and sustainable growth.

## Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of Conflicts of Interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Prevention of Misuse of Inside Information, Money laundering prevention, Gift giving or receiving, entertainment, or business hospitality, Compliance with laws, regulations, and rules, Information and assets usage and protection, Anti-unfair competitiveness, Information and IT system security, Environmental management, Human rights, Safety and occupational health at work

### Prevention of Conflicts of Interest

The Board of Directors has established a Conflict of Interest Prevention Policy based on the principle that any business decision must be made for the best interests of the Company, its subsidiaries, and shareholders. Actions that may lead to a conflict of interest should be avoided to ensure fairness to all stakeholders. It is the policy of the Company and its subsidiaries to prevent any seeking of personal gain arising from ones position as a director, executive, or employee. The following guidelines have been established for directors, executives, and employees of the Company and its subsidiaries:

1. Directors, executives, and employees of the Company and its subsidiaries must avoid entering into connected transactions with themselves or related persons that may give rise to a conflict of interest with the Company and/or its subsidiaries.
2. Should a connected transaction be necessary for the best interests of the Company and its subsidiaries, such transaction must be conducted on an arms length basis, as if transacting with an external third party. Directors, executives, or employees of the Company or its subsidiaries who have an interest in such transactions are strictly prohibited from participating in the review or approval process and shall have no voting or approval authority regarding those specific transactions.
3. Directors, executives, and employees of the Company and its subsidiaries must not seek benefits for themselves or others by using or disclosing non-public inside information or confidential information to third parties.
4. Directors, executives, and employees of the Company and its subsidiaries must not use documents or information obtained through their positions to engage in business for themselves or others that competes with, or is of a similar or related nature to, the business of the Company or its subsidiaries.

Directors and executives are required to report to the Company or its subsidiaries regarding any interests of their own or their related persons, in cases where such interests are related to the management of the Companys or its subsidiaries business. The reporting of interests by directors and executives is as follows:

(a) Initial Report: A report must be submitted to the Company via the Company Secretary upon the directors or executives appointment to their respective position.

(b) Reporting of Changes: Any changes in the interest information must be reported without delay within 3 business days from the date of such change, specifying the number of times the information has been updated.

(c) Reporting of Material Interest or Involvement in a Transaction: Directors and executives who have a material interest or involvement in any matter being considered by the Board of Directors must notify the Company Secretary of their relationship or interest in such transaction at least prior to the consideration of the relevant agenda item. Such information shall be recorded in the minutes of that Board of Directors' meeting. Furthermore, those individuals must not participate in the consideration and shall have no approval authority regarding those specific transactions.

### Anti-corruption

The Company maintains a policy of zero tolerance toward all forms of corruption. Directors, executives, and employees at all levels are strictly prohibited from engaging in, accepting, or supporting any form of corruption whether by demanding, accepting, or participating in corruption, either directly or indirectly for the benefit of the organization, themselves, their families, acquaintances, or for business advantages. This policy covers all businesses and all units associated with the Company. Such individuals are forbidden from acting or omitting their duties to acquire or retain any improper business benefits. Furthermore, the Company will not demote, punish, or take any adverse action against employees who refuse to engage in corruption, even if such action results in the Company losing a business opportunity. In this regard, the Company has defined the roles, duties, and responsibilities of its directors, executives, and employees regarding anti-corruption as follows:

1. The Board of Directors is responsible for determining and approving the Anti-Corruption Policy, and overseeing the establishment of an effective anti-corruption support system to ensure that the Management recognizes its importance and integrates anti-corruption measures into the corporate culture.
2. The Audit Committee is responsible for overseeing internal controls covering both financial and operational aspects, the financial reporting and accounting systems, and ensuring the adequacy of the risk management, audit, and internal control systems. This includes monitoring compliance with anti-corruption measures in accordance with Company policies, regulations, and relevant laws to ensure robust, appropriate, and efficient operations. Additionally, the Committee oversees the whistleblowing system for reporting misconduct involving internal personnel to ensure transparency and fairness to all parties, considers preventive and corrective measures, and reports them to the Board of Directors.
3. The Risk Management Committee is responsible for overseeing and supporting risk management activities related to anti-corruption to establish guidelines for prevention and risk mitigation, and reviewing anti-corruption measures to ensure they remain adequate and appropriate.
4. The Chief Executive Officer/Managing Director is responsible for implementing the Anti-Corruption Policy by establishing a systematic anti-corruption operation. This includes promoting and supporting the policy through communication to employees and all stakeholders, as well as reviewing the suitability of relevant systems and measures to align with business changes and evolving circumstances.
5. The Internal Audit Department is responsible for auditing and reviewing operations to ensure they are conducted accurately in accordance with policies, guidelines, regulations, and laws. This ensures that the Company maintains a sound internal control system that is appropriate and sufficient to mitigate potential corruption risks, and reports findings directly to the Audit Committee.
6. The Risk Management Working Group is responsible for developing the risk assessment system and ensuring that internal departments conduct corruption risk assessments. The group shall consolidate the risk mitigation measures and controls identified by each department, and summarize the risk assessment results for presentation to the Risk Management Committee. This includes reviewing corruption risks to ensure they remain appropriate and aligned with changing circumstances.
7. The Human Resources Department is responsible for providing counsel, disseminating knowledge, building understanding, and encouraging employees at all levels to adhere to the Anti-Corruption Policy as part of the corporate culture. The department must ensure that no employee is demoted, punished, or adversely affected for refusing to engage in corruption, even if such refusal results in the Company losing a business opportunity. Furthermore, the department shall determine appropriate disciplinary actions for those who violate or fail to comply with the Anti-Corruption Policy on a case-by-case basis.
8. Executives, Managers, and Supervisors at all levels are responsible for encouraging, promoting, supporting, and supervising their subordinates to ensure their performance aligns with the Company's Anti-Corruption Policy. They must act as good role models and regularly review the suitability of systems and measures to ensure compliance with business changes, regulations, and legal requirements, while performing their duties with transparency and integrity.

9. All Employees, including individuals or legal entities acting on behalf of the Company, or persons engaged under temporary contracts, are duty-bound to strictly comply with this policy. They must adopt the principles of the Anti-Corruption Policy as a core standard for operations throughout the organization.

### **Whistleblowing and Protection of Whistleblowers**

The Company has established a systematic, transparent, and fair process for reviewing and investigating complaints, ensuring that whistleblowers or complainants can trust and have confidence in the fair investigation process, in accordance with the Whistle Blowing Policy. Complaints can be submitted through the following channels:

- By Email: Whistleblower@primo.co.th
- By Post : Attention: Chairman of the Audit Committee  
Primo Service Solutions Public Company Limited  
496 Moo 9, Samrong Nuea Sub-district, Mueang Samut Prakan District, Samut Prakan Province 10270
- Via Website: <https://primo.co.th> All complaints shall be treated with strict confidentiality, and the complainant/whistleblower is not required to disclose their identity.

Reference link for Whistleblowing and Protection of Whistleblowers : <https://primo.co.th/wp-content/uploads/2024/05/10-%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%A3%E0%B8%B1%E0%B8%9A%E0%B9%81%E0%B8%88%E0%B9%89%E0%B8%87%E0%B9%80%E0%B8%9A%E0%B8%B2%E0%B8%B0%E0%B9%81%E0%B8%AA%E0%B8%82%E0%B9%89%E0%B8%AD%E0%B8%A3%E0%B9%89%E0%B8%AD%E0%B8%87%E0%B9%80%E0%B8%A3%E0%B8%B5%E0%B8%A2%E0%B8%99.pdf>

### **Prevention of Misuse of Inside Information**

The Company has established policies and measures to monitor and supervise directors, executives, and employees of the Company and its subsidiaries regarding the use of confidential and/or inside information of the Company and its subsidiaries that has not yet been disclosed to the public. Such individuals are prohibited from disclosing or exploiting such information for personal gain or the benefit of others, whether directly or indirectly, and regardless of whether compensation is received. Furthermore, they must refrain from trading the Company's securities using inside information. In this regard, the Company has established guidelines to prevent the use of inside information as follows:

1. The Company shall provide knowledge to its directors and executives regarding their duty to report the holding of securities and derivatives in the Company by themselves, their spouses or cohabiting partners, and minor children, including legal entities in which such directors, executives, spouses, cohabiting partners, and minor children hold more than 30% of the total voting rights and constitute the largest shareholding in such legal entity, to the Office of the Securities and Exchange Commission (SEC) pursuant to Section 59 and the penalties under Section 275 of the Securities and Exchange Act B.E. 2535 (1992) (including any amendments thereof) ("Securities and Exchange Act"), as well as the reporting of the acquisition or disposal of the Company's securities under Section 246 and the penalties under Section 298 of the Securities and Exchange Act.
2. Directors and executives of the Company are required to prepare and submit reports on the holding of securities and derivatives in the Company by themselves, their spouses or cohabiting partners, minor children, including legal entities in which such directors, executives, spouses, cohabiting partners, and minor children hold more than 30% of the total voting rights and constitute the largest shareholding in such legal entity, using the prescribed securities holding report form, to the Company Secretary prior to each submission to the SEC. Such reports must be prepared and submitted within 30 days from the date of appointment to the position of director and/or executive, and upon every subsequent change in holdings within the period prescribed by law. Furthermore, the Company Secretary is required to summarize the securities holding and change reports for the Board of Directors' acknowledgement on a quarterly basis.

3. Directors and executives, including those in management positions in accounting or finance at the department manager level or higher or equivalent, and related operational staff including persons presumed to have knowledge or possession of inside information under the Securities and Exchange Act who have become aware of material inside information that affects changes in the price or value of securities, must suspend the trading, offering to buy or sell, or soliciting others to buy or sell the Company's securities, whether directly or indirectly, during the period prior to the dissemination of financial statements or information regarding the Company's financial position and status until such information has been disclosed to the public. Throughout this non-disclosure period ("Embargo Period"), which refers to the period of one month prior to and until the date of the Company's quarterly and annual financial performance announcements, the Company shall notify directors and executives in writing to refrain from trading the Company's securities at least one month before public disclosure. Furthermore, they should wait at least 24 hours after the information has been disclosed to the public and are prohibited from disclosing such material information to others. Any violation of these regulations shall be considered a disciplinary offense under the work rules of the Company and/or its subsidiaries, and will be subject to punishment as appropriate, ranging from verbal warning, written warning, and probation to termination of employment.
4. Directors, executives, and employees of the Company and its subsidiaries, as well as former directors, executives, and employees who have resigned, are prohibited from disclosing inside information or secrets of the Company and its subsidiaries, as well as confidential information of the Company and its subsidiaries business partners obtained through the performance of their duties, to any third party, even if such disclosure does not cause damage to the Company, its subsidiaries, or their business partners.
5. Directors, executives, and employees of the Company and its subsidiaries, as well as former directors, executives, and employees, are duty-bound to maintain the confidentiality of the Company and its subsidiaries inside information and/or secrets. They are also responsible for using such inside information solely for the business operations of the Company and its subsidiaries. In this regard, directors, executives, and employees of the Company and its subsidiaries are prohibited from using the inside information and/or secrets of the Company and its subsidiaries for the benefit of any other companies in which they serve as shareholders, directors, executives, or employees.

### **Money laundering prevention**

The Company has a policy and procedures in place to monitor and control the actions of its directors, executives, employees, and contractors, as well as those of its subsidiaries, to ensure they do not engage in money laundering activities.

### **Gift giving or receiving, entertainment, or business hospitality**

The Company has established policies and guidelines regarding the acceptance and giving of gifts, tokens of appreciation, and hospitality (Gifts and Hospitality) as follows:

#### **1. Acceptance of Gifts and Hospitality**

1. Bribery in any form is strictly prohibited. No person shall solicit or accept any bribe in exchange for providing improper business advantages, nor assign any other person to receive such bribe on their behalf.
2. The directors, executives, and all employees shall not solicit or accept gifts, hospitality, or any other benefits from customers, business partners, or related parties under any circumstances where such acceptance may influence, or appear to influence, their decision-making, create undue obligation, or result in a conflict of interest.
3. The acceptance of gifts, gratuities, or hospitality in line with customary or traditional practices may be allowed if such items have a value not exceeding 3,000 Baht and/or are necessary to maintain good relationships between individuals or organizations.
4. Requests for support in the form of money or items, including those arising from promotional activities, may be allowed where such arrangements do not constitute bribery or confer improper personal benefits, and are conducted on an organization-to-organization basis with prior approval from an authorized manager-level officer or higher.

5. Executives at the department manager level or above shall act as representatives of the Company in accepting any items or other benefits and shall submit such items or benefits to the Head of Corporate Social Responsibility (CSR) within three working days from the date of receipt.
6. To prevent conflicts of interest, the Company strictly prohibits employees or any persons not authorized by the Company from acting as representatives in accepting any items or other benefits.
7. In cases where refusal is not possible and it is necessary to accept any items or other benefits beyond the prescribed criteria, such acceptance must be reported to a supervisor at the department manager level or above, and the items shall be submitted to the Head of Human Resources (HR) for further appropriate action. A record of the items received, and the actions taken shall also be maintained.

**2. The giving of gifts, gratuities, or hospitality, as well as assigning others to provide such benefits, is strictly prohibited where it constitutes bribery in any form in exchange for improper business advantages.**

1. Giving items, gifts, gratuities, or hospitality on customary or traditional occasions may be permitted, provided that such provision does not create a conflict of interest or violate applicable laws. The value shall not exceed 3,000 Baht or be appropriate for the recipient. Prior approval must be obtained from a supervisor in accordance with the Company's approval authority, and the recipient must be clearly specified in the expense approval request.

### **Compliance with laws, regulations, and rules**

The Company has established best practices for complying with laws, regulations, and rules both domestically and internationally.

### **Information and assets usage and protection**

The Company has established policies and guidelines for the Protection of Corporate Assets and Interests as follows:

#### **1. Asset Protection**

- All directors, executives, and employees are duty-bound to safeguard and utilize corporate assets for the Company's maximum benefit. These assets must not be used for personal gain, the benefit of third parties, or any unauthorized purposes.
- Corporate Assets encompass both tangible and intangible assets, including but not limited to: movable and immovable properties, technology, technical expertise, title documents, patents, copyrights, information technology systems, and electronic data. This also extends to non-public confidential information such as business plans, financial projections, and human resources data.
- Executives and employees must acknowledge and comply with the guidelines for the proper and appropriate use of computer and network systems.
- Unauthorized installation or recording of software on the Company's computer systems is strictly prohibited.
- The Company prohibits the unauthorized distribution of its software to third parties (including partners and customers) or for personal installation. Furthermore, the use of Company internet and electronic mail systems for data transfers, disseminating obscene content, or any activities violating copyright laws, Company IT policies, or the Computer-Related Crime Act B.E. 2550 (2007) and its amendments, is strictly forbidden.
- During the term of their employment, executives and employees must not perform, omit, or refrain from any action that causes damage to the Company resulting from false or inaccurate information, news, reports, records, or communications, regardless of the method, when done with intentional intent.
- Executives and employees must not infringe upon the intellectual property rights of the Company and/or any other entities that have authorized the Company to use such intellectual property, regardless of the agreement or method. This includes, but is not limited to, the reproduction, adaptation, public disclosure, or rental of originals or copies, whether for profit or otherwise. Any violation of this Code of Conduct constitutes grounds for immediate termination of employment. Furthermore, executives and employees are required to report to their superiors upon discovering any actual or potential infringement of intellectual property rights.

- Executives and employees must exercise due care and responsibility in utilizing corporate assets. All tools and equipment provided by the Company must be maintained in good working condition, and prompt repair requests must be initiated upon discovery of any damage or malfunction.
- Executives and employees must not violate Company regulations or orders that may lead to accidents or cause damage to the Companies assets.
- Executives and employees are responsible for safeguarding Company assets from loss or destruction, even if such assets are not within their direct area of responsibility.

## 2. Protection of Corporate Interests

- Directors, executives, and employees shall refrain from engaging in, operating, or participating in any business that competes with the Companys operations.
- Directors, executives, and employees have the right to trade the Companys securities. However, executives are required to prepare and submit reports of their securities holdings to the **Securities and Exchange Commission (SEC)** within the prescribed timeframe. Furthermore, any directors, executives, or employees possessing inside information must strictly adhere to the Companys policy regarding the use of inside information for the trading of Company securities.

Further details are provided in the Companys Code of Conduct.

### Anti-unfair competitiveness

The company has established practices to prevent unfair competition, as outlined in its business code of conduct.

### Information and IT system security

The Company has established an information security policy to ensure the continuous operation of the business while complying with the requirements of the Computer Crime Act.

### Environmental management

The Company are committed to conducting business in parallel with environmental stewardship and responsible use of natural resources. The Company promotes the use of renewable energy and complies with applicable environmental laws, regulations, international standards, and industry best practices across all business units.

Environmental considerations are integrated throughout all operational processes to ensure maximum resource efficiency and minimal environmental impact. This includes assessing impacts across the entire value chain from upstream, midstream, to downstream activities covering operational planning, service delivery, resource utilization, waste management, and pollution treatment and disposal.

This policy also applies to new projects, business expansion, and environmental due diligence for mergers and acquisitions. Furthermore, the Company collaborates with communities to protect the environment, reduce greenhouse gas emissions, and mitigate environmental impacts arising from business operations. The Company also encourages suppliers and business partners to adopt these principles to jointly create long-term value and sustainability for all stakeholders.

Reference link for Environmental management : <https://primo.co.th/wp-content/uploads/2026/03/Environmental-Policy-and-Guidelines.pdf>

Page number of the reference link : 1

### Human rights

The Company are committed to conducting business with integrity, upholding social responsibility, and considering all stakeholders in accordance with good corporate governance principles and the Companys Code of Conduct.

With respect to the protection of human rights, the Company complies with applicable laws and internationally recognized standards to ensure that its business operations are free from human rights violations. The Board of

Directors has therefore deemed it appropriate to establish a Human Rights Policy and related guidelines to prevent human rights violations across all direct business activities, as well as among business partners within the Company's value chain and joint ventures.

The Company's Human Rights Policy is developed in alignment with internationally recognized frameworks and principles, including the Universal Declaration of Human Rights (UDHR), the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work, and the United Nations Guiding Principles on Business and Human Rights (UNGPs).

Reference link for Human rights : <https://primo.co.th/wp-content/uploads/2026/03/Human-Rights-Policy.pdf>

Page number of the reference link : 1

### **Safety and occupational health at work**

The Company recognizes the importance of employee health and safety as a critical factor in achieving sustainable development. Occupational health and safety management is regarded as an integral part of all operational processes, ensuring that activities are carried out systematically and appropriately to prevent and mitigate risks that may affect employees, customers, business partners, and all relevant stakeholders.

The Company is committed to promoting and continuously improving occupational health and safety practices alongside its business operations, in accordance with the highest quality standards. This includes compliance with applicable laws and regulations at both national and international levels, as well as alignment with the Sustainable Development Goals (SDGs).

The Company also strives to foster a safe working environment where all employees can grow sustainably, while ensuring their safety and supporting their physical and mental well-being.

In implementing this policy, the Company emphasizes that all workplaces and service areas under its responsibility are safe for all stakeholders. In addition, the Company encourages its business partners and suppliers, who are key stakeholders, to ensure occupational health and safety management within their own workplaces.

Reference link for Safety and occupational health at work : <https://primo.co.th/wp-content/uploads/2026/03/Occupational-Health-and-Safety-Policy.pdf>

Page number of the reference link : 1

### **Promotion of compliance with the business code of conduct**

Promotion for the board of directors, executives, and employees to comply with the business code of conduct : Yes

The Company recognizes the importance of and firmly believes that good corporate governance is instrumental in promoting operational efficiency, transparency, and accountability across the Group. This foundation enhances our competitive advantage and fosters sustainable growth in performance. Consequently, the Board of Directors has established this Corporate Governance Policy as a formal guideline for directors, executives, and employees of the Group to strictly adhere to in their operations.

Upon the appointment of a new director, the Company Secretary arranges a meeting between the new director and senior management. This session allows the new director to gain insights and inquire about business operations and related information, such as the vision, mission, business nature, goals, and past and present performance.

Furthermore, an induction package containing essential documents for directorial duties is provided, including the

Public Limited Companies Act B.E. 2535 (1992), the Directors Handbook, the Corporate Governance Policy, the Business Code of Conduct, the Memorandum of Association, the Companys Certificate, Articles of Association, and the Annual Registration Statement (Form 56-1 One Report).

"Furthermore, the Company has established written Anti-Corruption Policies and Measures, along with a Whistleblowing Policy. These have been communicated to all directors, executives, and employees through the corporate website and the internal Intranet system. During orientation, new employees receive mandatory training on Good Corporate Governance, Business Ethics, and Anti-Corruption. To ensure comprehension, all employees must complete and pass an Anti-Corruption Policy assessment according to the prescribed criteria. Additionally, the Company actively communicates and requests cooperation regarding the 'Primo No Gift Policy' and encourages symbolic expressions of anti-corruption to reinforce a culture of integrity throughout the organization."

### Participation in anti-corruption networks

Participation or declaration of intent to join anti-corruption networks	: Yes
Anti-corruption networks or projects the company has joined or declared intent to join	: Thai Private Sector Collective Action Against Corruption (CAC) CAC membership certification status : Not certified Certification document of CAC membership status : (S) PRI_CAC-Declaration-of-Intent-EN (2025).pdf

### Information on material changes and developments in policy and corporate governance system over the past year

#### Material changes and developments related to the review of policy and guidelines in corporate governance system or board of directors charter

In the past year, did the company review the corporate governance policy and guidelines, or board of directors charter	: Yes
Material changes and developments in policy and guidelines over the past year	: Yes

In 2025, there were significant changes and developments regarding the Companys Corporate Governance Policy and Board Charter. The Board of Directors passed resolutions to approve the following matters:

- Amendment of the Board of Directors Charter: The Charter was updated to include provisions on Board Diversity and the reporting requirements for the interests of directors and connected persons. Additionally, it established clearer protocols for advance meeting schedules and timeframes, ensuring alignment with the Corporate Governance Report of Thai Listed Companies (CGR) criteria conducted by the Thai Institute of Directors (IOD).
- Review of the Audit Committees Charter: The Board reviewed the Audit Committees Charter and resolved to maintain the existing version, as its content remains current, appropriate, and fully aligned with the Companys operations and the regulations of the Stock Exchange of Thailand (SET).

- Amendment of the Risk Management Committees Charter: The scope of duties and responsibilities was revised to enhance clarity and ensure consistency with the current missions and objectives of the Risk Management Committee.
- Amendment of the Corporate Governance and Sustainable Committees Charter: The content was updated to improve clarity and ensure comprehensive coverage of the duties and responsibilities performed by the Corporate Governance and Sustainability Committee.
- Review of Codes of Conduct and Corporate Policies as follows:
  - Business Code of Conduct: The Board updated the guidelines for stakeholders, specifically regarding policies on responsibility toward shareholders, customers, and employees. Furthermore, the conduct requirements for directors, executives, and employees were refined to enhance clarity concerning the Protection of Corporate Assets and Interests, the Gift and Entertainment Policy, and the Securities Trading and Insider Trading Policy.
  - Supplier Code of Conduct: The content was modernized to ensure comprehensive coverage across Environmental, Social, and Governance (ESG) dimensions, aligning with the FTSE Russell assessment criteria.
  - Investor Relations (IR) Code of Conduct: The details were revised to provide clearer definitions of Blackout Periods under the Insider Trading Prevention Policy, ensuring full compliance with the Stock Exchange of Thailand's (SET) best practices for Investor Relations.
- The Board approved and updated sustainability-related policies and practices to align with the SET's best practices, Good Corporate Governance principles, and FTSE Russell evaluation standards.
- The Anti-Corruption Policy was enhanced to be more comprehensive and consistent with the guidelines and requirements set by the Thai Institute of Directors (IOD).
- The Board of Directors resolved to approve the operational framework for applying for certification from the Thai Private Sector Collective Action Against Corruption (CAC). Following the Company's declaration of intent to join the CAC on October 20, 2025 as part of its commitment to combating business-sector corruption in Thailand, the Company has set a strategic goal to become CAC Certified by 2026.

### Implementation of the CG Code for listed companies

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

The Company's current operations align with all 8 principles of the CG Code. However, certain sub-guidelines have not yet been fully adopted, as detailed below:

- Guideline 3.9.2: The frequency of Board meetings should be appropriate to the Board's duties, responsibilities, and the nature of the Company's business, but should not be fewer than six times per year. Currently, the Board of Directors Charter stipulates at least four meetings per year, with extraordinary meetings scheduled as necessary. In the 2025 fiscal year, the Board held a total of five meetings. Nevertheless, the Management regularly reported the operational progress and business performance of the Group to the Board. This consistent reporting allowed the Board to effectively monitor operations in a timely and continuous manner, despite the Company not having a formal policy requiring a minimum of six Board meetings per year.

### Other corporate governance performance and outcomes

In 2025, the Company received a 'Very Good' rating with a score of 80 from the Corporate Governance Report of Thai Listed Companies (CGR) project, conducted by the Thai Institute of Directors (IOD). This improvement from the previous

year reflects the Companys unwavering commitment to operating its business based on good corporate governance principles. These practices consistently align with the SECs Corporate Governance Code (CG Code), the Stock Exchange of Thailand (SET) Principles of Good Corporate Governance for Listed Companies, and the IODs CGR assessment criteria. Furthermore, the Company has participated in the 'JUMP+' Value Enhancement Program for Listed Companies, initiated by the Stock Exchange of Thailand (SET). The Board of Directors resolved to join the program on 13 August 2025, and subsequently approved the 2026-2028 Value Enhancement Plan ('JUMP+ Plan') on 13 November 2025. The governance component of this plan comprises three strategic pillars: the Board Diversity Enhancement Plan, the Anti-Corruption Elevation Plan, and the Insider Trading Prevention Enhancement Plan. The Company officially submitted the JUMP+ Plan through the SETs designated channels on 26 December 2025.

## Corporate Governance Structure

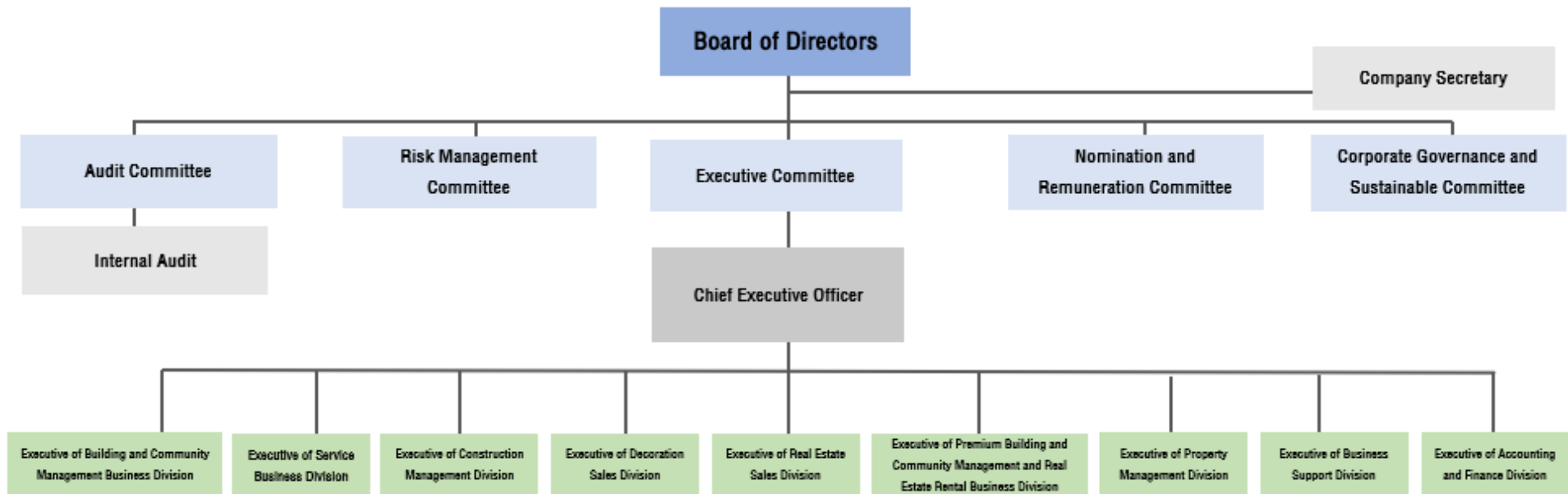
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 14 May 2024

Corporate governance structure diagram



Corporate Governance Structure

## Information on the board of directors

### Information on the board of directors

#### Composition of the board of directors

	2023		2024		2025	
	Male (persons)	Female (persons)	Male (persons)	Female (persons)	Male (persons)	Female (persons)
<b>Total directors</b>	6		7		6	
	5	1	6	1	6	0
Executive directors	1		1		1	
	1	0	1	0	1	0
Non-executive directors	5		6		5	
	4	1	5	1	5	0
Independent directors	3		3		2	
	2	1	2	1	2	0
Non-executive directors who have no position in independent directors	2		3		3	
	2	0	3	0	3	0

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	83.33	16.67	85.71	14.29	100.00	0.00
Executive directors	16.67		14.29		16.67	
	16.67	0.00	14.29	0.00	16.67	0.00
Non-executive directors	83.33		85.71		83.33	
	66.67	16.67	71.43	14.29	83.33	0.00
Independent directors	50.00		42.86		33.33	
	33.33	16.67	28.57	14.29	33.33	0.00
Non-executive directors who have no position in independent directors	33.33		42.86		50.00	
	33.33	0.00	42.86	0.00	50.00	0.00

Additional explanation : Displayed % (percentage) from proportion of total board of directors

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	53		55		57	
	55	43	57	44	57	0

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. MAROTE VANANAN  Gender: Male  Age : 55 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Chairman of the board of directors  (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>15 May 2017</p>	<p>Marketing, Brand Management, Business Administration</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>2. Mr. KHACHIT CHATCHAWANIT  Gender: Male  Age : 62 years  Highest level of education : Master's degree  Study field of the highest level of education : Management  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years<sup>(*)</sup> : Doesnt Have  DAP course : No  DCP course : No</p>	<p>Director  (Non-executive directors, Independent director)    Authorized directors as per the companys certificate of registration : No    Type of director : Newly appointed director to replace the ex-director</p>	<p>14 May 2025</p>	<p>Public Administration, Strategic Management, Corporate Management, Risk Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. NIWAT LAMUNPANDH Gender: Male Age : 65 years Highest level of education : Master's degree Study field of the highest level of education : "Public Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have DAP course : Yes DCP course : Yes</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	23 Apr 2024	Public Administration, Business Administration, Project Management, Law, Property Development

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Mr. KREINGKRAI KREEBONGKAN Gender: Male Age : 54 years Highest level of education : Master's degree Study field of the highest level of education : Political Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have DAP course : Yes DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 0 Shares (0.000000 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	1 Nov 2023	Engineering, Business Administration, Procurement, Property Development, Construction Materials

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mr. SURIN SAHACHATPOCANAN Gender: Male Age : 59 years Highest level of education : Master's degree Study field of the highest level of education : Public Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have DAP course : No DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 20 Shares (0.000006 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	<p>24 Jan 2024</p>	<p>Property Development, Engineering, Corporate Management, Public Administration, Strategic Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Mr. PITIPONG TRINURUK Gender: Male Age : 47 years Highest level of education : Master's degree Study field of the highest level of education : Real Estate Business Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have DAP course : Yes DCP course : No</p> <p><b>Shareholding in the company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 20 Shares (0.000006 %)</li> <li>• Shareholding by persons related to the directors, executives according to Section 59 <sup>(**)</sup> : 0 Shares (0.000000 %)</li> </ul>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	13 Aug 2025	Property Development, Engineering, Strategic Management, Business Administration, Data Analysis

Additional explanation:

(\*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003), only in the following cases:

(1) Dishonest act or gross negligence

(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved

(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.

(\*\*) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

List of board of directors who resigned / vacated their position during the year

List of directors	Position	Date of resignation / termination	Replacement director
<p>1. Ms. SUPATTANA NGIMHOUNG  Gender: Female  Age : 45 years  Highest level of education : Master's degree  Study field of the highest level of education : Business Administration  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : Yes</p>	<p>Director  (Non-executive directors, Independent director)   Authorized directors as per the companys certificate of registration : No</p>	29 Dec 2025	-
<p>2. Mr. BOONYARIT KALAYANAMIT  Gender: Male  Age : 64 years  Highest level of education : Master's degree  Study field of the highest level of education : Economics  Thai nationality : Yes  Residence in Thailand : Yes  Family relationship between directors and executives : Doesnt Have  Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have  DAP course : Yes  DCP course : Yes</p>	<p>Director  (Non-executive directors)   Authorized directors as per the companys certificate of registration : No</p>	26 Apr 2025	<p>Mr. KHACHIT CHATCHAWANIT   Appointment date of replacement director : 14 May 2025</p>

List of directors	Position	Date of resignation / termination	Replacement director
3. Mr. PITI JARUKAMJORN Gender: Male Age : 48 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years <sup>(*)</sup> : Doesnt Have DAP course : Yes DCP course : No	Director (Non-executive directors)  Authorized directors as per the companys certificate of registration : No	31 Jul 2025	Mr. PITIPONG TRINURUK  Appointment date of replacement director : 13 Aug 2025

Additional explanation:

(\*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003), only in the following cases:

(1) Dishonest act or gross negligence

(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved

(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.

(\*\*) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

#### List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
1. Mr. MAROTE VANANAN	Chairman of the board of directors		✓	✓		
<b>Total (persons)</b>		<b>1</b>	<b>5</b>	<b>2</b>	<b>3</b>	<b>3</b>

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
2. Mr. KHACHIT CHATCHAWANIT	Director		✓	✓		
3. Mr. NIWAT LAMUNPANDH	Director		✓		✓	
4. Mr. KREINGKRAI KREEBONGKAN	Director		✓		✓	✓
5. Mr. SURIN SAHACHATPOCANAN	Director	✓				✓
6. Mr. PITIPONG TRINURUK	Director		✓		✓	✓
<b>Total (persons)</b>		<b>1</b>	<b>5</b>	<b>2</b>	<b>3</b>	<b>3</b>

#### Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Construction Materials	1	16.67
2. Property Development	4	66.67
3. Law	1	16.67
4. Marketing	1	16.67
5. Procurement	1	16.67
6. Data Analysis	1	16.67
7. Brand Management	1	16.67

Skills and expertise	Number (persons)	Percent (%)
8. Project Management	1	16.67
9. Corporate Management	2	33.33
10. Engineering	3	50.00
11. Strategic Management	3	50.00
12. Risk Management	1	16.67
13. Public Administration	3	50.00
14. Business Administration	4	66.67

#### Information about the other directors <sup>(\*)(\*\*)</sup>

	2023	2024	2025
The chairman of the board and the highest-ranking executive are from the same person	-	No	No
The chairman of the board is an independent director	-	Yes	Yes
The chairman of the board and the highest-ranking executive are from the same family	No	No	No
Chairman is a member of the executive board or taskforce	-	No	No
The company appoints at least one independent director to determine the agenda of the board of directors meeting	Yes	No	No

Additional explanation :

(\*) Composition of the Board of Directors is calculated from the Board of Directors data in the year 2022 onwards

(\*\*) If a remark is specified, the remark from the most recent year will be displayed

#### The measures for balancing the power between the board of directors and the Management

The measures for balancing the power between the : Have  
board of directors and the Management

Methods of balancing power between the board of : Others : An authorization matrix has been defined.  
directors and Management

The Company has established a clear Delegation of Authority (DOA) to delineate the decision-making powers among the Chief Executive Officer (CEO), the Executive Committee, and the Board of Directors. This includes specifying matters that must first be reviewed and endorsed by relevant sub-committees within their respective areas of expertise such as determining remuneration for directors and executives, corporate risk management, and mergers and acquisitions (M&A) prior to being submitted for final approval."

## Information on the roles and duties of the board of directors

Board charter : Have

### 1. Board Composition and Qualifications

- **Number of Directors:** The Board of Directors shall consist of no fewer than five (5) members. To ensure a proper balance of power, at least one-third (1/3) of the total number of directors and not fewer than three (3) members must be Independent Directors. Furthermore, at least half of the total number of directors must reside within the Kingdom of Thailand.
  - **Qualifications:** Directors must be knowledgeable, capable, and possess all required qualifications while having no prohibited characteristics under the Public Limited Companies Act and other relevant legislation. They must not possess any traits indicating a lack of suitability to be entrusted with the management of a public-shareholding business, as prescribed by the Capital Market Supervisory Board. Additionally, Independent Directors must meet all independence criteria set forth by the Capital Market Supervisory Board and be able to safeguard the interests of all shareholders equitably, ensuring no conflicts of interest occur.
  - **Board Structure:** The Board is structured to ensure diversity, including gender, age, race, and nationality. It comprises individuals with a wide range of professional skills and specialized expertise that align with the Company's business strategies.
- ### 2. Roles, Authority, and Responsibilities
- To consider and approve the vision, mission, business strategies, and annual budgets of the Company and its subsidiaries.
  - To monitor the performance of the management and ensure the implementation of effective internal control and risk management systems.
  - To ensure that information disclosure is accurate, complete, and timely, in accordance with the regulations of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET).
  - To approve the acquisition or disposal of assets and related party transactions (RPTs) within the Board's scope of authority.

### 3. Term of Office

- Directors shall serve a term of 3 years each. Upon completion of their term, they may be considered for re-election. At every Annual General Meeting of Shareholders (AGM), one-third (1/3) of the directors at that time shall retire from office. If the number of directors is not a multiple of three, the number of directors closest to one-third shall retire.

### 4. Meetings and Voting

- The Board of Directors shall meet at least 4 times per year, with meeting dates scheduled in advance for the entire year.
- At any Board meeting, no fewer than half of the total number of directors must be present to constitute a quorum. Additionally, at least 1 Independent Director must be in attendance.

- Each director has one vote. However, any director with a conflict of interest in a particular matter is ineligible to vote on that matter. In the event of a tie, the Chairman of the meeting shall have the deciding vote.
- Directors who have a significant conflict of interest in any matter under consideration must leave the meeting room during the discussion and decision-making process of that specific agenda item.

## 5. Performance Evaluation

The Company conducts an annual performance evaluation for the Board of Directors, covering both "The Board as a whole" and "Individual members." The results of these assessments are utilized to further enhance the Boards overall operational efficiency.

## 6. Reporting of Interests

Directors and executives are duty-bound to report their own interests and those of their connected persons. Furthermore, they must provide advance notice of any intended trading of the Companys securities at least 1 business day prior to the transaction.

## Information on subcommittees

### Information on subcommittees

### Information on roles of subcommittees

## Roles of subcommittees

### Board of Directors

#### Role

- Others
- Establish and approve the companys and subsidiaries vision, mission, objectives, strategies, policies, authority framework, business plans, and budgets.

#### Scope of authorities, role, and duties

1. Define and approve the vision, mission, goals, strategies, policies, Table of Authority, business plans, and budgets for the Company and its subsidiaries.
2. Consider the appointment of directors and sub-committee members whose qualifications comply with Securities and Exchange laws, as well as relevant regulations and/or articles of association; this includes defining their scope of authority and responsibilities to support the Board of Directors' performance of duties.
3. Consider the appointment of the Chief Executive Officer (CEO) and the Company Secretary who possess the qualifications required by law, and determine the remuneration for the CEO as endorsed by the Nomination and Remuneration Committee.
4. Approve the acquisition or disposal of assets and/or connected transactions, except for those requiring approval from the Shareholders' Meeting.
5. Approve the payment of interim dividends to shareholders and report such dividend payments to the shareholders at the next meeting.
6. Ensure the duty and responsibility of disclosing information to shareholders accurately, completely, transparently, accountably, and in a timely manner.
7. Direct the Company, its subsidiaries, and/or associates to implement appropriate and efficient accounting

systems, as well as maintain effective internal control and internal audit systems.

8. Establish enterprise-wide risk management policies and oversee the implementation of risk management systems or processes, including appropriate mitigation measures and control methods to minimize impacts on the business operations of the Company and its subsidiaries.

9. Establish written policies regarding Good Corporate Governance and Anti-Corruption in all forms for the Company, its subsidiaries, and/or associates, in accordance with the principles of integrity and ethical governance.

10. Ensure that directors report their own interests and those of related persons to the Company; this includes requiring executives and related persons to report any trading of Company shares at least one day in advance, and assigning the Company Secretary to report all changes and summarize securities holdings to the Board of Directors.

11. Monitor and oversee the management and operations of the Company, its subsidiaries, and/or associates to ensure compliance with the Company's policies, business-related laws, and Securities and Exchange laws.

12. Consider the appointment of representatives as directors and executives in subsidiaries and/or associates engaged in core businesses, at least in proportion to the Company's shareholding.

13. Supervise and monitor subsidiaries and/or associates to ensure the disclosure of significant information. Ensure that subsidiaries and/or associates engaged in core businesses implement appropriate and sufficiently stringent internal control systems to prevent potential fraud or corruption.

14. Prepare the Board of Directors' annual report, as well as the consolidated and separate financial statements as of the end of the accounting period audited by the external auditor for submission to the Shareholders' Meeting for approval.

15. The Board of Directors may delegate authority to one or more directors, or any other person, to act on behalf of the Board for specific matters.

#### **Reference link for the charter**

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### **Audit Committee**

#### **Role**

- Audit of financial statements and internal controls

#### **Scope of authorities, role, and duties**

1. Review to ensure that the company and its subsidiaries provide accurate and adequate financial reporting.

2. Review to ensure that the company and its subsidiaries have appropriate and effective internal control and internal audit systems, and consider the independence of the internal audit unit, including approving the appointment, transfer, or dismissal of the head of the internal audit unit or any other relevant unit responsible for internal audits.

3. Review to ensure that the company complies with securities and stock exchange laws, stock exchange regulations, and other business-related laws applicable to the company.

4. Consider, select, and propose the appointment of auditors for the company, subsidiaries, and/or affiliates, as well as propose the remuneration for the auditors. Additionally, hold meetings with auditors at least once a year without management present.

5. Review related transactions or transactions that may involve conflicts of interest to ensure compliance with laws and stock exchange regulations, while ensuring such transactions are reasonable and in the best interest of the company.

6. Prepare the Audit Committee report and disclose it in the company's Form 56-1 One Report.

7. The Audit Committee has the authority to seek independent opinions from professional consultants.

8. Review and provide opinions on policies related to the Audit Committee's responsibilities, such as accounting policies, corporate governance and social responsibility policies, and anti-corruption policies.

9. Oversee compliance with non-compete agreements.
10. Perform any other duties assigned by the Board of Directors.

**Reference link for the charter**

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## **Executive Committee**

**Role**

- Others
- Manage the company's operations to align with established plans, objectives, and goals.

**Scope of authorities, role, and duties**

1. Provide recommendations on strategic directions, management structures, annual operational plans, and the company's budget.
2. Manage the company's operations to align with established plans, objectives, and goals.
3. Monitor the company's performance and operations, including those of its group companies, and report the results to the Board of Directors monthly.
4. Seek and evaluate new opportunities for the company's business operations.
5. Review and provide recommendations to the Board of Directors regarding the company's dividend payment policies.
6. Review and approve transactions related to investments, the sale of company assets, human resources management, finance, general administration, and business-related activities within the approval scope set by the Board of Directors.
7. Engage consultants or independent professionals to provide opinions or advice as necessary.
8. Regularly report to the Board of Directors regarding activities undertaken under the executive committee's authority, including any matters that need to be brought to the attention of the Board of Directors.
9. Perform any other tasks assigned by the Board of Directors.
10. The Executive Committee may delegate authority to executives or employees to perform specific tasks as appropriate.

**Reference link for the charter**

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## **Risk Management Committee**

**Role**

- Risk management

**Scope of authorities, role, and duties**

1. Establish policies and frameworks for assessing and managing the company's risks.
2. Define guidelines and strategies for enterprise risk management to ensure that risks remain within acceptable levels at reasonable costs.
3. Review and revise risk management approaches and tools to ensure efficiency and suitability based on the nature and magnitude of each type of risk associated with the company's transactions.
4. Consider and approve risk management plans covering various significant risk types, including Strategic Risk, Operational Risk, Financial Risk, Reputation Risk, Compliance Risk, Information Technology Risk, and other risks such as fraud and corruption.
5. Provide opinions on monitoring and evaluating enterprise risk management to ensure that the company

effectively manages critical risks, including fraud and corruption risks.

6. Communicate and enhance employees knowledge and understanding of risks and risk management processes.
7. Seek consultation from experts to assist in performing duties in accordance with the charter efficiently, with expenses borne by the company.
8. Authorize the Risk Management Committee to invite executives or relevant personnel to attend meetings to provide clarifications or additional information related to risks and their responsibilities, as deemed necessary by the committee.
9. Report risk management activities or other assigned responsibilities to the companys Board of Directors.

#### Reference link for the charter

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### Nomination and Remuneration Committee

#### Role

- Director and executive nomination
- Remuneration

#### Scope of authorities, role, and duties

1. Define criteria and methods for selecting directors, sub-committee members, and senior executives of the company, as well as the top executives in subsidiaries or affiliates.
2. Review the structure, size, and composition, and define the qualifications of the Board of Directors and sub-committees to ensure alignment with the companys strategies and changing circumstances.
3. Select, nominate, and propose suitable individuals with relevant knowledge and expertise to serve as company directors, subcommittee members, senior executives of the company, and top executives in subsidiaries or affiliates.
4. Oversee the preparation of a succession plan to ensure readiness for the replacement of the CEO and senior executives.
5. Develop a director development plan to enhance the knowledge of current and newly appointed directors, ensuring an understanding of the business, their roles, and significant developments.
6. Review the criteria and methods for selecting directors and propose them to the Board of Directors prior to recruiting directors whose terms are expiring.
7. Evaluate the independence of each independent director to ensure their qualifications meet the companys standards.
8. In cases where the Nomination and Remuneration Committee nominates directors whose terms have ended for reappointment, the committee will evaluate their performance, contributions, and meeting attendance records to provide shareholders with information for consideration.
9. Develop plans and frameworks for training and knowledge enhancement for company directors, subcommittee members, senior executives, and top executives in subsidiaries or affiliates, ensuring an understanding of the companys business, roles, and relevant developments, such as economic and industry conditions and regulations or laws related to the companys business.
10. Perform other tasks assigned by the Board of Directors with the approval of the Nomination and Remuneration Committee.

#### Reference link for the charter

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### The Corporate Governance and Sustainability Committee

## Role

- Corporate governance
- Sustainability development
- Climate-related risks and opportunities governance

## Scope of authorities, role, and duties

1. Define guidelines and propose policies, strategies, operational frameworks, and objectives to establish the company as a good governance and sustainable entity, including business ethics and integrity policies/measures as well as anti-corruption initiatives.
2. Oversee, advise, and review corporate governance and sustainability operations.
3. Provide guidance, promote, and support resources and personnel to disseminate strategies and cultivate a culture of good governance and sustainability among executives and employees at all levels, ensuring alignment across the organization.
4. Approve the operational structure for corporate governance and sustainability to ensure its appropriateness for the business operations.
5. Support and advise the company on participating in corporate governance and sustainability evaluations or rankings.
6. Summarize the results of corporate governance and sustainability operations to report to the Board of Directors annually.
7. Perform any other duties as assigned by the Board of Directors.

## Reference link for the charter

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## Information on each subcommittee

### List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
1. Ms. SUPATTANA NGIMHOUNG <sup>(*)</sup> Gender: Female Age : 45 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Chairman of the audit committee (Non-executive directors, Independent director)  Director type : Existing director	7 Jan 2021	Finance, Accounting, Risk Management, Audit, Internal Control

List of directors	Position	Appointment date of audit committee member	Skills and expertise
2. Mr. MAROTE VANANAN Gender: Male Age : 55 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director)  Director type : Existing director	15 May 2017	Marketing, Brand Management, Business Administration
3. Mr. KHACHIT CHATCHAWANIT Gender: Male Age : 62 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director)  Director type : Newly appointed director to replace the ex-director	14 May 2025	Public Administration, Strategic Management, Corporate Management, Risk Management

Additional explanation :

(\*) Directors with expertise in accounting information review

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

List of directors	Position	Date of resignation / termination	Replacement committee member
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List of directors	Position	Date of resignation / termination	Replacement committee member
<p>1. Ms. SUPATTANA NGIMHOUNG</p> <p>Gender: Female</p> <p>Age : 45 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : No</p>	<p>Chairman of the audit committee</p> <p>(Non-executive directors, Independent director)</p>	29 Dec 2025	-
<p>2. Mr. BOONYARIT KALAYANAMIT<sup>(*)</sup></p> <p>Gender: Male</p> <p>Age : 64 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p>	26 Apr 2025	-

Additional explanation :

(\*) Directors with expertise in accounting information review

#### List of executive committee members

List of committee members	Position	Appointment date of executive committee member
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List of committee members	Position	Appointment date of executive committee member
<p>1. Mr. SURIN SAHACHATPOCANAN  Gender: Male  Age : 59 years  Highest level of education : Master's degree  Study field of the highest level of education : Public Administration  Thai nationality : Yes  Residence in Thailand : Yes</p>	The chairman of the executive committee	24 Jan 2024
<p>2. Ms. Nucharee Jitardhun  Gender: Female  Age : 45 years  Highest level of education : Master's degree  Study field of the highest level of education : Finance  Thai nationality : Yes  Residence in Thailand : Yes</p>	Member of the executive committee	26 Jul 2022
<p>3. Mr. Prasit Charushwichakorn  Gender: Male  Age : 49 years  Highest level of education : Bachelor's degree  Study field of the highest level of education : Political Science  Thai nationality : Yes  Residence in Thailand : Yes</p>	Member of the executive committee	26 Jul 2022

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

**Other Subcommittees**

Subcommittee name	Name list	Position
Risk Management Committee	Mr. SURIN SAHACHATPOCANAN	Member of the subcommittee

Subcommittee name	Name list	Position
	Mr. KHACHIT CHATCHAWANIT	The chairman of the subcommittee (Independent director)
	Ms. SUPATTANA NGIMHOUNG	Member of the subcommittee (Independent director)
	Mr. BOONYARIT KALAYANAMIT	The chairman of the subcommittee (Independent director)
Nomination and Remuneration Committee	Mr. MAROTE VANANAN	Member of the subcommittee (Independent director)
	Mr. SURIN SAHACHATPOCANAN	Member of the subcommittee
	Ms. SUPATTANA NGIMHOUNG	The chairman of the subcommittee (Independent director)
The Corporate Governance and Sustainability Committee	Mr. NIWAT LAMUNPANDH	The chairman of the subcommittee
	Mr. SURIN SAHACHATPOCANAN	Member of the subcommittee
	Ms. SUPATTANA NGIMHOUNG	Member of the subcommittee (Independent director)

**List of subcommittees who resigned / vacated their position during the year**

Subcommittee name	Name list	Position	Date of resignation / termination	Replacement committee member
Risk Management Committee	Ms. SUPATTANA NGIMHOUNG	Member of the subcommittee (Independent director)	29 Dec 2025	Mr. MAROTE VANANAN  Appointment date of replacement committee member : 31 Jan 2026

Subcommittee name	Name list	Position	Date of resignation / termination	Replacement committee member
	Mr. BOONYARIT KALAYANAMIT	The chairman of the subcommittee (Independent director)	26 Apr 2025	Mr. KHACHIT CHATCHAWANIT  Appointment date of replacement committee member : 14 May 2025
Nomination and Remuneration Committee	Ms. SUPATTANA NGIMHOUNG	The chairman of the subcommittee (Independent director)	29 Dec 2025	Mr. KHACHIT CHATCHAWANIT  Appointment date of replacement committee member : 31 Jan 2026
The Corporate Governance and Sustainability Committee	Ms. SUPATTANA NGIMHOUNG	Member of the subcommittee (Independent director)	29 Dec 2025	-

### Information on the executives

#### Information on the executives

#### List and positions of the executive

#### List of the highest-ranking executive and the next four executives

List of executives	Position	First appointment date	Skills and expertise
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List of executives	Position	First appointment date	Skills and expertise
<p>1. Mr. SURIN SAHACHATPOCANAN Gender: Male Age : 59 years Highest level of education : Master's degree Study field of the highest level of education : Public Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Chief Executive Officer (The highest-ranking executive)</p>	<p>24 Jan 2024</p>	<p>Property Development, Engineering, Corporate Management, Public Administration, Strategic Management</p>
<p>2. Ms. Nucharee Jitardhun (*) Gender: Female Age : 45 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : No</p>	<p>Chief Financial Officer</p>	<p>26 May 2020</p>	<p>Finance, Data Management, Data Analysis, Budgeting</p>

List of executives	Position	First appointment date	Skills and expertise
<p>3. Mr. Prasit Charushwichakorn</p> <p>Gender: Male</p> <p>Age : 49 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Political Science</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	<p>Executive of Building and Community Management Business Division</p>	<p>11 May 2021</p>	<p>Project Management</p>
<p>4. Ms. Laksana Sangmanee</p> <p>Gender: Female</p> <p>Age : 40 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : ENTREPRENEURSHIP AND INNOVATION PROGRAM</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : No</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	<p>Executive of Decoration Sales Division</p>	<p>18 Aug 2021</p>	<p>Architecture</p>

List of executives	Position	First appointment date	Skills and expertise
5. Ms. Peenita Sillapasuwat Gender: Female Age : 42 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Executive of Property Management Division	17 Jan 2022	Business Administration
6. Ms. Wenika Sanusoem (**) Gender: Female Age : 34 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : Yes	Accounting Controller	29 Nov 2024	Accounting, Data Management

*Additional Explanation :*

*(\*) Highest responsibility in corporate accounting and finance*

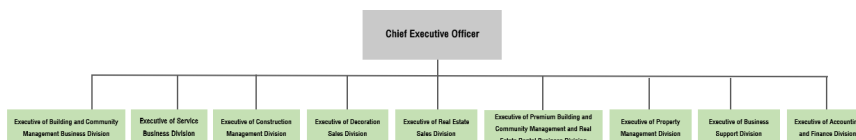
*(\*\*) Accounting supervisor*

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

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

Organization structure of the highest-ranking executive and the next four executives as of date : 14 May 2024

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



The Chief Executive Officer and the top four departmental executives

### Remuneration policy for executive directors and executives

The Company determines the remuneration of executives at an appropriate level that aligns with the company's performance and complies with industry standards. This is done by considering the organization's primary objectives, best practices in similar businesses, and the company's performance, as well as the roles and responsibilities of the executives. The remuneration is paid according to the criteria and policies established by the Nomination and Remuneration Committee.

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

### Remuneration of executive directors and executives

#### Monetary remuneration of executive directors and executives

	2023	2024	2025
<b>Total remuneration of executive directors and executives (baht)</b>	20,030,000.00	15,600,000.00	23,780,000.00
Total remuneration of executive directors (baht)	0.00	0.00	0.00
Total remuneration of executives (baht)	20,030,000.00	15,600,000.00	23,780,000.00

#### Other remunerations of executive directors and executives

	2023	2024	2025
Employee Stock Ownership Plan (ESOP)	No	No	-
Employee Joint Investment Program (EJIP)	No	No	-

#### Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive directors and executives in the past year : 0.00

## Other significant information

Other significant information

## Assigned person

### List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms. Wenika Sanusoem	wenika.s@primo.co.th	-

### List of the company secretary

General information	Email	Telephone number
1. Ms. Nucharee Jitardhun	Nucharee.j@primo.co.th	061-029-1565

### List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Mr. Pisit Oprapakorn	pisit.o@primo.co.th	-

### List of the head of the compliance unit

General information	Email	Telephone number
1. Ms. Darun Khanlek	darun.kh@origin.co.th	-

## Head of investor relations

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

### List of the head of investor relations

General information	Email	Telephone number
1. Ms. Nucharee Jitardhun	nucharee.j@primo.co.th	-

## Company's auditor

Details of the companys auditor<sup>(1)</sup>

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
EY OFFICE LIMITED NO. 1875 ONE BANGKOK TOWER 3, LEVEL 34 - 37, RAMA 4 ROAD, LUMPHINI PATHUM WAN Bangkok 10330 Telephone number +66 2264 9090	1,500,000.00	-	1. Ms. SUMESA TANGYOOSUK Email: sumesa. tangyoosuk@th.ey.com License number: 7627

Remark: <sup>(1)</sup> The Company and its subsidiaries paid audit fees to EY Office Limited, C&A Audit Firm Company Limited, A Plus Audit and Account Company Limited, and PS Accounting Kaow Company Limited in their capacity as the auditors of the Company and its subsidiaries. The details of the audit fees for the fiscal year ended 31 December 2025 (excluding non-audit fees) are as follows: 1. Audit fee for Primo Service Solution Public Company Limited: 1,500,000 Baht 2. Audit fee for subsidiaries: 3,962,000 Baht Note: In 2025, there were a total of 17 subsidiaries within the group.

#### Assigned personnel in case of a foreign company

Does the company have any individual assigned to : No  
 be representatives in Thailand

#### List of designated individuals as representatives in Thailand

## Performance Report on Corporate Governance

### Information about the summary of duty performance of the board of directors over the past year

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

In 2025, Primo Service Solutions Public Company Limited (the Company) remained committed to enhancing operational efficiency to deliver maximum value to all stakeholders. We continue to uphold our vision of becoming a leader in modern, integrated real estate services. Amidst the volatility of both Thai and global economies, including uncertainties stemming from geopolitical tensions and trade wars, the Company has prioritized risk management and good corporate governance. By adhering to international rules and standards as our core foundation, we aim to strengthen our resilience, maintain our competitive edge, and drive the organization toward stable and sustainable growth.

Over the past year, the Board of Directors tasked the Management with closely monitoring changes in the business environment, financial position, and performance of the Company and its subsidiaries. This included assessing business trends, opportunities, and risks to ensure that business strategies, organizational management, and personnel operations could be adjusted appropriately and timely. These efforts were aimed at supporting the business in achieving its defined goals. Specifically, the Company achieved growth under the principles of good corporate governance and sustainable development. The combined efforts of the Board and Management in governing the business according to these policies coupled with efficient budget management to generate revenue, stringent cost control, and continuous service development to drive sales and maintain competitiveness resulted in a total revenue of 1,851.7 million Baht and a net profit of 192.3 million Baht for the 2025 fiscal year. This compares to a total revenue of 1,637.1 million Baht and a net profit of 262.2 million Baht in the 2024 fiscal year. The revenue structure consists of: Engineering Consulting and Design Business: 18.76%, Property Management Business: 17.21%, Real Estate After-Sales Service Business: 63.23%, and Other Income: 0.80%.

Furthermore, the Company participated in the JUMP+ program, an initiative by the Stock Exchange of Thailand (SET) designed to enhance the value of listed companies by elevating their strategic potential, management efficiency, and long-term growth. The Company is moving forward with a 3-year business plan, aiming to achieve a net profit of 320 million Baht by 2028. This growth will be driven by sustainable standards, service quality, and innovation, positioning the Company as a leader in premium integrated services. The Board of Directors has approved the 2026-2028 Value Enhancement Plan (JUMP+ Plan), comprising three key pillars:

- **Business Plan:** Focuses on elevating the standards of the Engineering, Living Service, and Brokerage units for sustainable growth, while also driving the expansion of new businesses. Additionally, the Company will integrate technology to enhance operational efficiency and the quality of service delivery across all business groups.
- **Governance Enhancement Plan:** The Company prioritizes and promotes Board Diversity, encompassing gender, age, experience, expertise, and perspectives to strengthen comprehensive corporate oversight. Furthermore, the Company will intensify its anti-corruption measures to increase transparency and stakeholder confidence, aiming to achieve CAC certification from the Thai Institute of Directors (IOD) by 2026. This also includes plans to tighten and improve the efficiency of internal information protection (insider trading prevention).
- **Climate Action Plan:** The Company has completed its Greenhouse Gas (GHG) Inventory, which serves as critical data for establishing strategies and emission reduction measures. Moreover, the Company is committed to reducing total operational greenhouse gas emissions by 7% by 2028, supported by plans to increase electricity efficiency and promote sustainable resource utilization to achieve this target.

Regarding Corporate Governance, the Company ensures that the Groups management strictly supervises all business operations and activities to comply with relevant laws. We adhere to the Company's Good Corporate Governance principles, which align with the policies and guidelines of regulatory bodies and international standards. Furthermore,

the Company upholds rigorous standards and practices for preventing and countering corruption, remaining steadfast in management processes that enhance business transparency and promote inclusive business engagement with partners and customers. As a result of these efforts, the Company received a Very Good (4-star) rating in the Corporate Governance Report (CGR) of Thai Listed Companies 2025. Additionally, the Company has officially become a member of the Thai Private Sector Collective Action Against Corruption (CAC).

Regarding Sustainable Business Development, the Board of Directors has approved sustainability targets and operational plans that align with relevant legal enforcements and measures, including the JUMP+ Plan to reduce greenhouse gas emissions. These initiatives aim to establish clear guidelines for Environmental, Social, and Governance (ESG) practices. Furthermore, the Company continues to advance its ESG project, "Happy Maker For All," to ensure long-term business sustainability. The performance results concerning the Company's material sustainability issues across economic, social, and environmental dimensions, as well as corporate governance performance for the 2025 fiscal year, are disclosed under the sections Driving Business for Sustainability and Report on Key Operating Results Related to Corporate Governance in this Form 56-1 One Report.

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

#### Information about the selection of the board of directors

#### List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
Mr. MAROTE VANANAN	Chairman of the board of directors	15 May 2017	Marketing, Brand Management, Business Administration
Mr. SURIN SAHACHATPOCANAN	Director	24 Jan 2024	Property Development, Engineering, Corporate Management, Public Administration, Strategic Management

#### List of newly appointed director to replace the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
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List of directors	Position	First appointment date of director	Skills and expertise
Mr. KHACHIT CHATCHAWANIT	Director	14 May 2025	Public Administration, Strategic Management, Corporate Management, Risk Management
Mr. PITIPONG TRINURUK	Director	13 Aug 2025	Property Development, Engineering, Strategic Management, Business Administration, Data Analysis

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

#### Selection of independent directors

##### Criteria for selecting independent directors

The independent directors must constitute at least one-third of the total number of directors, with no fewer than three individuals. They are required to maintain independence from the control of executives and major shareholders, and they must not have any involvement or financial interest in the business's management. Additionally, they must fully meet the qualifications set forth by the Capital Market Supervisory Board, the Securities and Exchange Commission, and other relevant laws. The company's independent directors are appointed based on these rigorous standards.

Regarding the details referenced in One Report, Section 2, Topic 8: "Significant Corporate Governance Performance Report: 8.1 Summary of the Board of Directors' Duties for the Past Year,"

#### Business or professional relationships of independent directors over the past year

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

#### Selection of directors and the highest-ranking executive

##### Method for selecting directors and the highest-ranking executive

Method for selecting persons to be appointed as directors through the nomination committee : Yes

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

### Number of directors from major shareholders

### Rights of minority shareholders on director appointment

The Company encourages shareholder participation by establishing criteria that allow minority shareholders to propose additional agenda items and nominate qualified candidates for directorship. Furthermore, shareholders are given the opportunity to submit comments, suggestions, or inquiries in advance of the meeting date, in accordance with the Companys established criteria. These criteria are published on the Companys website and announced via the SETLink system of the Stock Exchange of Thailand.

The Company provided minority shareholders with the right to propose agenda items for the Shareholders' Meeting and to nominate candidates for directorship in advance, during the period from 13 November 2024, to 13 February 2025. Additionally, shareholders were entitled to submit inquiries regarding the meeting agenda to the Company Secretarys office prior to the meeting date through the aforementioned channels.

Shareholders eligible to nominate candidates for director positions must hold a minimum of 1% of the Companys total issued and fully paid-up shares. This shareholding requirement may be met by a single shareholder or a group of shareholders acting in concert. Furthermore, the specified shareholding must be held continuously for at least 12 months, calculated from the initial date of acquisition until the deadline for submitting advance questions.

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

## Information on the development of directors

### Development of directors over the past year

### Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. MAROTE VANANAN (Chairman of the board of directors, Independent director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2025: Advanced Audit Committee Program (AAP)</li> <li>• 2025: Director Accreditation Program (DAP)</li> </ul>
2. Mr. KHACHIT CHATCHAWANIT (Director, Independent director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2025: Ethical Leadership Program (ELP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2025: Seminar on 'Insight in SET: ID &amp; AC Focus' Comprehensive Insights for Growth and Sustainability in the Capital Market</li> </ul>
3. Mr. NIWAT LAMUNPANDH (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2020: Advanced Audit Committee Program (AAP)</li> <li>• 2019: Director Certification Program (DCP)</li> <li>• 2019: Role of the Chairman Program (RCP)</li> <li>• 2013: Director Accreditation Program (DAP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2025: IFRS Standards: Risk Management and Business Ethics in the Modern Era</li> </ul>
4. Mr. KREINGKRAI KREEBONGKAN (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2021: Director Accreditation Program (DAP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2025: Seminar on the JUMP+ Project (Value Enhancement of Listed Companies Program), organized by the Stock Exchange of Thailand</li> </ul>

List of directors	Participation in training in the past financial year	History of training participation
5. Mr. SURIN SAHACHATPOCANAN (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2026: Director Certification Program (DCP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2025: Seminar on the JUMP+ Project (Value Enhancement of Listed Companies Program), organized by the Stock Exchange of Thailand</li> </ul>
6. Mr. PITIPONG TRINURUK (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2022: Director Accreditation Program (DAP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2025: Seminar on the JUMP+ Project (Value Enhancement of Listed Companies Program), organized by the Stock Exchange of Thailand</li> </ul>

## Information on the evaluation of duty performance of directors

### Criteria for evaluating the duty performance of the board of directors

The Board of Directors prescribes regular performance assessment of the Company's Board of Directors and subcommittees every year in order to improve work efficiency. The assessment is divided into 4 categories, namely, assessment form for the Board of Directors for both the entire and the individual and assessment form for subcommittees both the entire and the individual of each committee which has assessment criteria that are consistent with the Stock Exchange of Thailand's assessment form.

Such performance assessment is an important tool for assessing the appropriateness of the structure of Board of Directors or sub-committees and their performance in accordance with the principles of good corporate governance. The Board of Directors and subcommittees will analyze the assessment results, suggestions, and observations for a summary to prescribe an approach in work efficiency improvement to be in line and appropriate with business environment, rules, or regulations that are changing in each period.

**Board of Directors' entire assessment** consist of 6 assessment criteria :

- (1) Structure and qualifications of directors;
- (2) Board of Directors meeting;
- (3) Roles, duties and responsibilities of Board of Directors;
- (4) Board of Directors performance;
- (5) Relationship with the executives and

(6) Board of Directors self-improvement and the executives development.

**The Board of Directors' individual assessment** consists of 3 assessment criteria:

- (1) Structure and qualifications of directors;
- (2) Board of Directors meeting and
- (3) Roles, duties and responsibilities of Board of Directors.

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

Based on the 2025 Board of Directors self-assessment, which references the Stock Exchange of Thailand (SET) evaluation forms, the results can be summarized as follows:

- The Board as a whole: The average score was 92.83%, equivalent to an 'Excellent' rating.
- Individual Board members: The average score was 93.47%, equivalent to an 'Excellent' rating.

### 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	92.83	100
	Self-assessment	93.47	100
	Cross-assessment (assessment of another director)	None	None
Audit Committee	Group assessment	90.84	100
	Self-assessment	85.05	100
	Cross-assessment (assessment of another director)	None	None
Risk Management Committee	Group assessment	91.07	100
	Self-assessment	89.09	100
	Cross-assessment (assessment of another director)	None	None
Nomination and Remuneration Committee	Group assessment	84.03	100

List of directors	Assessment form	Grade / Average score received	Grade / Full score
	Self-assessment	75.15	100
	Cross-assessment (assessment of another director)	None	None
	Group assessment	95.11	100
The Corporate Governance and Sustainability Committee	Self-assessment	94	100
	Cross-assessment (assessment of another director)	None	None
	Group assessment	85	100
Executive Committee	Self-assessment	89.03	100
	Cross-assessment (assessment of another director)	None	None
	Group assessment	85	100

#### Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

The Board of Chief Executive Officer' entire assessment consist of 11 assessment criteria : Leadership, Strategy Formulation, Strategy Execution, Financial Planning and Performance, Relationship with the Board of Directors, External Relations, Human Resources Management and Relations, Succession Planning, Product and Service Knowledge, Personal Characteristics, and Business Development for Sustainability (ESG). Furthermore, directors provided additional open-ended comments regarding the Chief Executive Officers strengths and areas for development. this information serves as a basis for promoting and enhancing the Chief Executive Officers performance efficiency moving forward.

In 2025, the performance evaluation result of the Chief Executive Officer (CEO) was 93.15%, which is categorized as 'Excellent'."

#### Information on meeting attendance and remuneration payment to each board member

##### Meeting attendance and remuneration payment to each board member

##### Meeting attendance of the board of directors

##### Meeting attendance of the board of directors

Number of the board of directors meeting over the : 5  
past year (times)

Date of AGM meeting : 25 Apr 2025

EGM meeting : No

#### Details of the board of directors' meeting attendance

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. MAROTE VANANAN (Chairman of the board of directors, Independent director)	5	/	5	1	/	1		/	
2. Mr. KHACHIT CHATCHAWANIT (Director, Independent director)	3	/	3	0	/	0		/	
3. Mr. NIWAT LAMUNPANDH (Director)	5	/	5	1	/	1		/	
4. Mr. KREINGKRAI KREEBONGKAN (Director)	0	/	5	1	/	1		/	
5. Mr. SURIN SAHACHATPOCANAN (Director)	5	/	5	1	/	1		/	
6. Mr. PITIPONG TRINURUK (Director)	0	/	2	0	/	0		/	
7. Ms. SUPATTANA NGIMHOUNG (Director, Independent director)	5	/	5	1	/	1		/	

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
8. Mr. BOONYARIT KALAYANAMIT (Director)	1	/	1	1	/	1		/	
9. Mr. PITI JARUKAMJORN (Director)	0	/	1	0	/	0		/	

#### Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. MAROTE VANANAN (Chairman of the board of directors)	5/5 (100.00%)	1/1 (100.00%)	N/A
2. Mr. KHACHIT CHATCHAWANIT (Director)	3/3 (100.00%)	N/A	N/A
3. Mr. NIWAT LAMUNPANDH (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
4. Mr. KREINGKRAI KREEBONGKAN (Director)	0/5 (0.00%)	1/1 (100.00%)	N/A
5. Mr. SURIN SAHACHATPOCANAN (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
6. Mr. PITIPONG TRINURUK (Director)	0/2 (0.00%)	N/A	N/A
7. Ms. SUPATTANA NGIMHOUNG (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
8. Mr. BOONYARIT KALAYANAMIT (Director)	1/1 (100.00%)	1/1 (100.00%)	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
9. Mr. PITI JARUKAMJORN (Director)	0/1 (0.00%)	N/A	N/A
<b>Average meeting attendance rate</b>	<b>66.67%</b>	<b>100.00%</b>	<b>N/A</b>

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

## Remuneration of the board of directors

### Types of remuneration of the board of directors

Directors' remuneration consists of

1. Monetary compensation consist of meeting allowance, and;
2. Other remuneration. The Company does not provide other benefits to the directors. However, the Company is responsible the expenses for attending the training of Thai Institute of Directors and other institutions which is beneficial to the performance of directors.

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
<b>1. Mr. MAROTE VANANAN</b> (Chairman of the board of directors, Independent director)			<b>190,000.00</b>		<b>0.00</b>
Board of Directors (Chairman of the board of directors)	100,000.00	0.00	100,000.00	No	
Audit Committee (Member of the audit committee)	50,000.00	0.00	50,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	40,000.00	0.00	40,000.00	No	
<b>2. Mr. KHACHIT CHATCHAWANIT</b> (Director, Independent director)			<b>95,000.00</b>		<b>0.00</b>
Board of Directors (Director)	45,000.00	0.00	45,000.00	No	
Audit Committee (Member of the audit committee)	20,000.00	0.00	20,000.00	No	
Risk Management Committee (The chairman of the subcommittee)	30,000.00	0.00	30,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
<b>3. Mr. NIWAT LAMUNPANDH (Director)</b>			<b>90,000.00</b>		<b>0.00</b>
Board of Directors (Director)	75,000.00	0.00	75,000.00	No	
The Corporate Governance and Sustainability Committee (The chairman of the subcommittee)	15,000.00	0.00	15,000.00	No	
<b>4. Mr. KREINGKRAI KREEBONGKAN (Director)</b>			<b>0.00</b>		<b>0.00</b>
Board of Directors (Director)	0.00	0.00	0.00	No	
<b>5. Mr. SURIN SAHACHATPOCANAN (Director)</b>			<b>0.00</b>		<b>0.00</b>
Board of Directors (Director)	0.00	0.00	0.00	No	
Executive Committee (The chairman of the executive committee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	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	
Nomination and Remuneration Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
The Corporate Governance and Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
<b>6. Mr. PITIPONG TRINURUK (Director)</b>			<b>0.00</b>		<b>0.00</b>
Board of Directors (Director)	0.00	0.00	0.00	No	
<b>7. Ms. Nucharee Jitardhun (Member of the executive committee)</b>			<b>0.00</b>		<b>0.00</b>
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
<b>8. Mr. Prasit Charushwichakorn (Member of the executive committee)</b>			<b>0.00</b>		<b>0.00</b>
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
<b>9. Ms. SUPATTANA NGIMHOUNG (Director, Independent director)</b>			<b>235,000.00</b>		<b>0.00</b>

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	75,000.00	0.00	75,000.00	No	
Audit Committee (Chairman of the audit committee)	50,000.00	0.00	50,000.00	No	
Risk Management Committee (Member of the subcommittee)	40,000.00	0.00	40,000.00	No	
Nomination and Remuneration Committee (The chairman of the subcommittee)	60,000.00	0.00	60,000.00	No	
The Corporate Governance and Sustainability Committee (Member of the subcommittee)	10,000.00	0.00	10,000.00	No	
<b>10. Mr. BOONYARIT KALAYANAMIT (Director)</b>			<b>25,000.00</b>		<b>0.00</b>
Board of Directors (Director)	15,000.00	N/A	15,000.00	No	
Audit Committee (Member of the audit committee)	10,000.00	N/A	10,000.00	No	
Risk Management Committee (The chairman of the subcommittee)	N/A	N/A	N/A	-	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
<b>11. Mr. PITI JARUKAMJORN (Director)</b>			<b>0.00</b>		<b>0.00</b>
Board of Directors (Director)	0.00	0.00	0.00	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	310,000.00	0.00	310,000.00
2. Audit Committee	130,000.00	0.00	130,000.00
3. Executive Committee	0.00	0.00	0.00
4. Risk Management Committee	70,000.00	0.00	70,000.00
5. Nomination and Remuneration Committee	100,000.00	0.00	100,000.00
6. The Corporate Governance and Sustainability Committee	25,000.00	0.00	25,000.00

#### Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	715,000.00	585,000.00	635,000.00
Other monetary remuneration (Baht)	0.00	0.00	0.00

	2023	2024	2025
Total (Baht)	715,000.00	585,000.00	635,000.00

### Remunerations or benefits pending payment to the board of directors

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

### Information on corporate governance of subsidiaries and associated companies

#### Corporate governance of subsidiaries and associated companies

#### Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated : Yes  
companies

Mechanism for overseeing subsidiaries and : Yes  
associated companies

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

The company was established with the primary objective of operating as a holding company, without engaging in significant business activities on its own. It is not classified as an investment company managing capital either. The majority of the company's revenue comes from returns on investments in its subsidiaries and affiliates, both directly and indirectly. Therefore, the performance of subsidiaries and affiliates plays a crucial role in the company's overall results. The company has implemented mechanisms to govern and oversee its subsidiaries and affiliates, which are stipulated in the company's regulations.

### Information on the monitoring of compliance with corporate governance policy and guidelines

#### The monitoring of compliance with corporate governance policy and guidelines

### Operations for conflict of interest prevention over the past year

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

For the 2025 fiscal year, the Company conducted its annual review of the Good Corporate Governance Policy. The Corporate Governance and Sustainability Committee resolved to maintain the current version of the policy, as it remains appropriate for governing the Groups operations in alignment with corporate governance principles. Furthermore, the Company monitored and communicated the importance of adhering to good corporate governance principles in line with the business context. This included, for instance, the duties of directors, executives, and employees regarding conflicts of interest and/or connected transactions; the handling, protection, and disclosure of the Groups internal information; and the protection of stakeholders' personal data in compliance with laws, regulations, and the Group's guidelines. The Company also focused on risk assessment, risk management, and internal control processes to protect the Companys interests and prevent corruption. The monitoring results indicated that the Groups operations in each area were appropriate and consistent with the established policies and guidelines.

The Company has monitored compliance with the principles of good corporate governance in the compliance with policy and guidelines for the prevention of conflicts of interest. The Board of Directors has established a Conflict of Interest Policy based on the principle that any business decision-making must be in the best interests of the Company, its subsidiaries, and shareholders. Actions that lead to conflicts of interest should be avoided to ensure fairness to all stakeholders. Accordingly, it is the policy of the Company and its subsidiaries to prevent the seeking of personal gain from holding positions as directors, executives, or employees. The following guidelines have been established for directors, executives, and employees of the Company and its subsidiaries:

1. Directors, executives, and employees must avoid entering into connected transactions with themselves or related persons that may give rise to conflicts of interest with the Company and/or its subsidiaries.
2. If a connected transaction is necessary for the best interests of the Company and its subsidiaries, such transaction must be conducted on an arms length basis (as if transacting with an external party). In this regard, any director, executive, or employee with a vested interest in that transaction is prohibited from participating in the review, discussion, or approval process.
3. Directors, executives, and employees must not seek personal gain for themselves or others by using or disclosing non-public internal information or confidential information to third parties.
4. Directors, executives, and employees must not use documents or information obtained through their positions to engage in businesses for themselves or others that compete with, or are of a similar or related nature to, the business of the Company or its subsidiaries.

Directors and executives must report their interests, or those of their related persons, concerning the management of the Company or its subsidiaries. The reporting of interests by directors and executives is categorized as follows:

1. Initial Report: A report must be submitted to the Company through the Company Secretary upon the director's or executives appointment to their position.
2. Report of Changes in Interest Information: Any changes to the previously reported information must be reported without delay within 3 business days from the date of such change, specifying the number of times the information has been updated.
3. Report of Significant Interest or Involvement in Agenda Items: Any director or executive who has a significant interest or involvement in a matter being considered by the Board of Directors must notify the Company Secretary

of such relationship or interest. This notification must be made at least before the consideration of the relevant agenda item, and it must be recorded in the minutes of that Board meeting. Furthermore, the interested person must not participate in the consideration and shall have no authority to approve such transaction.

In 2025, the Company did not enter into any connected transactions with a transaction size that required shareholder approval. Furthermore, there were no findings of misconduct, nor were there any whistleblowing reports or complaints regarding conflicts of interest that violated regulatory requirements or the Companys Good Corporate Governance principle.

**Number of cases or issues related to conflict of interest**

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

**Prevention of the use of inside information to seek benefits**

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

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

The Company has established policies and methods to monitor and supervise its directors, executives, and employees, as well as those of its subsidiaries, regarding the disclosure of confidential and/or non-public internal information for personal gain or for the benefit of others, whether directly or indirectly, and regardless of whether compensation is received. Furthermore, individuals are prohibited from trading the Companys securities using internal information.

In 2025, the Company monitored and ensured compliance with the guidelines for the use and confidentiality of internal information as follows:

- The Company Secretary sent email notifications to directors and executives regarding the 'Blackout Period,' during which trading of the Companys securities is prohibited. This period starts one month prior to the announcement of financial statements and extends until 24 hours after the information has been disclosed to the public. Furthermore, directors and executives (as defined by the SEC) and senior management of the Company and its subsidiaries were informed of their duty to report any changes in their holdings of the Companys securities to the Company Secretary at least one day in advance of any trading, in accordance with the Companys corporate governance principles. The Company Secretary reports every change and provides a summary of securities holdings to the Board of Directors.
- The Company developed a strategic plan to enhance the prevention of insider trading, aligning with the fundamental and additional goals set by the Stock Exchange of Thailand (SET) under the JUMP+ project, which aims to promote value enhancement for listed companies.

For the 2025 fiscal year, the Company found no instances of misconduct, nor were there any whistleblowing reports or complaints regarding the use of internal information that violated regulatory requirements or the Companys Good

Corporate Governance principles. Furthermore, there were no findings of directors or executives within the Group trading the Company's securities during the specified Blackout Periods.

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

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

**Anti-corruption action**

**Operations in anti-corruption in the past year**

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

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

The Company is committed to anti-corruption in its business operations and adheres to transparent management, social responsibility, and accountability to all stakeholders in accordance with good corporate governance principles. The Company has a policy of not supporting any form of corruption, particularly bribery, and prohibits directors, executives, and employees at all levels from engaging in, accepting, or supporting corruption by requesting, accepting, or participating in corruption, whether directly or indirectly, for the benefit of the organization, themselves, their families, friends and acquaintances, or for business interests. In this regard, the Company will not demote, penalize, or impose negative consequences on employees who refuse corruption, even if such actions result in the loss of business opportunities. The Company has become a member of Thailand's Private Sector Collective Action Coalition Against Corruption Council (CAC) and plans to apply for CAC certification by 2026 to demonstrate its firm intention not to tolerate any form of corruption.

In addition, the Company conducts comprehensive anti-corruption risk assessments across all processes in its value chain to analyze processes exposed to corruption risks and to determine control measures to manage such risks at an acceptable level and presents significant matters to the Risk Management Committee. The Company has defined risk management policies and processes by adopting the COSO Enterprise Risk Management Framework to ensure a structured and continuous risk management process, including aligned implementation across the organization. The

Board of Directors supervises effective anti-corruption support systems through its subcommittees, including the Audit Committee and the Risk Management Committee, which are responsible for overseeing risk management and the adequacy and appropriateness of control measures to prevent and reduce corruption risks, in collaboration with management. It requires periodic reviews of relevant processes to evaluate risks, identify control gaps, and make continuous improvements, especially in response to changes, to ensure that management is aware of the importance and implements anti-corruption measures clearly and in practice until they become part of the organizational culture.

The Company has established written anti-corruption policies and measures and a whistleblowing policy, and has communicated them to directors, executives, and all employees through the Companys website and internal system (Intranet). In addition, training is provided to new employees on orientation day covering good corporate governance, code of conduct, and anti-corruption, including a requirement to complete and pass an anti-corruption policy test in accordance with the specified criteria. The Company also communicates and seeks cooperation in refraining from giving gifts under the Primo No Gift Policy and promotes symbolic expressions of anti-corruption.

The Company shall conduct a risk assessment of its transactions that may involve processes or procedures with corruption risks by reviewing its anti-corruption risk management policy at least once a year, including reviewing the existing risk mitigation measures to ensure their appropriateness in preventing or reducing risks to an acceptable level including ensures strict compliance and conducts internal audits in accordance with the established procedures and guidelines.

#### Number of cases or issues related to corruption

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

## Whistleblowing

#### Operations related to whistleblowing over the past year

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

The Company has established a systematic, transparent, and fair procedure for considering and investigating complaints. This ensures that whistleblowers or complainants can have full confidence and trust in the integrity of the investigation process, in accordance with the Whistleblowing Policy. Complaints may be submitted through the following channels:

- By E-mail: Whistleblower@primo.co.th
- By Post: To Chairman of the Audit Committee  
Primo Service Solutions Public Company Limited

- Via Website: <https://primo.co.th>

All complaints and reports will be treated with the utmost confidentiality. Whistleblowers/complainants may utilize more than one reporting channel and are not required to disclose their identity.

For the 2025 fiscal year, the Company and its subsidiaries found no instances of conduct violating the Business Code of Conduct, nor did they receive any whistleblowing reports or complaints from any groups of stakeholders.. In addition, the Company remains committed and aims in 2026 to ensure that no cases of violations of the Code of Conduct or corruption occur, by promoting and supporting awareness among all employees through strict and continuous training and assessments. Furthermore, the Company has developed an Anti-Corruption Enhancement Plan under the 'JUMP+' projectan initiative by the Stock Exchange of Thailand aimed at boosting the value of listed companies. This plan is designed to establish a robust fraud and corruption risk management system, enhance business transparency, and build confidence among all stakeholders. The implementation will be carried out in accordance with the strategic roadmap scheduled for 20262028.

#### Number of cases or issues related to whistleblowing

	2023	2024	2025
Total number of cases or issues received through whistleblowing channels (cases)	1	1	0

#### Details of cases or issues received through whistleblowing channels

Year of event	Details	Progress status
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Year of event	Details	Progress status
Dec 2023	<p><b>Case or issue</b> An employee reported that the Building Manager had committed fraud involving advance payments and other financial amounts under their responsibility.</p> <p><b>Topics or issues about</b> Anti-corruption, Whistleblowing and Protection of Whistleblowers, Preventing the misuse of inside information, Compliance with laws, regulations, and rules</p> <p><b>Investigation results</b> A committee was established to investigate and resolve the complaint. The employee confessed to the misconduct and agreed to compensate the company by repaying the entire amount in installments.</p> <p><b>Corrective actions</b></p> <ol style="list-style-type: none"> <li>1. Disciplinary action will be taken against the employee through termination of employment without compensation, while the employee has requested to repay the funds owed to the company in installments.</li> <li>2. A policy has been established requiring the refund and clearance of advance payments within 710 days from the date of receipt or no later than the 7th of the following month.</li> <li>3. Supervisors are strongly instructed to comply strictly with the announcement regarding the policy and guidelines for advance payment requests and clearances within condominium juristic entities.</li> <li>4. The practices of supervisors/AMs have been reviewed, and communication has emphasized regular monitoring and follow-ups on refunding and clearing documents for disbursements.</li> </ol>	Incident no longer subject to action

Year of event	Details	Progress status
Dec 2024	<p><b>Case or issue</b> An employee reported that the Guest Relation Officer had embezzled cash belonging to the condominium juristic entity for personal use.</p> <p><b>Topics or issues about</b> Anti-corruption, Whistleblowing and Protection of Whistleblowers, Compliance with laws, regulations, and rules</p> <p><b>Investigation results</b> A committee was established to investigate and resolve the complaint. The employee confessed to the misconduct and agreed to compensate the company by repaying the entire amount in installments.</p> <p><b>Corrective actions</b></p> <ol style="list-style-type: none"> <li>1. Disciplinary action will be taken against the employee through termination of employment, without any compensation, and requiring them to pay damages. Additionally, customers and relevant parties will be informed of the employee's dismissal.</li> <li>2. Supervisors, in collaboration with the accounting department, will conduct surprise checks to count cash at each condominium project.</li> <li>3. Communication and clarification will be provided regarding the cash management process for condominium juristic entities, along with the associated disciplinary measures.</li> </ol>	Incident no longer subject to action

### Information on report on the results of duty performance of the audit committee in the past year

#### Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 4

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Ms. SUPATTANA NGIMHOUNG (Chairman of the audit committee)	4	/	4	4/4 (100.00%)
2 Mr. MAROTE VANANAN (Member of the audit committee)	4	/	4	4/4 (100.00%)
3 Mr. KHACHIT CHATCHAWANIT (Member of the audit committee)	2	/	2	2/2 (100.00%)
4 Mr. BOONYARIT KALAYANAMIT (Member of the audit committee)	1	/	1	1/1 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

### The results of duty performance of the audit committee

During the fiscal year 2025, the Audit Committee held a total of four meetings to discuss and deliberate on significant matters within its scope of responsibility. These meetings were conducted with independence and transparency, in accordance with the principles of good corporate governance. In every meeting, the Audit Committee invited executive directors, senior management, and relevant parties to provide additional information on key issues, ensuring the audit and review processes reached maximum effectiveness and efficiency. Furthermore, the Committee reported the results of every meeting to the Board of Directors for acknowledgment.

Furthermore, during meetings held to consider and provide opinions on the quarterly financial statements, the Company's external auditors were invited to attend, address inquiries, and provide recommendations on various matters. The Audit Committee also held one private meeting with the external auditors without management present, ensuring an independent discussion regarding significant aspects of financial statement preparation, observations, scope, work plans, and the annual audit approach. Regarding the oversight of internal audits, the Committee provided opportunities for internal auditors to discuss, express opinions, and consult on various matters independently, with the Internal Audit Department reporting directly to the Audit Committee.

All members of the Audit Committee have performed their duties as assigned by the Board of Directors in full compliance with the regulations of the Securities and Exchange Commission and the Stock Exchange of Thailand (SET). The Committee prioritizes the establishment of systematic organizational structures and work processes. Furthermore, the Audit Committee has reviewed the Company's operations to ensure compliance with good corporate governance

principles, the implementation of appropriate risk management systems, and the maintenance of effective and efficient internal control and internal audit systems. The summary of the Committees performance for the year is as follows:

### **1. Review of Financial Reports**

The Audit Committee reviewed the Companys 2025 annual financial statements, which had already been reviewed/audited by the external auditors, prior to submitting them to the Board of Directors for approval. The Committee held joint meetings with the external auditors, management, and the internal audit department to review material issues, such as the accuracy and completeness of financial reports, significant accounting adjustments, accounting estimates, the appropriateness of accounting policies, and the scope of the audit. The review also included Key Audit Matters (KAMs) and the consideration of connected transactions or transactions with potential conflicts of interest. These measures were taken to ensure that the Companys financial reports comply with legal requirements and Thai Financial Reporting Standards (TFRS), are reliable and timely, and provide sufficient disclosure for the benefit of financial report users and all stakeholders.

### **2. Review and Assessment of the Corporate Governance Structure**

The Audit Committee has considered and provided recommendations regarding the corporate governance structure to ensure that the Company maintains a robust governance process in accordance with the guidelines set by the Stock Exchange of Thailand and the Securities and Exchange Commission. The Companys governance structure comprises the Board of Directors and several sub-committees, namely: the Audit Committee, the Risk Management Committee, the Nomination and Remuneration Committee, the Corporate Governance and Sustainability Committee, and the Executive Committee. Each committee has its scope of authority, duties, and responsibilities clearly defined in writing within their respective Charters. All committee members and independent directors possess the qualifications required by the SET. Furthermore, the Company has established a Code of Conduct to serve as organizational practices and values. It has also issued written policies and manuals on various matters, including Corporate Governance Policy, Anti-Corruption Policy and Measures, Whistleblowing Policy (for reporting fraud or unethical conduct), Connected Transactions and Conflicts of Interest Policy, Delegation of Authority (DOA) Manual and Standard Operating Procedures (SOPs) to ensure operational clarity. These charters and key policies are reviewed at least once a year to ensure they remain appropriate and aligned with changing circumstances. They are communicated to directors, executives, employees, and relevant parties through My Origin internal channel and the Companys official website.

In 2025, the Company reviewed the governance structure and the composition of all sub-committees to elevate its good corporate governance standards. A key change included ensuring that the Chairman of the Board does not concurrently serve as the Chairman of any sub-committee. This measure ensures that every committee maintains full independence in performing its duties, in accordance with the best practices of the Stock Exchange of Thailand and the Securities and Exchange Commission.

### **3. Review of Risk Management and Effectiveness of the Internal Control System**

The Audit Committee reviewed the risk management processes, including the Companys risk management policies and internal control systems, to ensure the Company maintains appropriate risk management and internal controls. These systems are designed to operate with efficiency and effectiveness in managing potential risks, both current and future, covering Environmental, Social, and Governance (ESG) risks.

The Audit Committee prioritizes systematic risk management in accordance with international standards, such as COSO-ERM (The Committee of Sponsoring Organizations of the Treadway Commission Enterprise Risk Management) and the guidelines of the Stock Exchange of Thailand. The Committee consulted with Management regarding significant risk issues and collaborated with the external auditors and the Internal Audit Department to review the adequacy of the internal control system. This review was based on the COSO Framework, which covers five key components: (1) Control Environment, (2) Risk Assessment, (3) Control Activities, (4) Information and Communication, and (5) Monitoring Activities. These efforts ensure that the Company has established measures and internal control systems to manage risks to an acceptable level (refer to the Internal Control Assessment, Appendix 7). This includes oversight of

operations, asset safeguarding, prevention or reduction of errors, leakages, or fraud, reliability of financial reports, and compliance with laws, rules, and regulations - all to ensure that the Company's operations are efficient, effective, and achieve the specified objectives.

Additionally, over the past year, the Audit Committee carried out the following significant activities:

1. Evaluated and reviewed the effectiveness of the internal control system established by management. The Audit Committee based its consideration on the audit results from Kandit Advisory Services Co., Ltd., led by Mr. Thanat Kerdjaroen, the independent internal audit service provider. The Committee also considered the observations and recommendations provided by EY Office Limited, the Company's external auditor. Joint meetings were held with management, the independent internal auditors, and the external auditors to acknowledge information, discuss issues, exchange views, and determine appropriate corrective measures. The Audit Committee also monitored progress to ensure that management implemented the recommendations of both the external and independent internal auditors within the specified timeframe.
2. Considered and monitored whistleblowing reports received through the Whistleblower channel to ensure that the handling of such reports followed established procedures and was conducted with transparency and fairness.

#### **4. Oversight of Internal Audit**

The Audit Committee reviewed the scope of work, roles, duties, responsibilities, and the independence of internal audit operations and the internal audit unit. The Committee also approved the Annual Internal Audit Plan, which was developed using a risk-based audit approach covering the Company's key business activities and systems. In the past year, the Audit Committee approved the engagement of an external specialist for Internal Audit Outsource services, namely Kandit Advisory Services Co., Ltd., to execute the 2025 internal audit plan. This involved assessing the internal control systems of the following areas: Revenue and Collection processes, Information Technology (IT) controls, the Financial Closing process, Petty Cash, Advanced Payments, and Fixed Asset Management. The scope also included compliance with the Personal Data Protection Act (PDPA), Contract Management, and compliance with laws related to the Insurance Brokerage business, in order to evaluate and provide recommendations on the adequacy and effectiveness of the internal control systems.

#### **5. Review of Compliance with Securities and Exchange Laws, SET Regulations, SEC Requirements, and Laws Related to the Company's Business**

The Audit Committee prioritizes strict adherence to laws, rules, and regulations issued by the government and regulatory bodies. The Committee has supported and urged Management to compile and monitor compliance with the Securities and Exchange Act, regulations from the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), as well as laws relevant to the Company's business operations. These include, but are not limited to, the Labor Protection Act, the Personal Data Protection Act (PDPA), and the Anti-Corruption measures of the Thai Institute of Directors (IOD). This oversight ensures that the Company's operations are conducted correctly, with robust processes in place to prevent and control business activities related to such laws. Furthermore, the Committee reviews processes related to litigation and legal cases every quarter to ensure that the Company is taking appropriate action.

#### **6. Review of Related Party Transactions or Transactions with Potential Conflicts of Interest**

The Audit Committee considered and reviewed related party transactions and transactions that may have potential conflicts of interest. This was conducted to ensure that the Company's actions were reasonable, transparent, in the best interest of the Company, and accompanied by adequate disclosure. Furthermore, the Committee ensured full compliance with the regulations and requirements of the Stock Exchange of Thailand and the Securities and Exchange Commission.

#### **7. Selection and Nomination of External Auditors and Determination of Audit Fees for the Fiscal Year 2025**

The Audit Committee has considered, selected, and proposed the appointment of EY Office Limited as the Company's external auditor, along with the determination of audit fees for 2025. This decision was based on the assessment that EY Office Limited possesses profound knowledge, expertise, and a thorough understanding of the Company's business. The auditors maintain full independence, with no interests or relationships that could compromise their objectivity.

Furthermore, they provide practical and beneficial advice, are a globally recognized firm with international standards, and offer appropriate fees.

In this consideration, the Audit Committee prioritized the best interests of the Company. The proposal has been submitted to the Board of Directors for further consideration and approval at the Shareholders' Meeting. To ensure the auditors can perform their duties independently, the Audit Committee arranges a meeting with the external auditors without management present at least once a year. Additionally, the Committee discusses concerns or observations with the auditors every quarter and monitors management's progress to ensure that all identified improvements are implemented as planned.

**8. Review of the Audit Committee Charter**

The Audit Committee reviewed the Audit Committee Charter to ensure that its authority, duties, and responsibilities are clearly defined, up-to-date, appropriate, and aligned with the Principles of Good Corporate Governance. In 2025, the Audit Committee reviewed its overall operations by adopting the Audit Committee Self-Assessment form from the Stock Exchange of Thailand, best practices for audit committees, and the Corporate Governance Code (CG Code) as guidelines. These frameworks were utilized to evaluate and enhance the Committees performance and the execution of its duties. Furthermore, the Committee revised and updated the Charter to ensure clarity and alignment with the missions assigned by the Board of Directors, as well as the requirements of the Stock Exchange of Thailand, the Securities and Exchange Commission, and other relevant laws.

In summary, the Audit Committee has performed its duties as specified in the Audit Committee Charter, utilizing its knowledge and expertise with due care, prudence, and independence. The Committee has received excellent cooperation and information from the Companys management. The Audit Committee is of the opinion that the Company: (1) possesses accurate financial reports prepared in accordance with Generally Accepted Accounting Principles (GAAP) with full and adequate disclosure of material information; (2) maintains appropriate, rigorous, and effective internal control and internal audit systems, with no material deficiencies that could impact the financial statements or business operations; (3) has established adequate and effective enterprise risk management and corporate governance structures; (4) has complied with all relevant laws, regulations, and requirements; and (5) has conducted related party transactions or transactions with potential conflicts of interest on a reasonable basis to ensure the best interests of the Company and in full compliance with the regulations of the Stock Exchange of Thailand and the Securities and Exchange Commission.

**Information on summary of the results of duty performance of subcommittees**

**Meeting attendance and the results of duty performance of subcommittees**

**Meeting attendance of Executive Committee**

Meeting Executive Committee (times) : 0

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. SURIN SAHACHATPOCANAN (The chairman of the executive committee)	0	/	0	N/A
2 Ms. Nucharee Jitardhun (Member of the executive committee)	0	/	0	N/A
3 Mr. Prasit Charushwichakorn (Member of the executive committee)	0	/	0	N/A
<b>Average meeting attendance rate</b>				<b>N/A</b>

### The results of duty performance of Executive Committee

In the 2025 fiscal year, no formal Executive Committee meetings were held. However, the Company conducted bi-monthly meetings between the management and relevant departments. Since more than half of the attendees are members of the Executive Committee, this enabled the Committee to continuously monitor management performance and the Groups business operations through these sessions.

### Meeting attendance of Risk Management Committee

Meeting Risk Management Committee (times) : 4

List of Directors	Meeting attendance of Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. SURIN SAHACHATPOCANAN (Member of the subcommittee)	4	/	4	4/4 (100.00%)
2 Mr. KHACHIT CHATCHAWANIT (The chairman of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
3 Ms. SUPATTANA NGIMHOUNG (Member of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)

List of Directors	Meeting attendance of Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
4 Mr. BOONYARIT KALAYANAMIT (The chairman of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

### The results of duty performance of Risk Management Committee

In the fiscal year 2025, the Risk Management Committee held four meetings, and the meeting results were reported to the Board of Directors every time.

The Risk Management Committee has provided advisory and oversight on critical risk issues to align with the 'Super Living Service' strategy and ESG standards, as follows:

- Policy & Charter Review: Conducted an annual review of the risk management policy and manual, and updated the Risk Management Committee Charter to remain current and in compliance with the Stock Exchange of Thailand (SET) guidelines and new legal requirements.
- Strategic & Business Risk Management: Supervised mitigation measures regarding revenue dependency on the parent company by supporting the expansion of the customer base to external groups (Non-Origin) and managing Mergers and Acquisitions (M&A) with due targets to maintain the net profit margin within the set targets.
- Sustainability Risk Management (ESG & Emerging Risks):
  - Social Dimension: Closely monitored the progress of Personal Data Protection (PDPA) and cybersecurity systems for applications, with a clear 'Zero Data Breach' target.
  - Human Resources Dimension: Reviewed the Business Continuity Plan (BCP) to address skilled labor shortages and the impact of minimum wage adjustments.
- Reporting and Evaluation: Reported risk assessment summaries to the Board of Directors on a quarterly basis. Conducted the 2025 Annual Self-Assessment for the Committees performance, with results achieving an 'Excellent' rating across all categories.

The Risk Management Committee is of the opinion that in 2025, the Company maintained an effective risk management system sufficient to address the changing business environment. All committee members performed their duties with due care and integrity, in accordance with the Principles of Good Corporate Governance, to protect the best interests of the shareholders and all stakeholders.

### Meeting attendance of Nomination and Remuneration Committee

Meeting Nomination and Remuneration : 4  
Committee (times)

List of Directors	Meeting attendance of Nomination and Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	

1 Mr. MAROTE VANANAN (Member of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)
2 Mr. SURIN SAHACHATPOCANAN (Member of the subcommittee)	4	/	4	4/4 (100.00%)
3 Ms. SUPATTANA NGIMHOUNG (The chairman of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

### The results of duty performance of Nomination and Remuneration Committee

In the fiscal year 2025, the Nomination and Remuneration Committee held four meeting, and the meeting results were reported to the Board of Directors every time. The summary of the duties in fiscal year 2025 are as follows:

1. Consider individuals with knowledge and capabilities that are beneficial and appropriate to the nature of the Company's business, as well as having qualifications according to the law and relevant regulations, to be elected as directors to replace directors whose terms have expired at the 2025 Annual General Meeting of Shareholders. As a result of the follow-up, the Company allowed shareholders to nominate individuals for consideration for appointment as directors between 13 November 2024, and 13 February 2025, but the Company did not receive any nominations from shareholders. Therefore, NRC reviewed the qualifications and considered the performance of three directors whose terms had expired in order to propose to the Board of Directors for the shareholders' meeting to consider and approve the reelection of the directors whose terms had expired to serve as directors and subcommittees for another term.
2. To determine the remuneration for the Board of Directors and subcommittees and the amount of compensation for the fiscal year 2025 to propose to the Board of Directors for approval before presenting to the 2025 Annual General Meeting of Shareholders for approval. The criteria for determining the remuneration will consider the duties and responsibilities assigned, as well as comparable to listed companies in the Stock Exchange of Thailand that are in the same business and with similar business sizes
3. Considered and selected qualified individuals with the necessary knowledge and expertise to serve as Directors, Sub-committee members, the Chief Executive Officer and Executives.

4. Evaluated the performance of the Nomination and Remuneration Committee for the 2025 fiscal year to enhance operational efficiency. This included an annual review of the Nomination and Remuneration Committee Charter to ensure its appropriateness and alignment with the Principles of Good Corporate Governance and the evolving business environment.
5. Reviewed the Nomination and Remuneration Committee Charter to ensure its appropriateness and currency, and approved the continued use of the existing charter without any amendments.

#### Meeting attendance of The Corporate Governance and Sustainability Committee

Meeting The Corporate Governance and Sustainability Committee (times) : 1

List of Directors	Meeting attendance of The Corporate Governance and Sustainability Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. NIWAT LAMUNPANDH (The chairman of the subcommittee)	1	/	1	1/1 (100.00%)
2 Mr. SURIN SAHACHATPOCANAN (Member of the subcommittee)	1	/	1	1/1 (100.00%)
3 Ms. SUPATTANA NGIMHOUNG (Member of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
<b>Average meeting attendance rate</b>				<b>(100.00%)</b>

#### The results of duty performance of The Corporate Governance and Sustainability Committee

In the fiscal year 2025, the CG Committee held one meeting, and the meeting results were reported to the Board of Directors every time. The summary of our duties in fiscal year 2025 are as follows:

1. Reviewed and approved the Company's sustainability goals and operational plans.
2. Approved the restructuring of working groups under the Corporate Governance and Sustainability Committee to enhance governance clarity and increase the efficiency of corporate governance and sustainability initiatives.
3. Reviewed the Corporate Governance and Sustainability Committee Charter, in which the Committee recommended updates to the Charter's details to ensure greater clarity and more comprehensive coverage of its duties.
4. Reviewed the Code of Conduct, Supplier Code of Conduct, and Investor Relations Code of Conduct, and endorsed sustainability-related policies. The Committee approved updates to these details to align with the best practices of the Stock Exchange of Thailand, sustainability requirements, the Principles of Good Corporate Governance, and relevant assessment criteria.
5. Acknowledged the results of the SET ESG Rating and the Corporate Governance Report of Thai Listed Companies (CGR Project) for the year 2025. The Committee provided feedback and recommendations to the management and relevant departments to ensure operations and disclosures are consistent with various assessment guidelines and the requirements of regulatory bodies.

6. Follow up on directors and executives to comply with the Company's Corporate Governance Policy and Code of Business Ethics, such as updating information on securities holdings, information on stakeholder interests, and conflicts of interest annually. As well as follow up on the Company Secretary and the Internal Audit Department to communicate important practices of the Corporate Governance Policy, Code of Business Ethics, Anti-Corruption Policy, and Sustainable Development Policy to directors, executives, and employees regularly for review and strict adherence. In 2025.
7. Supervise the disclosure of corporate governance information in Form 56-1 One Report in accordance with the requirements Form 56-1 One Report of the Securities and Exchange Commission and the assessment criteria of the CGR Project.

## Corporate Sustainability Policy

### Information on policy and goals of sustainable management

#### Sustainability Policy

Sustainability Policy : Yes

#### Sustainability Policy

##### 1. Fair Business Practices

The Company establishes guidelines for stakeholder engagement in its Code of Business Conduct. It promotes free and fair competition, avoids actions that may lead to conflicts of interest or infringement of intellectual property rights, and strictly opposes all forms of corruption.

##### 2. Anti-Corruption

The Company conducts its business with transparency and recognizes the importance of preventing and combating corruption in all forms. An Anti-Corruption Policy has been established to provide clear guidelines for the prevention and mitigation of corruption risks.

##### 3. Respect for Human Rights

The Company upholds equality and fundamental freedoms, refrains from violating basic human rights, and ensures non-discrimination on the basis of race, nationality, religion, language, skin color, gender, age, education, physical condition, or social status. The Company also ensures that its business operations and those of its subsidiaries are not involved, directly or indirectly, in any human rights violations.

##### 4. Fair Treatment of Employees

The Company recognizes the importance of human resource development and is committed to treating employees fairly. It respects employees rights in accordance with human rights principles and provides channels for employees to express opinions or report unfair treatment.

##### 5. Responsibility to Customers and Consumers

The Company treats customers fairly without discrimination and safeguards customer information confidentiality. It is committed to delivering customer satisfaction and confidence through appropriate safety measures and technology.

##### 6. Environmental Stewardship

The Company prioritizes the conservation of natural resources and the reduction of greenhouse gas emissions. It promotes efficient resource utilization while ensuring the safety of society, communities, and the environment.

##### 7. Community and Social Development

The Company supports and promotes social responsibility initiatives in a concrete manner, aiming to contribute to the sustainable development of Thai society in both social and environmental dimensions.

##### 8. Innovation

The Company encourages innovation at both the organizational process level and through collaboration with external partners. Innovation involves implementing new approaches and practices, and its dissemination is considered a social responsibility. The Company communicates and shares innovation with stakeholders both directly and indirectly.

#### Sustainability management goals

Does the company set sustainability management goals : Yes

**Primo Service Solutions Public Company Limited and its subsidiaries** are committed to conducting business in accordance with strong corporate governance principles, grounded in good governance, ethics, and transparency. The Company strives to create long-term sustainable value across environmental, social, and economic dimensions

(Environmental, Social, and Governance: ESG Enhancement), while taking into consideration the interests of all stakeholders.

The Company adheres to international sustainability frameworks and aligns its operations with the **United Nations Sustainable Development Goals (SDGs)**, which comprise 17 goals. In addition, the Company takes into account global trends and the evolving sustainability landscape within the real estate industry. To this end, the Company has established the following sustainability policies and practices:

- Ensure healthy lives and promote well-being for all at all ages
- Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- Achieve gender equality and empower all women and girls
- Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all
- Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation
- Reduce inequality within and among countries
- Make cities and human settlements inclusive, safe, resilient, and sustainable
- Ensure sustainable consumption and production patterns
- Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels

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

## Information on review of policy and/or goals of sustainable management over the past year

### Review of policy and/or goals of sustainable management over the past year

Has the company reviewed the policy and/or goals of sustainable management over the past year : No

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

### Sustainability Targets and Performance Direction

In the past year, the Company has reviewed and enhanced its sustainability management framework by establishing clear short-term and long-term targets across environmental, social, and governance (ESG) dimensions. These targets are aligned with the Company's business strategy and aimed at driving sustainable growth while effectively managing risks and opportunities.

### Environmental Dimension

The Company is committed to minimizing environmental impacts through systematic management of greenhouse gas emissions, natural resources, and environmental quality.

### **Greenhouse Gas Management**

In the short term, the Company targets to reduce greenhouse gas emissions by at least 5% by 2026. In the long term, the Company aims to reduce emissions by 50% by 2035, with a commitment to achieving Net Zero emissions by 2050.

### **Biodiversity Restoration**

The Company aims to preserve green areas within all managed projects at 100% throughout the contract period on a continuous annual basis. In the long term, the Company plans to enhance green spaces by planting and distributing a cumulative total of 15,000 trees by 2030.

### **Pollution and Resource Management**

The Company targets to reduce waste intensity at its headquarters by 10% by 2030 (from the 2025 base year). In addition, the Company aims to increase the use of environmentally friendly products to 10% of total products.

Pollution levels will be strictly controlled to remain within national environmental standards, including:

CO < 30 ppm, SO<sub>2</sub> < 0.3 ppm, NO<sub>2</sub> < 0.17 ppm, and PM<sub>10</sub> < 100 mg/m<sup>3</sup>.

### **Water Management**

The Company targets to reduce water consumption intensity per revenue by 10% by 2030, compared to the 2025 base year.

### **Social Dimension**

The Company prioritizes the well-being, safety, and rights of employees, customers, and communities.

### **Occupational Health and Safety**

The Company targets zero serious work-related injuries for both employees and contractors.

### **Human Rights and Fair Labor Practices**

The Company is committed to ensuring that **no complaints or legal cases** related to human rights violations or unfair labor practices occur.

### **Customer, Community, and Social Value Creation**

The Company aims to achieve zero complaints and legal cases related to customer and community impacts. In addition, the Company targets to maintain customer satisfaction at no less than 80% for its services.

### **Governance and Economic Dimension**

The Company emphasizes transparency, accountability, and data protection as key components of good corporate governance.

### **Data Security**

The Company targets zero complaints related to data management and data security breaches.

## **Information on impacts on stakeholder management in business value chain**

### **Business value chain**

#### **Overview of Business Value Chain Activities**

The Company operates across the entire value chain, encompassing (1) customer acquisition, (2) procurement, (3) human capital development, (4) delivery of products and services, and (5) after-sales services. The Company is committed to creating balanced value for all stakeholder groups throughout these processes.

#### **1. Customer Acquisition and Marketing**

The Company places importance on delivering solutions that effectively respond to customer needs, selecting appropriate communication channels, and providing accurate and clear information. These efforts help strengthen

brand awareness and credibility, enable effective access to target customers, and enhance opportunities to acquire new customers while retaining existing ones.

## **2. Procurement**

The Company adopts a systematic approach to planning, selecting, and managing suppliers and contractors, including contract management and quality control. This ensures that qualified partners aligned with business requirements are engaged, while also enabling effective cost control and enhancing transparency, thereby building stakeholder confidence.

## **3. Human Capital Development**

The Company focuses on recruiting and developing employees to ensure they possess the knowledge, competencies, and skills aligned with their responsibilities. Through continuous training and capability development, operational efficiency and service quality are enhanced. This also fosters a professional organizational culture, reduces employee turnover, and strengthens employee engagement.

## **4. Delivery of Products and Services**

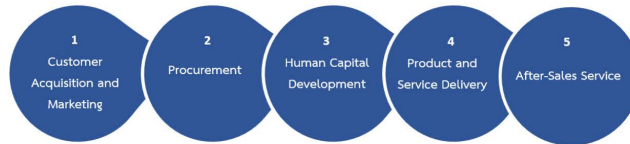
The Company provides a comprehensive range of services, including construction consultancy, condominium management, furniture installation, cleaning services, insurance planning, and premium serviced residence management. Emphasis is placed on delivering high-quality, standardized, and safe products and services to ensure customer convenience, trust, and satisfaction.

## **5. After-Sales Services**

The Company prioritizes customer satisfaction monitoring, repair services, and ongoing support to ensure prompt issue resolution and minimize operational disruptions. These efforts help maintain long-term customer relationships and increase the likelihood of repeat service utilization.

Across the entire value chain, the Company is committed to creating value for all stakeholders, including employees, customers, suppliers, contractors, communities, government agencies, and shareholders, in order to support sustainable long-term growth.

### **Business value chain diagram**



Key Business Activities	Operational Activities	Value Creation	Stakeholders
1. Customer Acquisition and Marketing	<ol style="list-style-type: none"> <li>1) Presenting solutions and project proposals that respond to customer needs</li> <li>2) Analyzing appropriate communication channels</li> <li>3) Providing clear and accurate information to customers</li> </ol>	<ol style="list-style-type: none"> <li>1) Building strong brand awareness and a credible corporate image</li> <li>2) Effectively reaching target customers in line with their needs</li> <li>3) Expanding opportunities to acquire new customers while retaining existing ones</li> </ol>	<ul style="list-style-type: none"> <li>- Employees</li> <li>- Customers</li> <li>- Communities</li> <li>- Competitors</li> <li>- Shareholders and Investors</li> </ul>
2. Procurement Management	<ol style="list-style-type: none"> <li>1) Planning, selecting business partners, and managing contracts and quality control</li> </ol>	<ol style="list-style-type: none"> <li>1) Engaging qualified business partners and contractors aligned with business requirements</li> <li>2) Ensuring effective cost control and quality management</li> <li>3) Promoting transparency and building trust among stakeholders</li> </ol>	<ul style="list-style-type: none"> <li>- Contractors</li> <li>- Communities</li> <li>- Business Partners</li> <li>- Employees</li> </ul>
3. Human Capital Development	<ol style="list-style-type: none"> <li>1) Recruiting employees and providing training related to their responsibilities</li> </ol>	<ol style="list-style-type: none"> <li>1) Employees possess the knowledge, capabilities, and skills required for their responsibilities</li> <li>2) Enhancing operational efficiency and service quality</li> <li>3) Fostering a responsible and professional working culture</li> <li>4) Reducing employee turnover and strengthening employee engagement</li> </ol>	<ul style="list-style-type: none"> <li>- Employees</li> <li>- Customers</li> <li>- Contractors</li> </ul>
4. Product and Service Delivery	<ol style="list-style-type: none"> <li>1) Providing construction consultancy services</li> <li>2) Condominium management services</li> <li>3) Furniture installation services</li> <li>4) Cleaning services</li> <li>5) Insurance planning services</li> <li>6) Management of premium serviced residences and hospitality services</li> </ol>	<ol style="list-style-type: none"> <li>1) Customers receive quality, safe, and standardized products and services</li> <li>2) Enhancing customer convenience, trust, and satisfaction</li> </ol>	<ul style="list-style-type: none"> <li>- Customers</li> <li>- Employees</li> <li>- Government Agencies</li> </ul>
5. After-Sales Service and Support	<ol style="list-style-type: none"> <li>1) Customer satisfaction assessment</li> <li>2) Repair and maintenance services</li> <li>3) Furniture installation services</li> </ol>	<ol style="list-style-type: none"> <li>1) Building long-term customer confidence and satisfaction</li> <li>2) Resolving issues promptly to minimize operational disruptions</li> <li>3) Maintaining customer relationships and increasing opportunities for repeat services</li> </ol>	<ul style="list-style-type: none"> <li>- Employees</li> <li>- Customers</li> <li>- Business Partners</li> </ul>

### Business Value Chain

#### Analysis of stakeholders in the business value chain

#### Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<b><u>External stakeholders</u></b>			
<ul style="list-style-type: none"> <li>• Competitors</li> <li>• Suppliers</li> <li>• Business partners</li> <li>• Community</li> <li>• Investors or investment institutions</li> <li>• Shareholders</li> <li>• Customers</li> <li>• Residents</li> <li>• Government agencies and Regulators</li> </ul>	<ul style="list-style-type: none"> <li>• Sustained business growth performance</li> <li>• Return on investment</li> <li>• Business operations aligned with sustainable development principles across Environmental, Social, Governance, and Economic dimensions (ESG)</li> <li>• Adherence to good corporate governance principles and anti-corruption practices</li> <li>• Transparent communication of operations</li> <li>• Delivery of quality products and standardized services at reasonable prices</li> <li>• Efficient and timely management of complaints and feedback</li> <li>• Protection of customers personal data (PDPA) and respect for</li> </ul>	<ul style="list-style-type: none"> <li>• Manage the business to achieve sustainable growth, mitigate risks, and enhance transparency</li> <li>• Provide appropriate returns to shareholders</li> <li>• Establish measurable policies and action plans aligned with sustainable development principles</li> <li>• Monitor compliance with ethical standards and anti-corruption policies</li> <li>• Provide comprehensive and accurate communication channels</li> <li>• Commit to developing high-quality products and standardized services to maximize customer satisfaction and benefits</li> <li>• Monitor and address complaints and feedback, with preventive improvement measures</li> <li>• Strictly comply with personal data protection requirements and uphold consumer rights</li> <li>• Ensure clear, accurate, and comprehensive communication regarding</li> </ul>	<ul style="list-style-type: none"> <li>• Press Release</li> <li>• Social Event</li> <li>• Annual General Meeting (AGM)</li> <li>• Complaint Reception</li> <li>• Satisfaction Survey</li> </ul>

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>consumer rights</p> <ul style="list-style-type: none"> <li>• Transparent business operations in accordance with good corporate governance principles</li> <li>• Participation in environmental and social initiatives</li> <li>• Fair and equitable procurement processes</li> <li>• Transparent operations in compliance with contractual obligations and accountability</li> <li>• Collaboration in the development and sharing of innovation and technology</li> <li>• Promotion of occupational health and safety</li> <li>• Support for human rights and the promotion of labor rights</li> <li>• Collaboration in social and environmental responsibility initiatives</li> </ul>	<p>products and services</p> <ul style="list-style-type: none"> <li>• Support community-based products and organize public activities to contribute to environmental and social development</li> <li>• Establish and adhere to ethical and transparent procurement policies</li> <li>• Implement policies and treat suppliers and business partners in accordance with good corporate governance principles</li> <li>• Collaborate with suppliers and partners to improve, develop, and exchange knowledge to create innovative products and services</li> <li>• Establish policies and guidelines on occupational health and safety</li> <li>• Implement policies and practices on human rights and labor rights</li> <li>• Provide knowledge and organize activities to promote environmental conservation and social development</li> <li>• Strictly comply with environmental impact regulations and provide channels for</li> </ul>	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<ul style="list-style-type: none"> <li>• Prevention and mitigation of operational impacts, such as noise, odor, emissions, dust, light, water, and vibration</li> <li>• Enhancement of quality of life, reduction of inequality in communities and society, and creation of opportunities through collaboration with local businesses</li> <li>• Adherence to good governance and anti-corruption principles</li> <li>• Compliance with applicable laws and regulations</li> <li>• Transparent and verifiable disclosure of information</li> <li>• Responsibility toward communities and society</li> <li>• Fair competition</li> </ul>	<p>feedback and complaints</p> <ul style="list-style-type: none"> <li>• Allocate budget to improve the quality of life of community members and continuously implement the Primo Care project</li> <li>• Monitor compliance with ethical standards and anti-corruption policies</li> <li>• Ensure compliance with applicable laws, rules, and business regulations</li> <li>• Publish the Annual Report and Annual Sustainability Report</li> <li>• Contribute organizational resources and expertise to community and social development</li> <li>• Uphold a code of conduct to promote fair competition</li> </ul>	

## Information on organization's material sustainability topics

### Organization's material sustainability topics

The company has identified its sustainability : Yes  
materiality topics

Over the past year, the company has reviewed its : No  
sustainability materiality topics

### Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Environmental Dimension	<ul style="list-style-type: none"><li>• Energy Management</li><li>• Water Management</li><li>• Waste and Waste Management</li><li>• Greenhouse Gas Management</li><li>• Biodiversity Management</li></ul>
Social Dimension	<ul style="list-style-type: none"><li>• Human Rights</li><li>• Fair Labor Practices</li><li>• Others : Employee capability development, Occupational health and safety management, Community and social</li></ul>
Economic and Governance Dimension	<ul style="list-style-type: none"><li>• Good Governance</li><li>• Sustainability Risk Management</li><li>• Sustainable Supply Chain Management</li><li>• Innovation Development</li><li>• Others : Data security and personal data protection</li></ul>

## Information on sustainability report

### Corporate sustainability report

Corporate sustainability report : Doesnt Have data

### Company sustainability disclosure aligned with standards

## Sustainability risk management

### Information on risk management policy and plan

#### Risk management policy and plan

The Company recognizes that risk management is a key mechanism for achieving its objectives and strategic goals. It enables the organization to identify potential risks and threats, while ensuring preparedness to appropriately respond to such risks. In addition, it supports the planning and improvement of business processes to ensure efficient resource allocation.

The Company is therefore committed to fostering and strengthening a **risk management culture (Risk Culture)** across the organization, ensuring that risk management processes are systematic and continuously implemented. This approach allows the Company to capture opportunities, mitigate potential impacts on business operations, and align organizational performance in a unified direction in accordance with sustainability principles.

The Company has established the following **Risk Management Policy**:

#### Risk Management Policy

- Risk management is defined as the responsibility of employees at all levels, who are required to be aware of risks associated with their respective functions and the organization as a whole. The Company emphasizes maintaining appropriate and adequate levels of risk management and internal controls across all areas.
- The Company implements an enterprise risk management framework in line with international best practices to ensure effective management of risks that may impact the operations of the Company and its subsidiaries. Risk management is integrated into strategic planning, business planning, and operational decision-making processes. This supports the achievement of the Company's objectives, goals, vision, mission, and strategies, while enhancing operational excellence and building stakeholder confidence.
- The Company establishes measures to prevent and mitigate risks arising from its operations and those of its subsidiaries in order to avoid potential damages or losses. Regular monitoring and evaluation of risk management performance are conducted.
- The Company promotes and develops the use of modern information technology systems in risk management processes across the organization and its subsidiaries. It also supports employees at all levels in accessing risk-related information and ensures that risk management reporting systems are efficient and effective.

### Information on ESG risk factors management standards

#### ESG risk factors management standards

Standards on ESG risk management : Yes

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

### Information on ESG risk factors

#### Risk factors on business operation

#### Operational risk associated with the Company or the group of companies

#### Risk 1 Human rights risks and labor management in supply chains

Related risk factors : Strategic Risk

- Changes in technologies
- ESG risk

Operational Risk

- Impact on human rights
- Corruption

Compliance Risk

- Laws and regulations is not favorable for doing business

Financial Risk

- Change in financial and investment policies of financial institutions that affect business operations
- Fluctuation in exchange rates, interest rates, or the inflation rate

ESG risk factors : Yes

### **Risk characteristics**

People are a critical factor in Primos business, as it operates in the service sector, which relies heavily on human labor, including both direct employees and outsourced personnel. At present, human rights violations are considered a sensitive issue in society. Any complaints or public disclosure of such violations could have both direct and indirect impacts on the Companys reputation and corporate image.

Therefore, the Company has established a policy to support and respect the protection of human rights by treating all stakeholders whether employees, communities, or society at large with dignity, equality, and fairness. The Company strictly prohibits discrimination on the basis of race, gender, age, skin color, religion, disability, sexual orientation, or social status.

The Company also upholds labor rights by strictly prohibiting forced labor, child labor, and the employment of pregnant workers in inappropriate conditions, and by ensuring full compliance with applicable labor laws and regulations. In addition, the Company encourages its suppliers and business partners to adhere to the same human rights principles.

Furthermore, the Company monitors compliance with human rights requirements by providing channels for feedback and grievance mechanisms for individuals who may be adversely affected by the Companys business operations.

### **Risk-related consequences**

If the Company is unable to effectively manage human rights risks, it may result in impacts across multiple dimensions as follows:

#### **Reputation and Corporate Image**

Complaints or incidents of human rights violations that are publicly disclosed may adversely affect the Companys credibility and the trust of customers, investors, and other stakeholders.

#### **Legal and Regulatory Compliance**

The Company may face legal actions, penalties, or fines imposed by regulatory authorities if it fails to comply with applicable labor laws or human rights requirements.

## Operational Impact

Labor-related issues, such as disputes, strikes, or employee turnover, may disrupt operations, reduce efficiency, and hinder the Company's ability to deliver services in accordance with established standards.

## Stakeholder Relationships

Human rights violations may negatively impact relationships with employees, suppliers, communities, and business partners, potentially leading to termination of collaborations or loss of business opportunities.

## Financial Performance

Indirect impacts, such as loss of customers, compensation costs, or legal expenses, may adversely affect the Company's revenue and overall financial performance.

## Risk management measures

The Company has established systematic measures for managing human rights risks to prevent and mitigate potential impacts, while strengthening operational standards in alignment with international principles. The key approaches are as follows:

- **Establishment of Human Rights Policies and Guidelines**

The Company has developed a Human Rights Policy and Code of Business Conduct covering the treatment of employees, suppliers, and all stakeholder groups. These are based on the principles of equality, non-discrimination, and compliance with applicable laws and regulations.

- **Communication and Awareness Building**

The Company communicates its human rights policies and practices to employees at all levels, as well as to suppliers and business partners, and promotes strict adherence to these principles in practice.

- **Supplier Selection and ESG-Based Assessment**

All suppliers are required to comply with the Supplier Code of Conduct and undergo assessments on human rights, labor, and social aspects to mitigate risks across the supply chain.

- **Grievance Mechanism and Stakeholder Engagement**

The Company provides accessible, transparent, and secure grievance channels, including whistleblowing mechanisms, to enable stakeholders to report concerns or incidents safely and without fear of retaliation.

- **Monitoring, Auditing, and Continuous Evaluation**

The Company regularly monitors and evaluates compliance with its human rights policies, including internal audits and risk assessments on relevant issues, to ensure continuous improvement.

- **Incident Management and Remediation**

Clear procedures are in place for fact-finding investigations and fair resolution of issues, along with appropriate and timely remediation for affected parties.

## Information on business continuity plan (BCP)

### Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : No

## Sustainable supply chain management

### Information on sustainable supply chain management policy and guidelines

#### Sustainable supply chain management policy and guidelines

Companys sustainable supply chain management : Yes  
policy and guidelines

Link for companys sustainable supply chain : <https://primo.co.th/wp-content/uploads/2026/03/Sustainable-Supply-Chain-Management-Policy.pdf>  
management policy and guidelines

### Information on sustainable supply chain management plan

#### Sustainable supply chain management plan

Companys sustainable supply chain management : Yes  
plan

#### Sustainable Supply Chain Management

The Company is committed to sustainable business development, recognizing the importance of inclusive growth across the entire value chain in order to create long-term shared value between the Company and all stakeholder groups. The Company places strong emphasis on stable and sustainable business operations across economic, social, and environmental dimensions, underpinned by good corporate governance and effective risk management.

The Companys Sustainable Supply Chain Management Policy integrates Environmental, Social, and Governance (ESG) principles into all processes throughout the supply chain, from upstream activities (procurement of goods and services) to downstream activities (delivery of products and services to customers). This approach aims to minimize negative impacts, create shared value, and strengthen long-term business resilience.

The Company has established this policy as a guideline for directors, executives, employees, as well as suppliers and business partners to adhere to. The Company emphasizes conducting business with suppliers in a transparent and fair manner, alongside sustainable practices across economic, social, and environmental dimensions, while also taking into account occupational health and safety of all relevant stakeholders. The objective is to foster collaboration with suppliers and business partners, both directly and indirectly, in building a socially responsible supply chain, thereby enhancing trust and ensuring long-term sustainability for both the Company and its partners.

The Company has also established a **Supplier Code of Conduct**, covering human rights, safety, and environmental responsibility. All suppliers are required to conduct business transparently and fairly in alignment with the Companys policies.

#### Sustainable Supply Chain Management Process

##### New Supplier Selection

The Company has established policies and practices for supply chain management covering governance, environmental, and human rights aspects, and communicates these to stakeholders including suppliers, business partners, communities, and society via the Companys website. Clear criteria are defined for evaluating supplier qualifications and capabilities. Suppliers must pass assessments on quality, social and labor practices, safety, environmental management, and good governance to mitigate sustainability risks arising from supplier operations. In this regard, 100% of new suppliers are required to complete a sustainability self-assessment.

## Supplier Risk Assessment and Review

The Company conducts regular risk assessments of all suppliers, covering social, labor, safety, environmental, and governance aspects. In 2025, 100% of suppliers were assessed, and no suppliers were classified as high-risk.

## Supplier Development, Training, and Relationship Building

The Company promotes supplier capability development through knowledge-sharing activities, including site visits to suppliers operations to observe actual processes and exchange expertise between the Company and suppliers. These activities also help strengthen long-term relationships. In addition, the Company provides ESG knowledge and communication to suppliers, including:

- Communicating the Companys ESG expectations, clearly outlining ESG goals and standards, and emphasizing their importance to the business
- Organizing regular ESG training sessions, knowledge-sharing, case studies, standards, and best practices to support continuous ESG development among suppliers

## Supplier Management

Suppliers are a key component of the Companys supply chain and business strategy. The Company focuses on building strong relationships and continuously enhancing supplier capabilities to improve competitiveness and meet customer needs. ESG principles are systematically integrated into supplier selection and evaluation criteria to ensure sustainable growth together.

### 1. 1. New Suppliers

The Company applies transparent selection criteria for new suppliers, emphasizing product quality, legal compliance, and responsible business practices in line with ESG principles. All suppliers are required to acknowledge and comply with the Companys Supplier Code of Conduct to support sustainable procurement.

## Supplier Evaluation Criteria

- Product quality in accordance with defined standards
- Timely delivery of goods and services as planned
- Responsiveness and efficiency in operations and problem resolution
- Commitment to environmental, social, and governance responsibility for sustainable collaboration

### 1. 2. Existing Suppliers

The Company evaluates existing suppliers based on product and service quality, risk factors, and performance, including ESG assessments covering social and environmental aspects, through the following processes:

- **Annual Supplier Performance Evaluation:**

Conducted through the analysis of qualitative data collected throughout the year, including audit results from relevant authorities before and during usage in business operations, to derive scores and development recommendations.

- **Low-Risk Supplier Assessment:**

Annual ESG qualitative assessment through a Self-Assessment Questionnaire (SAQ), covering five areas: products and services, business operations, social aspects, environmental aspects, and corporate social responsibility.

- **High-Risk Supplier Assessment:**

Suppliers rated at level D or needs improvement under the SAP system will be notified of their evaluation results, including identified deficiencies requiring corrective action. For suppliers failing to meet quality standards, the Company conducts on-site audits according to the annual plan to further enhance supplier capabilities.

- **Annual On-Site Supplier Audit:**

Selection criteria include:

- Critical Tier 1 suppliers
- Suppliers with identified quality issues

## Critical Supplier Identification

The Company's supply chain management process begins with identifying critical suppliers by reviewing those with annual transaction values of THB 1 million or more and high business significance (Critical Tier 1). The Company then extends its analysis to the next tier of the supply chain (suppliers of suppliers) using the same criteria, while considering the potential impact on business operations, in order to identify critical non-tier suppliers.

## Information on new suppliers undergoing sustainability screening criteria

### New suppliers undergoing sustainability screening criteria

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

	2023	2024	2025
Percentage of new suppliers undergoing sustainability screening criteria over the past year (%)	N/A	50.00	100.00

## Information on supplier code of conduct

### Supplier code of conduct

Supplier code of conduct : Yes

Reference link to supplier code of conduct : <https://primo.co.th/wp-content/uploads/2026/03/%E0%B8%88%E0%B8%A3%E0%B8%A3%E0%B8%A2%E0%B8%B2%E0%B8%9A%E0%B8%A3%E0%B8%A3%E0%B8%93%E0%B8%84%E0%B8%B9%E0%B9%88%E0%B8%84%E0%B9%89%E0%B8%B2.pdf>

## Information on key suppliers acknowledging compliance with the supplier code of conduct

### Key suppliers acknowledging compliance with the supplier code of conduct

Does the company require key suppliers to acknowledge compliance with the supplier code of conduct? : Yes

	2023	2024	2025
Percentage of key suppliers acknowledging compliance with the supplier code of conduct over the past year (%)	N/A	50.00	50.00

## Innovation development

### Information on innovation development policy and guidelines in an organizational level

#### Research and development policy (R&D)

Company's research and development (R&D) policy : Yes

Reference link to company's research and development (R&D) policy : <https://primo.co.th/wp-content/uploads/2024/05/8-%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B9%80%E0%B8%81%E0%B8%B5%E0%B9%88%E0%B8%A2%E0%B8%A7%E0%B8%81%E0%B8%B1%E0%B8%9A%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%81%E0%B8%B3%E0%B8%81%E0%B8%B1%E0%B8%9A%E0%B8%94%E0%B8%B9%E0%B9%81%E0%B8%A5%E0%B8%81%E0%B8%B4%E0%B8%88%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%97%E0%B8%B5%E0%B9%88%E0%B8%94%E0%B8%B5.pdf>

Page number of the reference link : 5

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

### Information on organizations innovation culture development and promotion process

#### Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's innovation culture : Yes

#### OORMART by PRIMO: Enhancing Quality of Life and Comprehensive Condominium Living Experience

As a leading provider of integrated real estate-related services, the Company recognizes the evolving needs and lifestyle challenges of modern condominium residents. In response, the Company has developed an innovative service platform under the name **DOORMART** to support fast-paced urban living and deliver a more convenient residential experience.

The primary objective of DOORMART is to serve as an intermediary platform that seamlessly connects and facilitates the delivery of goods and services directly to residents doorsteps. The service is designed to comprehensively support daily living needs, including:

- Parcel receiving and delivery services
- Ordering and delivery of consumer goods from DOORMART at special prices
- Laundry, washing, and ironing intermediary services
- Intermediary services for deliveries from retail stores and food delivery providers
- Weekly drinking water delivery services

#### Service Models

## 1. Smart Service Robots: PPrimo and Nong Primo

The Company has pioneered the adoption of **IoT-enabled service robots** within the condominium management sector in Thailand, marking a significant milestone in the integrated property services industry. These uniquely designed robotic assistants are tailored to meet the lifestyle expectations of modern residents.

- **PPrimo (Delivery Robot):**

An intelligent delivery robot specifically designed to transport items directly to residents units. It can carry up to **60 kilograms** and deliver up to **10 items per trip**, including parcels, letters, and food.

The system is integrated with the **Primo Plus application** and **LINE Official Account**, allowing residents to track delivery status in real time for enhanced transparency and reliability.

A key innovation is the built-in **Ultraviolet (UV) sterilization system**, which offers up to **99.9% disinfection efficiency**, ensuring hygiene and safety for residents.

- **Nong Primo (4-in-1 Cleaning Robot):**

A smart cleaning robot designed to maintain cleanliness in common areas to a high standard. It features four functions in one system: **sweeping, scrubbing, vacuuming, and mopping**.

The robot is capable of operating on various surfaces, including marble, tiles, and carpets. It is fully automated, equipped with auto water refill and drainage systems, and can operate collaboratively using **swarm robotics technology** to maximize coverage and efficiency.

## 2. Dropdee Service (Weekly Drinking Water Delivery)

The **Dropdee** service provides scheduled weekly delivery of drinking water directly to residents units. The service is designed to align with residents lifestyles, allowing them to select convenient delivery time slots and adjust delivery schedules as needed.

## Information on innovation development benefits and research and development (R&D) expenses

### Benefits of innovation development

#### Financial benefits

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

	2023	2024	2025
Cost reduction resulting from the innovation development of process (Baht)	0.00	17,250.00	1,900.00

#### Non-financial benefits

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

	2023	2024	2025
Reducing Congestion in Shared Spaces (%)	0.00	20.00	20.00

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