



ESG Performance Report for Listed Companies in 2025

SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



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ESG Performance

Company Name : SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED Symbol : GLOBAL

Market : SET Industry Group : Services Sector : Commerce

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

The Company emphasizes on business operations and growth together with environmental management. Although the business operations have no direct impacts on the environment or produce pollution like factory, anyway, the company realizes to the importance of environmental care. Managing the efficient use of resources to reduce and prevent impacts on the environment causing from the operations of the company by setting Environmental Policy to be guideline in operations with environmental responsibility.

- Reference link for environmental policy and guidelines : <https://sustainability.globalhouse.co.th/en/document/viewer/24/environmental-management-policy>

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 : No

Information on compliance with environmental management principles and standards

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 principles and standards : Thailand Greenhouse Gas Management Organization (TGO), Thailand Greenhouse Gas Management Organization (TGO), Thailand Greenhouse Gas Management Organization (TGO)

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

Ecological Management and Biodiversity

The company is committed to operating the business along the supply chain, considering the prevention of operations that may negatively impact the ecosystem and biodiversity. It will avoid expanding new stores into areas designated for conservation, such as UNESCO World Heritage sites, IUCN-protected areas, and Protected area defined by local or specific laws defining the scope to the operational area.

In situations where the new store expansion affects to have a detrimental impact on biodiversity. The company has established a mitigation mechanism based on the Mitigation Hierarchy approach. This strategy includes: avoiding significant impacts (Avoid), minimize impacts through improving operations (Minimize), restoring affected areas (Restore), and offsetting the losses incurred (Offset). Additionally, the company is actively exploring strategies to enhance its operations in line with a Net-Positive-Impact approach. The company has also prepared an Environmental Impact Assessment (EIA) report which has been submitted to the Office of Natural Resources and Environmental Policy and Planning.

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	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on energy management

Energy management plan

The company's energy management plan : Yes

Siam Global House Public Company Limited (the Company) realizes the significance of the energy management program in the organization, which impacts on the environment and reduces greenhouse gas emissions that cause climate change.

The Company has formed the Internal Energy Audit Working Group to audit and monitor the organizations energy management performance and prepare a report on greenhouse gas emissions. In addition, the Company has conducted the verification of greenhouse gas volume data by an independent organization registered with the Greenhouse Gas Management Organization (Public Organization) to ensure that the data is reliable and adheres to such standards.

Management guidelines

1. perations under regulations, laws and international standard.
2. Since 2016, the company has policy to install Automated Storage & Retrieval System: ASRS (which is closed system, no lighting required in working result in reducing electricity consumption, besides of energy saving, the ASRS also helps to improve the efficiency in warehouse management)
3. In 2017, the company have changed the air-conditioning system from Misting Fans to be Air-Condition and improve lighting system inside the store which need to use more electric energy, then, have policy to install Solar Rooftop to generate electric energy from solar energy for energy saving in long term, and the company have already installed completely for all stores in 2019, resulted in reduction of operating expenses of the company. Moreover, in 2020, the company have developed the Air-condition control program causing more reduction of energy consumption.

Energy Management Program

Siam Global House Public Company Limited (the Company) realizes the significance of the energy management program in the organization, which impacts on the environment and reduces greenhouse gas emissions that cause climate change.

The Company has formed the Internal Energy Audit Working Group to audit and monitor the organizations energy management performance and prepare a report on greenhouse gas emissions. In addition, the Company has conducted the verification of greenhouse gas volume data by an independent organization registered with the Greenhouse Gas Management Organization (Public Organization) to ensure that the data is reliable and adheres to such standards.

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)
Increase of electricity consumption from renewable energy sources	-	2027 : Increased by 63%

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

1. Renewable Energy Consumption(Solar roof top)

Since the year 2017, the company has policy for renewable energy consumption, so the company starts the Solar Rooftop Installation Project. To generate electricity from solar energy, no effects on environment, as its clean energy and also helps to reduce the operating expenses. In 2025, the company has Solar Rooftop to generate its own electricity covered in all stores, totally 96 stores,

As present, the Company has changed the store into a modern trade store, air conditioning systems have been installed and utilized, accounting for approximately 60-70% of the total electricity consumption in the building. The operation of conventional air conditioning systems typically requires the highest energy consumption when starting the air conditioning units, followed by a decrease in energy consumption after running for 2 - 3 hours. Energy usage increases again in the afternoon until around 3 p.m. when it begins to decrease until the system is turned off. However, solar cells start producing a relatively small amount of energy in the morning and reach their peak production between 11:00 a.m. and 1:00 p.m. The operation of the air conditioning system and the energy generated by the solar cells result in energy loss that is not fully utilized efficiently

Siam Global House is the first company to align the operational control of the air conditioning system with solar energy production. This innovative approach allows the captured energy to be efficiently utilized, leading to a reduction in electricity consumption of approximately 15 - 20%.

Operating Results

Non-Renewable energy consumption from the grid

Year	Numbers of Store	Non-Renewable energy consumption (kWh)	Electricity Consumption per Area (kWh/m ²)
2023	83	74,017,211.48	41.16
2024	90	93,910,127.92	56.86
2025	96	101,675,467.47	59.49

Renewable energy consumption

Year	Number of Stores with Solar Cell Installation	Renewable energy consumption (kWh/year)	CO2e Emissions Reduction (tCO2e/year)
2566	83	83,037,916.04	47,265.18
2567	90	82,863,304.64	47,165.79
2568	96	85,250,324.83	48,524.48

2. Thailand Voluntary Emission Reduction Program: T-VER

The Company has been registered in the Thailand Voluntary Emission Reduction Program (T-VER) under the Thailand Greenhouse Gas Management Organization (TGO). Demonstrating its commitment to sustainability, the Company joined this voluntary greenhouse gas reduction initiative through the Solar PV Rooftop Project by GLOBAL HOUSE. As part of its efforts to mitigate greenhouse gas emissions, the Company has successfully registered the following T-VER projects:

- 2023: Registered the first phase of the T-VER project, covering 29 stores, expected to achieve a reduction/sequestration of 16,760 tCO2eq/year. The credit period for this project runs from May 1, 2022, to April 30, 2029.
- 2024: Registered the second phase of the Thailand Voluntary Emission Reduction Program for an additional 12 branches, which is expected to achieve a reduction/sequestration of 6,311 tCO2eq/year. The crediting period for this phase runs from January 1, 2025, to January 31, 2031

3. Electric Power System Changing Project both Interior and Exterior

The company have action plan to improve lighting system both inside and outside the building which result to reduction of energy consumption for 1 09,911 kWh/year by the details of operations as below ;

Project	Number Of Stores	Reduced Energy Volumes (kWh/Year)	Co2e reduction (tCO2e/year)
Change street light around the building from Street Light 120 Watt to be Solar Cell system	6	46,675	26.18
Change Customers Garage light from LED 20 Watt to be Solar Cell system	6	3,064	1.72
Change light in display tray from LED 14 Watt to be LED 10 Watt	6	39,168	21.97
Change Aisle light from TLD 36-Watt, 13 set to be LED 48-Watt, 4 set	6	15,994	8.97
Change Rack light from TLD 20 Watt to be LED 18 Watt	6	5,010	2.81

4. Automated Storage & Retrieval System: ASRS

Since the Year 2016, the company has installed Automated Storage & Retrieval System: ASRS which is controlled by computer in all the system to increase rapidity, accuracy and efficiency in the warehouse management of the company. Besides, the ASRS is closed system; no lighting required to work, result to reduce electricity energy consumption result in the electric energy consumption has reduced. In 2025, the company has installed completely 58 stores.

Information on electricity management

Company's electricity consumption ^(*)

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	157,055,127.52	176,773,432.56	186,925,792.30
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	74,017,211.48	93,910,127.92	101,675,467.47
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	83,037,916.04	82,863,304.64	85,250,324.83
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	14,297.24	15,326.29	15,145.50

Additional explanation : ^(*) Exclude electricity consumption outside of the Company

Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m ²)	41.16000000	56.86000000	59.49000000

Electricity Expense ^(*)

	2023	2024	2025
Total electricity expense (Baht)	431,000,548.99	474,555,714.81	499,691,618.33
Percentage of total electricity expense to total expenses (%) ^(**)	1.46	1.58	1.67
Percentage of total electricity expense to total revenues (%) ^(**)	1.31	1.44	1.54
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	39,235.37	41,144.07	40,487.09

Additional explanation : ^(*) Exclude electricity expense outside of the Company

^(**) Total revenues and expenses from consolidated financial statement

Information on fuel management

Company's fuel expense ^(*)

	2023	2024	2025
Total fuel expense (Baht)	N/A	N/A	N/A
Percentage of total fuel expense to total expenses (%) ^(**)	N/A	N/A	N/A
Percentage of total fuel expense to total revenues (%) ^(**)	N/A	N/A	N/A

Additional explanation : ^(*) Exclude electricity expense outside of the Company

^(**) Total revenues and expenses from consolidated financial statement

Information on total energy management (electricity + fuel)

Energy Consumption

	2023	2024	2025
Total energy consumption within the organization (Megawatt-Hours)	160,755,603.12	181,873,432.56	186,925,792.30

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) ^(*)	4.86935270	5.50881792	5.76929183
Intensity of total energy consumption within the organization (Megawatt-Hours / m ²)	41.16000000	56.86000000	59.49000000

Additional explanation : ^(*) 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	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on water management plan

Water management plan

The Company's water management plan : Yes

Commitment and Goal

The company gives the importance to efficient water consumption, from water supply, ground water and recycles water in the companys operation for realizing to the importance of water and energy conservation as well as maximizing the value.

Management Guidelines

Effective water management is essential to sustainable business operations. The Company primarily uses water within store buildings and employee canteens for cleaning purposes and is committed to reducing overall water consumption. Therefore, water usage data is continuously collected and assessed across the Companys business operations to support efficient long-term planning and maximize operational benefits.

The Company has established water management measures by requiring the technical department to conduct monthly inspections of plumbing systems, sanitary equipment, and water meters. In addition, water-saving devices, including automatic faucets and water-efficient sanitary systems, are installed in new and renovated stores. Cleaning and maintenance processes are also improved to reduce water use, and employees are encouraged to recognize the importance of water conservation and responsible water use.

In addition to reducing water consumption, the Company places importance on the quality of wastewater treatment before discharge into the environment. All wastewater must undergo proper treatment processes and quality inspections to ensure compliance with the standards prescribed by the Pollution Control Department (PCD) prior to being discharged outside the organization.

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	2020	2027 : Reduced by 7% 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 Company set a target to total water consumption to no more than 200,000 m³. However, during the year, total water withdrawal amounted to 522,122 m³, comprising 410,714 cubic meters of third-party water and 111,398 m³ of groundwater. Total net freshwater consumption was 104,422 m³. equivalent to an average net water consumption per store of 1,088 m³.

Water Discharge from the Companys operations underwent wastewater treatment processes and quality inspections to ensure compliance with the standards prescribed by the Pollution Control Department prior to discharge outside the Company. The total water discharge amounted to 417,690 m³, representing 100% of the total water discharge.

Water Stress Area Management

The Company recognizes the importance of prudent and efficient water resource management to mitigate risks and impacts arising from water scarcity from both third-party water and groundwater sources, while supporting ecosystem sustainability. The Company has conducted a Water Stress Assessment in areas where store are located to evaluate water source conditions, potential impacts on ecosystems, and implications for business operations.

The Water Stress Assessment results are incorporated into water management planning. In water-stressed areas, the Company adopts modern technologies to enhance water use efficiency, prevent adverse impacts, and reduce potential risks associated with future water shortages.

Based on the Water Stress Assessment analyzing the proportion of Water Withdrawal and Water Consumption in water-stressed areas, the Company found that 48% of its total water withdrawal occurs in areas classified as extremely high water stress risk, covering 55 branches out of a total of 96 branches.

Water Withdrawal and Consumption in Extremely High-Water Stress Areas	2025
Water Withdrawal¹ (m³/year)	248,620
● Third-party water (m ³ /year)	197,317
● Groundwater (m ³ /year)	51,303
Water Discharge² (m³/year)	199,256
● Third-party water (m ³ /year)	157,854
● Groundwater (m ³ /year)	41,402
Water Consumption³ (m³/year)	49,364
● Third-party water (m ³ /year)	39,463
● Groundwater (m ³ /year)	9,901

Notes:

1. The Companys total water withdrawal is sourced entirely from freshwater, comprising third-party water and groundwater.

2. Water discharge is calculated at 80% of total water withdrawal, with reference to the Community Wastewater Treatment System Manual (B.E. issued by the Pollution Control Department, Ministry of Natural Resources and Environment).

3. Water consumption = Water withdrawal - Water discharge.

Information on water management

Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	427,680.00	440,421.00	522,112.00
Water withdrawal by third-party water (cubic meters)	329,504.00	323,092.00	410,714.00
Water withdrawal by groundwater (cubic meters)	98,176.00	117,329.00	111,398.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	38.93	38.18	42.30
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.01	0.01	0.02

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

Water discharge by destinations

	2023	2024	2025
Percentage of treated wastewater (%)	100.00	100.00	100.00
Total wastewater discharge (cubic meters)	342,144.00	352,337.00	417,690.00

Water consumption

	2023	2024	2025
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	2023	2024	2025
Total water consumption (Cubic meters)	85,536.00	88,084.00	104,422.00

Recycled water consumption

	2023	2024	2025
Total recycled water for consumption (Cubic meters)	170,778.00	198,683.00	306,691.00

Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.00259092	0.00266800	0.00322289
Intensity of total water consumption (Cubic meters / Branch)	1,031.00000000	979.00000000	1,088.00000000
Intensity of total water consumption (Cubic meters / Person(employee))	7.79000000	7.64000000	8.46000000

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

Water withdrawal expenses

	2023	2024	2025
Total water withdrawal expense (Baht)	9,106,520.85	9,579,921.22	9,755,558.55
Total water withdrawal expense from third-party water (Baht)	9,106,520.85	9,579,921.22	9,755,558.55
Percentage of total water withdrawal expense to total expenses (%) ^(*)	0.03	0.03	0.03
Percentage of total water withdrawal expense to total revenues (%) ^(*)	0.03	0.03	0.03

	2023	2024	2025
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	829.00	830.58	790.44

Additional explanation : (*) 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	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on waste management plan

Waste management plan

The company's waste management plan : Yes

Waste Management, Secondary Material

The Company systematically manages waste and food waste by emphasizing waste segregation at the source and appropriate handling by category to enhance resource efficiency and reduce the volume of waste sent for final disposal.

Since 2022, the Company has continuously organized campaigns and training sessions for employees on waste segregation to build awareness, knowledge, and a strong sense of responsibility toward effective waste and waste management.

In addition, the Company has applied technology to improve waste management by developing an application to collect and monitor waste generation data from each store, including waste management methods. The data is used for analysis, process improvement, and to support systematic decision-making in waste management.

Waste is segregated into three main categories:

- Recyclable waste: such as plastic bottles and glass bottles. The Company sells these materials to local recyclers through an annual bidding process.
- General waste: such as plastic bags, plastic cups, straws, and foam containers. The Company ensures proper segregation and designated storage areas before handing over the waste to local municipalities for sanitary disposal in compliance with relevant laws and regulations.
- Organic waste (food waste): such as food scraps from employee canteens. This waste is separated and made available to employees who wish to use it for animal feed or for producing organic compost.

Sustainable Packaging Management

The Company promotes the selection of packaging that reduces environmental impacts and focuses on sustainable packaging development and design. Collaboration with suppliers and manufacturers is carried out in accordance with the 3Rs concept (Reduce, Reuse, Recycle) and Circular Economy principles to support efficient resource management and minimize long-term environmental impacts.

Implementation is driven through the establishment of packaging standards, appropriate material assessment and selection, collaboration with manufacturers and suppliers to develop environmentally friendly solutions, and continuous monitoring and performance review to ensure alignment with established policies and targets.

The Company has implemented the following packaging management as follow:

1. Programs to phase out single-use plastic packaging.

Lets Say Goodbye to Single-Use Plastic program, the Company aims to phase out and reduce the use of single-use plastics in operations and service processes. The initiative encourages participation from customers and employees in choosing environmentally friendly packaging alternatives, thereby reducing packaging waste and promoting efficient and sustainable resource use.

2. Programs to increase the use of recyclable packaging

The Project of Closed Loop Collaboration for Circularity, used plastic collected from stores is recycled into environmentally friendly plastic bags. This process utilizes high-quality recycled plastic resin innovation from SCGC

Green Polymer, increasing the use of circular resources, reducing virgin material consumption, and reduce environmental benefits.

3. Programs to ensure that recyclable packaging is actually recycled.

The Company places importance on packaging research and development by prioritizing biodegradable materials, optimizing designs to reduce material usage while maintaining strength and functionality, and improving packaging size and format to minimize resource use throughout the product life cycle. In addition, collaboration has been established with product manufacturers under the Verno Saves the World to support waste reduction, pollution reduction, and lower energy and resource consumption in industrial production processes.

Reference link for company's waste management plan : <https://sustainability.globalhouse.co.th/en/document/viewer/24/environmental-management-policy>

Page number of the reference link : 3

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
Increase of waste recovery Waste type: Non-hazardous waste	-	2030 : Increased by 0.00 Tonne	• Landfilling

Information on performance and outcomes of waste management

Performance and outcomes of waste management

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

Yak-laew-D Projects. (Good sorting)

The Company recognizes the importance of promoting waste sorting from the source and correct management to the destination. Therefore, the Yak-laew-D project was organized to campaign and encourage employees to understand and realize the importance of waste sorting, waste reduction as well as recycling waste to bring waste into the management process for benefits again.

The Project of Verno Saves the World

Verno is the Companys house brand, developed to meet customer needs in terms of quality and value. The brand maintains high standards in both material sourcing and manufacturing technologies, along with a strong commitment to environmental responsibility, ensuring customers receive the best possible experience and confidence in every product. In line with this commitment, the Company has collaborated with its manufacturing partners to redesign and reduce packaging sizes under the Verno Saves the World The project focuses on reducing plastic usage in packaging, minimizing

waste, lowering pollution, decreasing energy consumption, and reducing the use of natural resources in packaging production thereby mitigating environmental impact in a tangible and measurable way.

In 2025, the Company implemented packaging size reductions and design improvements for three Verno products; Stainless Steel 304 Shower Hose, 1.2 meters, Stainless Steel 304 Shower Hose, 1.5 meters and Manual Urinal Flush Valve.

The key outcomes of this initiative are as follows:

- Total sales of the 3 products were 5,594 units in 2025, resulting in a reduction of 19.72 kg of packaging materials, particularly plastic used for product protection and wrapping.
- Packaging costs decreased by 10% - 50%, depending on the product.

The number of products transported per round increased, and transportation costs reduced by 11% to 13% per round

The Project of Closed Loop Collaboration for Circularity

The Company and SCGC have driven the project of closed loop closed loop collaboration for circularity to recycle used plastic bags to be the eco-friendly ones through the innovation: high-quality recycled plastic pellets (High Quality PCR) from SCGC GREEN POLYMERTM. The process ensures that used plastic is fully recycled with no leakage into the environment, reinforcing the efficient use of resources in line with the principles of the circular economy.

Lets Say Goodbye to Single-Use Plastic Project

The Company is committed to reducing single-use plastics through the Lets Say Goodbye to Single-Use Plastic Project at all La Mayon Coffee store. The initiative encourages customers and employees to help reduce packaging waste and promote sustainable resource use.

The project encourages customers to use personal reusable cups for all beverage purchases by offering an immediate Baht 5 discount as an incentive for behavior change. This initiative reduces single-use plastic cup waste while raising environmental awareness and promoting stakeholder participation in environmental responsibility.

In 2025, the project reduced the use of 75,610 single-use plastic cups, helping decrease waste sent for final disposal and Support to the Companys environmental performance goals.

Information on waste management

Waste Generation^(*)

	2023	2024	2025
Total waste generated (Kilograms)	447.00	445.00	562.00
Total non-hazardous waste (kilograms)	447.00	445.00	562.00
Non-hazardous waste - Landfilling (Kilograms)	184.00	272.00	365.00
(1) Non-hazardous waste Others (kilograms)	263.00	173.00	197.00

	2023	2024	2025
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.00	0.00	0.00
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.00	0.00	0.00

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

^(**) Total revenues and expenses from consolidated financial statement

Remark: ⁽¹⁾ food scraps

Waste reuse and recycling

	2023	2024	2025
Total reused/recycled waste (Kilograms)	4,450.00	72.00	79.00
Reused/Recycled non-hazardous waste (Kilograms)	4,450.00	72.00	79.00
Recycled non-hazardous waste (Kilograms)	4,450.00	72.00	79.00
Percentage of total reused/recycled waste to total waste generated (%)	995.53	16.18	14.06
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	995.53	16.18	14.06

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	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on greenhouse gas management plan

Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

The Company operates a retail business specializing in construction materials and home decoration products, so its activities inherently consume energy and natural resources. Acknowledging its environmental impact, the Company is committed to reducing both direct (Scope 1) and indirect (Scope 2) greenhouse gas emissions. Key initiatives include transitioning from fuel-based equipment, tools, and vehicles to electric alternatives, utilizing solar energy to replace transmission-line electricity, and adopting energy conservation measures to reduce electricity consumption, which accounts for 58% of the Company's total greenhouse gas emissions. These efforts reflect the Company's dedication to sustainability and minimizing its carbon footprint.

The Company places importance on managing environmental impacts from its operations and recognizes its role in contributing to the reduction of greenhouse gas (GHG) emissions in support of sustainable development. In 2022, the Company conducted a Carbon Footprint for Organization (CFO) assessment to measure and monitor GHG emissions from operation activities, including energy consumption, waste management, and transportation, with results reported in tons of carbon dioxide equivalent (tCO₂e).

The assessment covered Scope 1, Scope 2, and Scope 3 emissions and was reviewed and validated by VGREEN KU Co., Ltd., an auditing firm registered with the Thailand Greenhouse Gas Management Organization (TGO). The Company has designated 2022 as base year for setting targets, developing action plans, and continuously tracking long-term GHG emission reduction performance.

Reference link for company's greenhouse gas management plan : <https://sustainability.globalhouse.co.th/en/document/viewer/107/climate-change-strategy>

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : Yes

Company's existing targets : Setting other greenhouse gas reduction targets

Setting other greenhouse gas reduction targets

Details of setting other greenhouse gas reduction targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year
Scope 1-2	2022 : Greenhouse gas emissions 48,323.00 tCO ₂ e	2030 : Reduced by 20% or 1.36 tCO ₂ e in comparison to the base year	2030 : Reduced by 20% or 1.36 tCO ₂ e 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

Promotion Activities to Reduce Greenhouse Gas Emissions

1. Electric Forklift and Electric Stacker Using

Due to daily operating activities of stores about transferring products, picking and products storage, need to use Forklift to be convenient, fast and labor-saving, the Company has defined that Electric Stacker for using in area of home decor products and electric forklift for using in construction products.

Since 2020, the Company has implemented a policy of using electric forklifts for new stores and replacing fuel-powered forklifts in existing stores once they reach the end of their useful life. Recognizing its commitment to supporting the reduction of greenhouse gas emissions and air pollution, the Company has set a target to convert 100% of its transport equipment to electric systems by 2030 to drive sustainable growth and minimize long-term environmental impacts. As of 2025, the Company operated 117 electric forklifts and 274 electric stackers, totaling 391 electric transport equipment units.

2. EV Charger Station installation project

The Company has installed EV Charger Station in service area of stores to support the use of renewable energy and reduce Greenhouse Gas causing from all stakeholders of the Company. At the end of 2025, the Company has EV Charger Station in number of 13 stores.

Information on greenhouse gas management

The company's greenhouse gas emissions

	2023	2024	2025
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	57,454.00	74,087.00	74,907.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	11,142.00	14,131.00	16,058.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	36,998.00	48,209.00	48,250.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	9,314.00	11,747.00	10,599.00

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) ^(*)	0.001740	0.002244	0.002312
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	5.23	6.42	6.07
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / total revenue)	0.00000015	0.00000019	0.00000020

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 : Yes
emissions

List of greenhouse gas verifier entity : V Green KU Co., Ltd.

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2023	2024	2025
Total reduced GHG (Metric tonnes of carbon dioxide equivalent)	16,760.00	6,311.00	0.00
Care the Bear Project (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	N/A
Care the Whale Project (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	N/A
Other projects (Metric tonnes of carbon dioxide equivalent)	16,760.00	6,311.00	0.00
Thailand Voluntary Emission Reduction (Metric tonnes of carbon dioxide equivalent)	16,760.00	6,311.00	0.00
Thailand Voluntary Emission Reduction (Metric tonnes of carbon dioxide equivalent)	16,760.00	6,311.00	0.00
Thailand Voluntary Emission Reduction (Metric tonnes of carbon dioxide equivalent)	16,760.00	6,311.00	0.00

Absorption and removal of Greenhouse Gas

	2023	2024	2025
Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00

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 : SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED Symbol : GLOBAL

Market : SET Industry Group : Services Sector : Commerce

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

The Company recognizes that respecting human rights is a fundamental responsibility toward all stakeholders, including customers, employees, shareholders, supplier, creditors, and communities. A Human Rights and Labor Practices Policy has been established in alignment with domestic laws and international standards, including the United Nations Guiding Principles on Business and Human Rights (UNGPs). All directors, executives, and employees are required to comply with the policy. The Company also encourages stakeholders across the value chain to uphold these principles. The policy is available on the Companys website.

- Reference link for social and human rights policy and guidelines : <https://sustainability.globalhouse.co.th/en/document/viewer/27/human-rights-and-labor-practices-policy>

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, guidelines, and/or goals over the past year : Yes
- Changes in social and human rights policies, guidelines, and/or goals : Employee Rights, Migrant/foreign labor, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights

Siam Global House Public Company Limited and its subsidiaries (the Company) uphold principles of human rights and labor practices the foundation of sustainable development in business, and are committed to respecting, advocating for, and advancing the human rights of all stakeholders across the supply chain, aiming to prevent violations in every aspect of the business operations. International human rights standards, along with the labor regulations of the countries in which the Company operates, serve as a management approach throughout the organization.

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

Human rights management principles and standards : Thai Labour Standard: Corporate Social Responsibility of Thai Businesses (TLS 8001-2010) by the Ministry of Labour, The UN Guiding Principles on Business and Human Rights, The OECD Guidelines for Multinational Enterprises

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : Yes

Human Rights Impact Assessment

Assessment of Actual and Potential Human Rights Impacts of Company Activities and Relationship

The Company performs assessment to identify the Human Rights risks issues in business operations and related persons that may get impacts from human right violation. Including Human Right Risk Assessment and Human Right Impact Assessment: HRIA

Human Rights risk assessment covers only for the business activities of the Company as follows: Product Operations, Service Operations, Product Distribution Operations, Store and Office Operations. And considering all stakeholders both internal and external that may get impacts directly or indirectly from the business activities of the Company throughout the value chain such as employees, customers, suppliers, contractor, shareholders, and communities, etc.

Scoping the human rights issues

Labor Rights	Community and Environmental	Consumer Rights
<ul style="list-style-type: none"> ● Employment Conditions ● Working Environment ● Occupational health and safety ● Non-discrimination ● Freedom of association and collection bargaining ● Forced Labor ● Data Privacy of employees 	<ul style="list-style-type: none"> ● Standard of living and quality of life ● Community Safety ● Access to water sources ● Acquisition of Land 	<ul style="list-style-type: none"> ● Consumer health and safety ● Data Privacy of Customer ● Customer Non-Discrimination

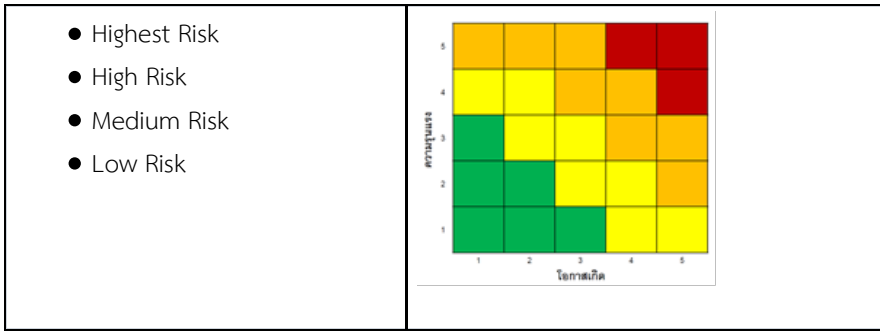
Prioritization of Human right issues

The Company set the priority of the important human rights risks, which are the most severely impacted through related activities and other business relationships of the Company. In 2024, the Company has the important human rights risks 6 issues as a result from the risk assessment of business activities.

<p>The matrix shows risk levels based on 'โอกาสเกิด' (Probability) on the x-axis and 'ความรุนแรง' (Severity) on the y-axis. Issues 1-6 are located in the red zone (high probability and high severity).</p>	<ol style="list-style-type: none"> 1. Privacy of Customer Information 2. Privacy of Employee Information 3. Privacy of Supplier Information 4. occupational health and safety of employees 5. Community Health and Safety 6. Consumer Health and Safety
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Risk Assessment

The Company conducts human rights risk assessment by using 5x5 risk matrix to identify risk level of human rights issue, considering from 2 dimensions, that is; severity and likelihood, and divided risk of human rights issue into 4 levels as follows;



Preventive Measure and impact reduction on human right of high-risk issues

High Risk Issues	Preventive Measure and Impact Reduction	Integration and implement
Privacy of Customer Information	<ul style="list-style-type: none"> ● Privacy Policy ● Appointment of the DPO and the personal data protection committee of the Company to establish the controlling measure and data protection in accordance with laws. ● Collecting and processing information according to objective and consent. ● Complaints channel and taking corrective action immediately 	<ul style="list-style-type: none"> ● The Company policy
Privacy of Employee Information		<ul style="list-style-type: none"> ● The Company policy
Privacy of Supplier Information		<ul style="list-style-type: none"> ● The Company policy
Occupational Health and Safety of Employees	<ul style="list-style-type: none"> ● Occupational Health and Safety Policy ● Job Safety Analysis (JSA) and specify the preventive measure ● Safety Manual and Personal Protective Equipment (PPE). ● Occupational Safety, Health and Environment Committee (OSH&E). ● Safety training for all employees. ● Whistle-blowing & Complaints channels for employees. 	<ul style="list-style-type: none"> ● The Company policy ● Security Operations Goals ● Working standards of each section.
Community Health and Safety	<ul style="list-style-type: none"> ● Compliance to the company standards for vehicle safety. ● Regularly checking readiness of driver and vehicles. ● Whistle-blowing & Complaints channels for community. 	<ul style="list-style-type: none"> ● The Company policy ● Working Standards of the Company.
Consumer Health and Safety	<ul style="list-style-type: none"> ● The selection operation system and inspects quality products and services in accordance with the specified standards and is regularly reviewed. ● Product guarantee, change return within 30 days (according to the specified conditions) ● Whistle-blowing & Complaints channels for Consumers. 	<ul style="list-style-type: none"> ● The Company policy ● Working Standards of the Company.

Reference link for the information and an HRDD process : <https://sustainability.globalhouse.co.th/en/document/viewer/75/human-rights-due-diligence-policy>

HRDD process diagram

Determination	Assessment	Integration	Tracking and Reporting	Mitigation and Remediation
<ul style="list-style-type: none"> Human Rights Policy 	<ul style="list-style-type: none"> Identifying the scope of Human Rights issues Assessment of the risk level Prioritization of human rights issues 	<ul style="list-style-type: none"> Human Rights Risk Assessment Human Rights Impact Assessment 	<ul style="list-style-type: none"> Improve management plans to deal with impacts and take corrective action efficiently Monitor and evaluate mitigation measures Disclose human rights performance to public annually 	<ul style="list-style-type: none"> Remedies for those affected in case of human rights infringement Establish the department through a complaint's mechanism

Information on other social management

Plans, performance, and outcomes related to other social management

Corporate Social Responsibility (CSR)

The Company has always supported activities that benefit society whether in form of a grant donations or giving cooperation with the public and private sectors through 96 stores. In 2025, the Company supported activities amounted to Baht 35,352,433.42 with details as follows:

Education and Youth

The company has provided goods to be used as educational materials for various educational institutions, including supporting opportunities for learning and quality education.



Blood Donation Activities

The company promotes employee health care and boost immune system by organizing regular blood donation events for the Thai Red Cross Society every year.



Religious Activities

The company promotes the participation of executives and employees in religious activities regularly. This includes organizing activities such as Kathin Robe offering ceremony, making merit on various occasions, donating money and providing goods for the construction and restoration of temples, parsonage, and meditation halls



Grant drinking water LAMAYON brand

To support various activities of both government and private sectors through stores.



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

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

	2023	2024	2025
Total number of cases or incidents of significant legal or social and human rights violations (cases)	0	0	0

	2023	2024	2025
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) ⁽¹⁾	N/A	0	0

Remark: ⁽¹⁾ Number of Work-Related Fatalities

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

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

The company has intention to manage the human resources according to the good corporate governance principle by determining the personal strategy since recruitment, employees development and employee retention together with supporting employees equal for career growth and advancement without restrictions on gender, nationality, and religion. The company emphasizes on Knowledge and ability development as well as encourages employees to be good citizen with volunteer spirit, make public and social benefit following to the Human Resource Management Policy of the company GBH Smart People

Information on setting employee and labor management goals

Setting employee and labor management goals

Does the company set employee and labor management goals?	:	Yes
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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"> Employee training and development Safety and occupational health at work 	Average number of training hours of all employees (hours per person)	-	2025: Average number of training hours of all employees (hours per person) >8.5

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Safety and occupational health at work	Lost time Injury Rate per store	-	2025: Lost time Injury Rate per store <1.0

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 management : Yes

Fair Labor Practice

The Company is committed to respect for human rights and fair Labor practice of employees, in alignment with relevant laws and policies under the Thai Labor Protection Act such as employment, wages, working hours, holidays, and welfare, as well as ensuring a good and safe working environment. Anyway, the Company provides the following welfares:

Welfare	Legal Entitlements	Welfare provided by the Company
Maternity Leave - Female Employees	120 days	120 days
Additional Childcare Leave (Child Illness) Female Employees	Up to 15 days	Up to 15 days
Paternity Leave (Spouse Support after Childbirth) Male Employees	Up to 15 days	Up to 15 days
Holiday	Not less than 13 days per year	14 days
Annual Leave	Not less than 6 days per year	6-15 days
Personal Leave	3 days	12 days

Furthermore, the Company provides a variety of welfare benefits to enhance employees overall well-being while working with the Company, such as employee loan programs, relaxation areas, and lactation rooms. In addition, the Company offers life security benefits, including a provident fund, life insurance, and financial assistance in cases of emergencies.

Information on employment

Employment

	2023	2024	2025
Total Employment (Person)	10,985	11,534	12,342
Percentage of employees to total employment (%)	100.00	100.00	100.00
Total employees (persons)	10985	11534	12342
Male employees (persons)	6248	6579	7058
Percentage of male employees (%)	56.88	57.04	57.19
Female employees (persons)	4737	4955	5284
Percentage of female employees (%)	43.12	42.96	42.81

Number of employees categorized by age

	2023	2024	2025
Total number of employees under 30 years old (Persons)	4,464	4,673	4,869
Percentage of employees under 30 years old (%)	40.64	40.51	39.45
Total number of employees 30-50 years old (Persons)	5,863	6,139	6,790
Percentage of employees 30-50 years old (%)	53.37	53.23	55.02
Total number of employees over 50 years old (Persons)	658	722	683
Percentage of employees over 50 years old (%)	5.99	6.26	5.53

Number of male employees categorized by age

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	2,516	2,672	2,832
Percentage of male employees under 30 years old (%)	40.27	40.61	40.12

	2023	2024	2025
Total number of male employees 30-50 years old (Persons)	3,319	3,464	3,812
Percentage of male employees 30-50 years old (%)	53.12	52.65	54.01
Total number of male employees over 50 years old (Persons)	413	443	414
Percentage of male employees over 50 years old (%)	6.61	6.73	5.87

Number of female employees categorized by age

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	1,948	2,001	2,037
Percentage of female employees under 30 years old (%)	41.12	40.38	38.55
Total number of female employees 30-50 years old (Persons)	2,544	2,675	2,978
Percentage of female employees 30-50 years old (%)	53.70	53.99	56.36
Total number of female employees over 50 years old (Persons)	245	279	269
Percentage of female employees over 50 years old (%)	5.17	5.63	5.09

Number of employees categorized by position

	2023	2024	2025
Total number of employees in operational level (Persons)	8,690	9,079	9,823
Percentage of employees in operational level (%)	79.11	78.72	79.59
Total number of employees in management level (Persons)	2,282	2,442	2,504

	2023	2024	2025
Percentage of employees in management level (%)	20.77	21.17	20.29
Total number of employees in executive level (Persons)	13	13	15
Percentage of employees in executive level (%)	0.12	0.11	0.12

Number of male employees categorized by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	4,845	5,100	5,563
Percentage of male employees in operational level (%)	77.54	77.52	78.82
Total number of male employees in management level (Persons)	1,393	1,469	1,485
Percentage of male employees in management level (%)	22.30	22.33	21.04
Total number of male employees in executive level (Persons)	10	10	10
Percentage of male employees in executive level (%)	0.16	0.15	0.14

Number of female employees categorized by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	3,845	3,979	4,260
Percentage of female employees in operational level (%)	81.17	80.30	80.62
Total number of female employees in management level (Persons)	889	973	1,019

	2023	2024	2025
Percentage of female employees in management level (%)	18.77	19.64	19.28
Total number of female employees in executive level (Persons)	3	3	5
Percentage of female employees in executive level (%)	0.06	0.06	0.09

Significant changes in the number of employees

Significant changes in number of employees over the : Yes
past 3 Years

The company's number of employees has continuously increased since 2023 onwards, due to the company has expanded more stores by details as follow;

	2023	2024	2025
Number of stores	83	90	96
Number of employees	10,985	11,534	12,342

Number of male employees working in Thailand

	2023	2024	2025
Total male employees working in Thailand (Person)	6,248	6,579	7,058

Number of female employees working in Thailand

	2023	2024	2025
Total female employees working in Thailand (Person)	4,737	4,955	5,284

Number of employees working abroad

	2023	2024	2025

	2023	2024	2025
Total employees working abroad (Person)	180	283	262

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	102	107	113
Percentage of disabled workers to total employment (%)	0.93	0.93	0.92
Total number of employees with disabilities (Persons)	79	85	85
Total male employees with disabilities (persons)	39	54	54
Total female employees with disabilities (persons)	40	31	31
Percentage of disabled employees to total employees (%)	0.72	0.74	0.69
Total number of workers who are not employees with disabilities (persons)	23	22	28
Contributions to empowerment for persons with disabilities fund	Yes	Yes	Yes

Information on compensation of employees

Employee remuneration by gender

	2023	2024	2025
Total employee remuneration (baht)	1,993,634,283.00	2,045,018,901.00	2,188,142,936.00
Total male employee remuneration (baht)	1,144,398,901.00	1,128,433,149.00	1,209,188,456.00
Percentage of remuneration for male employees (%)	57.40	55.18	55.26

	2023	2024	2025
Total female employee remuneration (baht)	849,235,382.00	916,585,752.00	978,954,480.00
Percentage of remuneration for female employees (%)	42.60	44.82	44.74
Average of remuneration of employees (Baht/persons)	181,486.96	177,303.53	177,292.41
Average of remuneration for male employees (Baht/persons)	183,162.44	171,520.47	171,321.69
Average of remuneration for female employees (Baht/persons)	179,277.05	184,981.99	185,267.69
Rate of average of remuneration between female employees and male employees	0.98	1.08	1.08

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

The Company has provided the provident fund as the benefit for employees with the objective to promote long-term savings of the Company's employees, which will allow them to have reserve money for retirement or resignation for paying contributions to the provident fund that the employees can choose the accumulated rate at 3 to 15 percent of wages, including choose an investment program as appropriate. The Company pays the contributions to the fund according to the years experience of employees at 3 to 7 percent of wages

Overview of methods for determining employee and employer contribution Rates

The Company has provided the provident fund as the benefit for employees with the objective to promote long-term savings of the Company's employees, which will allow them to have reserve money for retirement or resignation for paying contributions to the provident fund that the employees can choose the accumulated rate at 3 to 15 percent of wages, including choose an investment program as appropriate. The Company pays the contributions to the fund according to the years experience of employees at 3 to 7 percent of wages as follow.

Employment Period (Year)	The Company's Contribution Rates (Percentage of wages)
Less than 5 years	3
From 5 years but less than 10 years	4
From 10 years but less than 15 years	5
More than 15 years	7

Implementation of Investment Governance Code for : Yes
 Institutional Investors ("I Code") by Company's
 Provident Fund Committee

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)	9724	10365	10942
Number of employees joining in PVD (persons)	9724	10365	10942
Number of PVD members / Total employees (%)	88.52	89.86	88.66
Number of PVD members / Total eligible employees (%)	100.00	100.00	100.00

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	54,439,901.00	61,386,392.00	66,549,712.00

Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED	Yes	12,342	10,942	10,942	88.66	100.00

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)	8.59	9.45	8.87
Total amount spent on employee training and development (Baht)	1,799,219.50	3,267,964.31	3,232,648.10
Percentage of training and development expenses to total expenses (%) ^(*)	0.000061	0.000109	0.000108
Percentage of training and development expenses to total revenue (%) ^(*)	0.000054	0.000099	0.000100

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

Information on safety, occupational health, and work environment

Statistic of accident and injuries of employees from work

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	106	77	82
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

Additional explanation : ^(*) The company with the total number of employees over 100 or more

^(**) 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)	2104	N/A	2202
Total number of male employee turnover leaving the company voluntarily (persons)	N/A	N/A	1330
Total number of female employee turnover leaving the company voluntarily (persons)	N/A	N/A	872
Proportion of voluntary resignations (%)	19.15	19.81	17.84
Percentage of male employee turnover leaving the Company voluntarily (%)	N/A	N/A	60.40
Percentage of female employee turnover leaving the Company voluntarily (%)	N/A	N/A	39.60
	2023	2024	2025
Evaluation result of employee engagement	Yes	Yes	Yes

Employee internal groups

- Employee internal groups : Yes
Types of employee internal groups : Welfare committee

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
- Reference link to consumer data privacy and protection policy and guidelines : <https://sustainability.globalhouse.co.th/en/document/viewer/59/customer-privacy-information-policy>

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 : <https://sustainability.globalhouse.co.th/en/document/viewer/60/marketing-and-advertising-ethics>
- 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
- Reference link to policy and guidelines on communicating the impact of products and services to customers / consumers : <https://sustainability.globalhouse.co.th/en/document/viewer/60/marketing-and-advertising-ethics>

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

Commitment

Siam Global House Public Company Limited conducts business operations in accordance with the principles of good corporate governance, transparency, and fairness toward all stakeholders. The Company recognizes customers as major stakeholders and places the highest priority on fostering long-term customer satisfaction and trust in a sustainable manner. This commitment is demonstrated through responsible oversight of marketing practices and service delivery across all areas of operation.

The Company has established guidelines requiring employees at all levels to provide accurate, complete, and verifiable information on products and services, without concealing or disseminating misinformation that may cause misunderstandings or affect customers decision-making. The Company also places importance on fair communication and respect for customers rights at every stage of service. These practices aim to build customer trust, enhance customer engagement, and foster long-term relationships, while supporting the Companys commitment to social responsibility and sustainable development.

Management Guidelines

1. Ensure accurate, transparent, and fair information for goods and services while protecting consumer rights.
2. Enhance product quality and service standards to build customer satisfaction and trust.
3. Listen to customer feedback and complaints to drive continuous operational improvement.
4. Develop and expand digital sales and service channels to increase customer convenience and accessibility.
5. Monitor and assess customer satisfaction to leverage data for sustainable development.

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)
• Development of customer satisfaction and customer relationship	Customer Satisfaction	-	2025: Customer Satisfaction = 95%

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

Operating

1. 1. Customer Responsibility

Pre-Sales Services

The Company places importance on pre-sales services, fair marketing principles, and consumer protection. The procedures are as follows:

- Provide accurate, complete, clear, and verifiable information about products and services to support customers in making appropriate decisions.
- Provide advice on product features, proper usage, limitations, and precautions, including potential risks, together with appropriate safety measures.
- Promote employees to provide advice with primary consideration given to customers needs and suitability, in order to build confidence and trust in products and after-sales services.

After-Sales Services

The Company is committed to continuously enhancing after-sales services to ensure customer satisfaction and long-term relationships. The procedures are as follows:

- Provide product delivery and installation services for a wide range of products in accordance with the Company's standards and conditions, including post-installation warranties.
- Provide repair services for House Brand products in accordance with specified terms and conditions. For products covered under manufacturer warranties, the Company coordinates with manufacturers and monitors on the repair process until completion.
- Establish a product return policy within a specified period, not exceeding 30 days from the purchase date, to enhance customer confidence and reduce purchasing concerns.
- Provide channels for receiving customer complaints and suggestions, which are analyzed and used to continuously improve product quality and service performance.

Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers

Company's channels for receiving complaints from customers/consumers : Yes

Telephone : 1160

Fax : -

Email : secretary@globalhouse.co.th

Company's website : <https://globalhousenews.com/whistleblower-with-com>

Address : 232 Moo 19 Rob Mueang Sub-District, Mueang District, Roi-et 45000

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

- Community development and engagement policies : Yes
- Reference link for community development and engagement policies : <https://sustainability.globalhouse.co.th/en/document/viewer/23/sustainability-development-policy>

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, Religion and culture, Forests and natural resources, Occupational health, safety, health, and quality of life, Disadvantaged and vulnerable groups

The Company realizes to the role of participation in social value creation, aims to enhance the peoples quality of life and strengthen the economy of community, together with operates business by considering social responsibility, based on the balanced mutual value creation with stakeholders.

Management Guidelines

The Company supports and promotes the use of business processing in creating multiple value to society and community through the projects and activities, such as; generating income for small entrepreneurs, promoting distribution channels for agriculturist group, and strengthening skills and knowledge to students for better quality of life, as well as promoting employees to participate in volunteer working with the communities.

Information on setting of community and social management goals

Setting of community and social management goals

- Does the company set community and social management goals : Yes

Details of community and social management goal setting

Target(s)	Indicators(s)	Base year(s)	Target year(s)
• Employment and professional skill development	Number of technicians in the Chang-Dee project (persons)	-	2029: 4200 persons

Information on outcomes and results of community and social management

Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

Community Opportunity and Development Project

1. Promoting the distribution channels of products for agriculturist group through Sharing Happiness, creating smile and Kasetdee Platform project

Regarding economic conditions and circumstances affect farmers as they can sell fewer products. There are no areas for selling agricultural products, and some areas have oversupply of agricultural products. Therefore, the Company has established Sharing happiness, creating smile project to be a part to relieve problem of farmers. The Company purchases agricultural products in area of Nakhon Ratchasima province, such as; sweet corns, sweet potatoes, bananas, peanuts, and taros, etc. and distributes to Happiness sharing area of each store to provide consumers in different areas with the opportunity to access agricultural products that are good quality and safe for consumers in fair price, and also provide more than 10,000 of our employees at each store to consume goods

In addition, the Company also supports small courier entrepreneurs who registered through the Companys transportation service platform for more than 1,000 entrepreneurs to deliver products to its stores of the Company for all the year.

Furthermore, the Company has developed **Kasetdee** Platform with its intention to be another channel to support and facilitate agriculturists or small entrepreneurs who are interested, to offer their agricultural products fast and efficient to the Company. Form the aforesaid projects, the Company supports and distributes agricultural products through Kasetdee platform



2. Promoting Hom Mali Rice distribution project for Kasetwisai Agricultural Cooperatives

Thung Kula Rong-Hai Hom Mali Rice is the excellent jasmine rice and product champion of Roi-et for long times, but agriculturists face the falling price of rice problem and the inability to export to foreign countries, resulting rice buffer stocks in Roi-Et area. Thus, to relieve rice buffer stocks problem of agriculturists, the Company have purchased Hom Mali Rice in 5 kg package, from Kasetwisai Agricultural Cooperatives, in number of 36,047 bags or 180 tons, and distributed to Happiness Sharing Area of all 95 stores over the country, which have received well feedback.



3. Generating Income for small entrepreneurs Changdee Project

The Company is committed to improving quality of life and promoting well-being in the communities where it operates 96 stores nationwide. To support local economic development, the Company established the Changdee Project to create income opportunities for local technicians and small entrepreneurs. The project enables participants to undertake more than 70 types of installation services, including electrical appliances, electrical systems, sanitary ware, water pumps, solar cells, digital door locks, automatic doors, garages, and kitchen equipment, in collaboration with business partners, including Mitsubishi, Samsung, Haier, Midea, C Hi-Tech, and SCG.

Currently, a total of 2,150 technician teams have joined the Company across all 96 stores, covering more than 77 provinces nationwide. In 2025, participating technicians generated income from over 64,000 installation service orders. Each year, technicians receive continuous training from the Department of Skill Development and partner brands to enhance their technical skills. In addition, the Company expands the number of installation teams annually to ensure sufficient capacity to meet customer demand.



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)	1,100,000.00	8,000,000.00	15,000,000.00
Total purchase for technicians (Baht)	93,000,000.00	112,000,000.00	117,000,000.00

Non-financial benefits

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

	2023	2024	2025
Hiring local employees (Persons)	3,650.00	3,790.00	3,970.00

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 : SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED Symbol : GLOBAL

Market : SET Industry Group : Services Sector : Commerce

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

The Company has its intention to conduct business under the good corporate governance principles following to the practical guidelines of the Stock Exchange of Thailand. By realizing that the important factor for strengthening the efficient management with transparency and accountability, which can help to build the reliability and confidence to shareholders, investors, all stakeholders and related persons, and increase the competitive advantage that leads to sustainable business growth. Therefore, the Board of Directors has established the Corporate Governance Manual and Code of Conduct for directors, executives to adhere to be practical guidelines, by publicizing on the companys website and on the Intranet.

Reference link for the full version of corporate governance policy and guidelines : <https://sustainability.globalhouse.co.th/en/document/viewer/58/corporate-governance-manual-and-code-of-conduct>

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

Selection and Nomination of Independent Directors

Regarding independent directors nomination, the company determines selection criteria for an appropriate individual in accordance with the Company nomination procedure to be nominated as the Director, consists of qualifications of independent directors referring to the Companys definition of independent directors as same as the SEC and SET regulations.

Selection and Nomination of Director

Criteria in selection and nomination of directors

The company has appointed the Nomination and Remuneration Committee to consider and nominates candidates for directorship by considering the criteria from business and strategy of the company for determining the qualifications in accordance with business operation strategy. Considering the requisite qualifications and establishing Board Diversity policy considering by skills, competency, expertise, knowledge and ability in particular fields related to the business of

the Company without restrictions on age, gender, region, or any restrictions. The company also considers by knowledge, competency and experiences related to the business to be in accordance with the business operation strategy by selecting those from the director pool database from Thai Institute of Director (IOD).

In any event, the appointed directors or executives of the company shall be qualified according to the Public Limited Companies Act B.E.2535 and relevant laws and regulations.

Nomination and Appointment of the board of directors

The selection of individuals to be appointed as directors must go through the nomination process of the Nomination and Remuneration Committee and be approved by the shareholders meeting. The Company provides opportunities for all shareholders to nominate individuals for consideration as directors. Nominations can be submitted through the company's website, and the voting for the election of directors is conducted using individual ballots, with the following criteria and procedures:

1. Each shareholder has the vote equivalent to one vote per one share held
2. Each shareholder shall use all his/her voting rights under No. 1 to elect one person or more as the Director, but is not capable to share his/her varied voting rights to any person.
3. The person who receives the highest votes in a descending order would be elected as directors accordingly to the number of Directors allowed in such meeting. In the event of any person who has been elected in the lower order received equal votes but there will be over the number of allowances, the Chairman of such meeting shall have a casting vote.

Reference link for Nomination of directors : <https://sustainability.globalhouse.co.th/en/document/viewer/90/the-criteria-for-nomination-and-appointment-of-directors-and-top-executives>

Page number of the reference link : 1

Determination of director remuneration

The policy for remuneration of the Board of Directors and Sub-Committee

The Nomination and Remuneration Committee shall consider to determine fairly and properly the format and criteria of remuneration for the board of directors and sub-committee by comparing with other companies in same business, scope of authority, responsibilities, expected benefits from each director, and performance appraisal of directors both group committee and individuals, operating results of the company in each year, and presenting opinions to the Board of Directors in order to consider presenting to the shareholders meeting for consideration to approve onwards.

Independence of the board of directors from the management

The company distributes the roles and responsibilities between the Board of Directors and management clearly. Board of Directors is responsible for policy making and supervising the operation of management. Meanwhile, the management administers the operation followed the policies. Therefore, Chairman of Board of Director shall not be the same person.

Director development

The Committee determines guidelines for development of Directors and Executives as follow;

1. The Board of Directors promote and support directors to attend training course or seminars in order to accumulate knowledge that will benefit the company annually at least 1 person. The Board of Directors assigned the secretary of the Board of Directors to collaborate and notify directors of upcoming training courses and seminars.
2. The company has policy to organize orientation to every newly direct or in order to acknowledge the roles, duty and responsibility and nature of business. By presenting information, manual of the code of conduct and company's Articles of Association. Including training programs for newly directors held by Thai Institute of Directors (IOD)
3. The Board of Directors assigns the Chairman of the Executive Directors to acknowledge about the development plans and prepare a succession plan in case incapable of performing duties.

4. The Board of Directors shall establish executive development programs, with the Chief Executive Officer reporting annually on the progress made during the year, which shall be assessed in conjunction with the succession plan.

The Company has directors who have full of knowledge and abilities, and always acquire new knowledge and do understanding in role of director. All directors have been trained by Thai Institute of Directors, including attended the training, seminar, and factory visiting to develop knowledge in business operation. In 2025, there are the directors who have attended the training and seminar as the following ;

Name		Position	Course	Training Date
1. Mr. Pairoj	Juarprathoom	Director Chairman of Audit and Risk Management Committee	Seminar: SET Sustainability Forum 1/2025: Strengthening Market Confidence Through Audit Excellence	13 Feb 2025
Dr.Boonchai	Pitugdamrongkija	Director Audit and Risk Management Committee /Chairman of the Sustainability and Corporate Governance Committee	Seminar: SET Sustainability Forum 1/2025: Strengthening Market Confidence Through Audit Excellence	13 Feb 2025
			Road to Join with CAC & SME Briefing	14 Jul 2025
			Seminar: In The Winds of Change	3 Oct 2025
1. Ms. Siriwan	Na-nan	Company Secretary	ASEAN CG Scorecard Coaching 2025	3 Dec 2025

Board performance evaluation

The performance assessment of the Board of Directors

The Company conducts annual assessments of the Board of Directors, sub-committees, and executives by assessment in 3 forms such as Board of Directors Assessment form, Sub-Committee Assessment form and Individual Assessment form. The Companys secretary sent assessment form to all directors to assess the performance of the Board of Director and Sub-Committee. Then the secretary collected and summarize the performance assessment before submit to the chairman, which has criteria of performance assessment be in line with the Stock Exchange of Thailand as follows;

1. Performance assessment form of Board of Directors by group cover 6 main categories;
 - Structure and qualifications of the Board of directors
 - Roles, duties and responsibilities of the Board
 - Board of Directors meetings
 - Performances of the duties of directors
 - Relationship with management
 - Self-development of directors and development of executives
2. Performance assessment form of Sub-Committee by group cover 3 main categories;
 - Structure and qualifications of Sub-Committee
 - Sub-Committees meeting

- Roles, duties and responsibilities of Sub-Committee
3. Performance assessment form of Board of Directors and Sub Committee by individual (self-assessment) cover 3 main categories;
- Structure and qualifications of directors
 - Directors meeting
 - Roles, duties and responsibilities of directors

The method of scoring as a percentage from the full score of each item is as follows;

Over 90 %	= Excellent
81-89 %	= Very Good
66-80 %	= Good
50-65 %	= Fair
Under 50 %	= Needs Improvement

The performance assessment results of the Board of Directors and Sub-Committee In 2025

	Board-Committee Assessment		Individual Assessment	
	Scored	Rating	Scored	Rating
Board of Directors	95.42%	Excellent	95.54%	Excellent
Audit and Risk Management Committees	96.00%	Excellent	96.97%	Excellent
Nomination and Remuneration Committees	96.05%	Excellent	93.93%	Excellent
Sustainability and Corporate Governance Committee	97.22%	Excellent	94.69%	Excellent

The overall result of the 2025 Board Assessment indicates an average rating of Excellent for both the Board of Directors and Sub-Committee assessments, as well as the individual assessment. The Board of Directors will consider the assessment results to improve its performance in the future

Corporate governance of subsidiaries and associated companies

Corporate Governance of Subsidiaries and Joint Ventures

The company has a policy to invest in businesses that are either the same as or related to the company's current operations, in compliance with legal requirements and good corporate governance, with the aim of enhancing competitiveness and achieving stable, long-term performance. In considering investments, the company will analyze the feasibility of the investment, determine the appropriate proportion, estimate expected returns, and assess the company's financial status before making any investment decisions. All investments must be approved by the Board of Directors before proceeding.

To ensure effective oversight of the operations of subsidiaries and joint ventures, the company has established measures to monitor management both directly and indirectly, as follows:

1. The Board of Directors is responsible for appointing directors or executives of the company who possess the qualifications and experience relevant to the business, to serve as directors in subsidiaries or joint ventures, based

on the proportion of shares held in those companies, in accordance with applicable laws, regulations, and the guidelines set by the Capital Market Supervisory Board, the Securities and Exchange Commission (SEC), and the Stock Exchange of Thailand. Appointed directors are responsible for representing the company in establishing business policies that align with the company's policies and corporate governance.

2. The representative director of subsidiaries is responsible for disclosing the operating results and business performance continuously and consistently, reporting the results to the Board of Directors at regular intervals, as well as whenever there are significant changes to the financial position and operational performance. Additionally, they must ensure that accounting records are properly and accurately maintained, and that financial statements are prepared on time.

3. The representative directors of subsidiaries are required to ensure that the subsidiaries have appropriate and sufficient internal control systems, risk management, and anti-corruption measures in place, to ensure that the subsidiaries' operations comply with the company's policies, laws, regulations, and relevant guidelines.

4. Specify that the work systems in subsidiaries must be audited by the Internal Audit Office, and the results of the audit must be reported to the Audit and Risk Management Committee and the Board of Directors to ensure that the subsidiary operates in accordance with the established system.

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

Shareholder

The company emphasizes on being good representative of shareholders in business operating for building shareholders' satisfaction by considering on long term growth including good controlling system and good internal audit, transparent disclosure of information.

Reference link for Shareholder : <https://sustainability.globalhouse.co.th/en/document/viewer/58/corporate-governance-manual-and-code-of-conduct>

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Employee

The company will support potential development of human resource to maximize the benefit since the company realizes that employee is a part of main resource which is important in the organization's development to be growth. In order that, the company treats all employees equally, fairly, non-discrimination with giving appropriate compensation and welfares, conform with average compensation in the same business which include provident fund, activities encouragement for employees such as annual sports event, new year celebration activity, for employees to do activities together, maintain working environmental to be safety and sanitary as well as giving employees a chance to complain in case of any unfair actions as stipulated.

Reference link for Employee : <https://sustainability.globalhouse.co.th/en/document/viewer/77/compensation-and-benefits-policy>

Customer

The company has its intention to give good services and build customers' satisfaction by providing quality products and services, do business honestly and fairly with customers, both pre-sales and after-sales services. Moreover, the

Company has customer satisfaction survey including handling complaint or taking customer suggestions to adjust and develop services continuous and build good relationship in long term business with customers.

Guidelines to customers

- The company shall treat all customers equally with honest and fair.
- The company shall provide good products and quality services for customers.
- Executives and staffs must have knowledge and good understanding in the Company's products and services as well as giving product information correctly and completely to customers.
- Executives and Staffs must study and try to understand thoroughly customers needs before presenting products or services to customers to respond customers needs correctly. Furthermore, they must always attend to seek knowledge and collect work experience for more efficiency to increase customer satisfaction.
- Executives and Staffs must treat customers politely, respect customers with gentle verbal.
- Executives and staff must maintain a positive attitude toward customer service, prioritize service-mind, and perform their duties to the fullest, ensuring that services are valuable, effective, and contribute to overall service excellence.
- Executives and Staffs must respect decision and opinions of customers including not infringe personal right of customers.
- The company provides the department, system, or action process to listen to suggestions, opinions, or complaints about products or other services by taking such matters into consideration to improve and resolve quickly within appropriate time.

Business competitor

The company will compete ethically with competitors, avoiding unfair competition practices to harm competitors. In 2025, there were no disputes or complaints between the Company and commercial competitors.

Business partner

The company will treat suppliers with trading in good faith by holding fast to execution of a contract, commercial terms and commitment with suppliers to build good relationship in business beneficial to all parties. Furthermore, the company has established the policy and sustainable practical guidelines of suppliers, aim for its suppliers to comply accordingly. The company has stipulated the policy and practical guidelines to suppliers and disclosed information on the company website.

Creditor

The Company practices fairly towards creditors, complies with the agreements of contracts, manage loan follow the objective, control the repayment for capital and interest on due date including making a contract with creditors correctly and transparently according to the laws.

Government agencies

The Company operates its business with moral, transparency and complies with the regulations of laws.

Community and society

The Company gives an importance to maintain environment in community around the company by energy saving campaign including business operation not against the traditions or not cause of damages to society.

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

The Company has established Code of Conduct Manual and has annual review and revises regularly. There are operational principles regarding ethics for directors, executives, and all employees of the company and subsidiaries to

be guidelines in working, conducting, giving the importance for customers, having social responsibility, as well as community and environment, not engage in politics, respecting on all stakeholders including human rights as stipulated by laws, respect human rights, anti-corruption, non-infringement of intellectual property. The company has publicized the aforesaid manual to the directors, executives, and all employees of the company, has provided training courses for giving knowledge and understanding concerning the right practical guidelines in working, building awareness and indoctrination to employees to follow and participate in activities leads to the operations of the company proceeds with quality, morality, transparency, and accountability.

Reference link for the full version of business code of conduct : <https://sustainability.globalhouse.co.th/en/document/viewer/58/corporate-governance-manual-and-code-of-conduct>

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, Other guidelines related to business code of conduct

Prevention of Conflicts of Interest

The board of directors has determined conflict of interest policy on the principle that the consideration and approval of the business transaction must take into account for the best interests of the company and avoid any business / activity that may cause conflict of interest.

Practical guidelines

- Personal involved in any considered transaction must report to the company for any involvement in such transactions and must not be engaged in decisions and approval authority in such transactions.
- The audit committee shall present the related transactions and conflict of interest transactions to the board of directors with carefully and appropriate consideration.
- The company shall strictly comply with the criteria of the Stock Exchange of Thailand (SET) in pricing and any conditions with the person who may has conflict of interest as though the external person and submit the report within timeframe determinate by the Stock Exchange of Thailand (SET)
- The executives, employees, family and the person lived in the same company must not operate any business/activities that may cause conflict of interest with the company either directly or indirectly.
- The executives and employees must not be participated in their family or intimate person to operate any business/activities that may cause conflict of interest with the company either directly or indirectly. In order to avoid an impropriety as mentioned, shall disclose relationship with familys members or any persons who may lead to the conflict of interest and report in a written to the supervisor.

Anti-corruption

The board of directors aims for directors, executives, and employees realize to the importance of AntiCorruption in order to encourage the company to be well-organized, conduct its business efficiently and ethical for sustainability in business operation onward.

Practical Guidelines

1. The Company adheres to the Anti-Corruption policy to generally practice with practical guidelines as follows;
 - Company personnel must comply with the anti-corruption policy and must not engage in or be involved in corruption, whether directly or indirectly. Compliance with this anti-corruption policy shall be regularly reviewed, and the operating guidelines and requirements shall be continuously revised to ensure alignment with business changes, regulations, and legal requirements.
 - Company personnel and business representatives of the Company are prohibited from demanding, engaging in, or accepting corruption in any form, whether directly or indirectly, for the benefit of the company, themselves, or others (e.g., family, friends, acquaintances). This prohibition covers all businesses in all countries and all relevant entities, both public and private sectors, and prohibits any actions that would cause damage to the Company's reputation.
 - Company personnel must not ignore or overlook any suspected acts of corruption related to the Company. They are required to report such incidents to their supervisor or responsible person through the Company's specified channels and are expected to provide full cooperation in factfinding investigations.
 - The Company is committed to creating and maintaining a corporate culture rooted in that corruption is unacceptable, in any transactions with either public or private sectors.
 - The Company guarantees fair treatment and protection for any personnel who refuse to engage in corruption or report corruption related to the Company. The Company implements protection measures for whistleblowers or those cooperating in reporting corruption, as specified in the Corporate Governance Manual on the section of complaints and suggestions
 - The Company recognizes the importance of providing information and knowledge, and ensuring understanding among all external parties whose duties relate to the Company or who might impact it. This ensures their adherence to this Anti-Corruption Policy.
 - The Company establishes an assessment process for compliance with the Anti-Corruption Policy. The Internal Audit Office is tasked with monitoring and summarizing Anti-Corruption Policy compliance outcomes for presentation to the Audit and Risk Management Committee, thereby ensuring the policy's implementation receives proper response from all related persons.
 - The Company conducts corruption risk assessments and ensures the implementation of suitable and effective investigation process and internal control systems, encompassing processes, finance, accounting, and data recording, all subject to regular review.
 - The Company shall encourage its suppliers, contractors, other companies under the Company's controls, and business representatives, or any individuals acting on behalf of the Company in acknowledging the principles pursuant to this policy.
2. The Company communicates and publicizes Anti-Corruption Policy to the Company's directors, executives, and employees including all stakeholders to be aware of and practice through the Company's website.
3. The company provides communication channels for all stakeholders to directly communicate, complain, whistle-blowing in corruption or any acts may cause

Whistleblowing and Protection of Whistleblowers

Siam Global House Public Co., Ltd. operates under the principles of good corporate governance and business ethics. The company has established a Whistleblowing policy for reporting misconduct and complaints to uphold these standards. This policy provides a channel for employees and stakeholders to report actions violating laws, regulations, the code of conduct, or business ethics. It also addresses behaviors that may suggest corporate misconduct, fraud, corruption, or personal misconduct within the company. Additionally, the policy ensures protection and fairness for whistleblowers, information providers, and other relevant individuals, with appropriate measures taken to address any reported issues.

Procedures for handling whistleblowing reports

1. Receiving and Collecting Facts

Upon receiving a report of misconduct or complaint, the designated recipient shall notify the whistleblower through various channels (In case the whistleblower reveals their identity) and collect relevant facts, sending the matter to the investigation committee for further inquiry. The investigation process shall be completed within 45 days since the date of receiving the whistleblowing report or complaint

2. Verification of facts and actions taken against the accused.

The investigation committee is responsible for conducting fact-finding, processing, and filtering received information to assess impacts, and determines appropriate steps and methods for handling each case. They must report the findings of the investigation of reported misconduct or complaints to the audit committee and/or management committee to provide insights. The investigation and conclusion of facts must be completed within 45 days from the date of receiving the complaint or report of wrongdoing.

The audit committee reviews and summarizes the results of actions taken regarding complaints or reports of wrongdoing against the company's committee to consider penalties.

In this regard, actions following various fact-finding processes have been established to suspend violations or non-compliance with business ethics and mitigate damage to affected parties, taken into account the overall severity of the harm. This includes establishing necessary measures to protect complainants or whistleblowers and those who assist in fact-finding, who may face repercussions.

3. Summary and Reporting

The investigation committee reports the results of the consideration to the complainant or whistleblower (in cases where they reveal their identity) within 7 working days since the date of summarizing the results.

Measure to protect whistleblowers

1. Whistleblowers or complainants have the option to not disclose their identity if they believe it may affect their job duties or if they deem disclosure unsafe. In cases where the identity is disclosed to the company, the company will provide progress updates and disclose factual findings to the whistleblower.

2. The company will keep related information confidential, considering the safety and potential harm to whistleblowers. Protective measures have been established to safeguard whistleblowers or complainants and/or information providers and/or those who assist in fact-finding, ensuring protection from unfair practices such as job position changes, job nature alterations, workplace relocation, suspension, intimidation, work disruption, termination, resulting from the act of whistleblowing.

Reference link for Whistleblowing and Protection of Whistleblowers : <https://sustainability.globalhouse.co.th/en/document/viewer/35/whistleblowing-policy>

Prevention of Misuse of Inside Information

The board of directors has established maintaining Confidential Information policy and use of insider information for equality of all shareholders.

Practical Guidelines

- The board of directors has established the prevention measure to improperly use inside information by the related person inclusive of the executive directors, employees of the company group concerning the information (Inclusive of the spouse, underage child of such person) in using of inside information that has not yet been disclosed for securities trading in the period 30 days before the submission of financial statements to the SEC or before disclosure of such information to the public.
- The company defined the accounting & financial sector to be responsible for submission of financial statements and financial reports to the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC) respectively. Anyway, to ensure that the inside information of the company shall not be disclosed to the external persons before the appropriate time.
- Giving information to directors and executives regarding their duties to report the securities holding of the company to the Securities and Exchange Commission (SEC) according to the article 59 and the legal punishment by the Securities and Exchange Act B.E. 2535 and the SETs regulations.

- Executives and employees who are responsible for using the Company's inside information must be careful not to let others overhear, eavesdrop, wiretap, or audio record the inside information. In addition, they should not converse in public through mobile phones or converse with family members and close persons which may lead to dissemination of inside information to others.

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- Executives and employees must strictly manage, store and classify inside information according to the company's rules and regulations.

- Executives and employees shall not disclose the inside information of the company to unauthorized persons as stipulated by the regulations or business agreement, unless having received written approval from authorized persons and the responsible sector.

Money laundering prevention

The Company complies with laws related to anti-money laundering to prevent any individual from using the Company as a channel to transfer, conceal, or disguise the source of illegally obtained assets.

Practical Guidelines

- The Company shall conduct business only with suppliers who comply with laws and do not engage in conduct that may be considered money laundering. Company personnel must be cautious in selecting suppliers and thoroughly verify their backgrounds.

- Company personnel must prevent and monitor against any transfers to unknown accounts or acceptance of payments with irregular characteristics. Any suspicious transactions must be reported to a supervisor immediately.

- The Company shall promote awareness and understanding among its personnel regarding anti-money laundering.

Gift giving or receiving, entertainment, or business hospitality

The executives, employees, and intimated person shall not accept money, benefits, or anything from the person concerned company's business if the recipient has a biased mind or has the business relationship with the giver, it may cause damage to the company.

Practical Guidelines

- The executives, employees, and relatives shall not request or accept to join in any social activities, sports, reception or welcoming dinner, welcoming service gifts or incentives for their own or others from the person in business with the company.

- In unavoidable cases, the executives and employees may accept benefits or gifts for business advertisement or tradition if such benefits or gifts have a value not exceeding 3,000 Baht. However, if such benefits or gifts have a value more than 3,000 Baht, the executives and employees must inform in writing to their supervisor and take such gifts/benefits to the company.

- In case that the executives or employees are the representative of the company to join the dinner with suppliers, or travel to the seminar or training, and receive benefits/gifts with a value more than 3,000 Baht neither from sweepstakes, ballots or souvenirs, shall adhere to comply with the same condition as mentioned above.

- Expenses for welcoming dinner/reception services such as treat for a meal or beverage, sports and other expenses related to the business practices or business tradition must be in a reasonable manner and no impacts to decision-making in operations or causing conflict of interest and not against laws obligations according to the notification of the company.

Compliance with laws, regulations, and rules

The executives and employees must strictly perform their duties according to the laws related to the company's business and work regulations. Moreover, they should avoid any actions which affect negatively to the reputation of the company's business operation.

Practical Guidelines

- The executives and employees must not violate, disobey, neglect to the rules, regulations, notifications of the company, including lawful order and authorized supervisors.

- The executives and employees must not produce or possess illegal goods whether for their own use, for sell, or for other persons.

Reference link for Compliance with laws, regulations, and rules : <https://sustainability.globalhouse.co.th/en/document/viewer/58/corporate-governance-manual-and-code-of-conduct>

Page number of the reference link : 32

Information and assets usage and protection

The executives and employees shall maintain and use the companys property to be *extremely beneficial to the company only and not use illegal for their own benefit or others.*

Practical Guidelines

- The executives and employees must not take the companys property/asset for their own use, sell, give, borrow, lend or transfer without permission, whether such property have value or not or be in any conditions.
- The executives and employees must not intend to damage, sabotage, or destroy the companys property.
- The executives and employees must not use the companys property for their own benefit or external business, unless receiving permission from the supervisor.
- The executives and employees must help or strive for copyright, patent or protect trademark which are the intellectual property of the company.

Anti-unfair competitiveness

The company gives the importance in conducting its business with fairness according to the law, realizes to business ethics, benefits of customers and business partners, including fairness in competition with other entrepreneurs. So, that the company determines the following practical guidelines to executives and employees to do understand and comply.

Practical Guidelines

- To ensure that pricing for products and services of the company must not excessively lower than market price or lower than the cost as deemed pricing for eliminating the competitors to out of the market.
- Avoid any agreements with competitors, or other entrepreneurs in the manner of monopoly or reduce competition in the market
- Joint Venture, merger or Acquisition must be not considered to be monopoly or be unfair in competition.
- Avoid unfair trade practices or behavior of bargaining power using for setting conditions to limit opportunity or options of customers or behavior of market dominance.
- Avoid any agreements or contracts with foreign business person in the manner of monopoly market or limit opportunity in products or services selection of consumers in the country.

Information and IT system security

The Company provides information technology and communication systems to support business operations. Employees are required to use these resources responsibly and effectively to maximize benefits while avoiding causing negative effects on the Company and stakeholders. These systems must be safeguarded against data breeches, unauthorized access or misuse.

Practical Guidelines

- Executives and employees must use information technology systems and data within the system for the highest benefit of the Company, ensuring they avoid using such systems in ways that may infringe on others usage rights in matters unrelated to work or that may impair the systems operational efficiency.
- Executives and employees must not use information technology systems to access or send data with content that violates morality, is illegal, involves gambling, affects national security, infringes on the rights of others, causes disunity, disturbance or harm to others, destroys morale, or damages workplace relationships.

- Executives and employees must strictly comply with the Computer Crime Act and all relevant laws. They must also use computers, the Internet, and email responsibly, prioritizing the security of information technology systems, not infringing on the rights of others, avoiding causing damage or reputational harm, and saving the Company's reputation and image.

- Executives and employees must use computers and devices for business purposes, ensuring continuous and efficient operations, and must avoid personal use that could harm work efficiency or business operations.

- Executives and employees must not copy copyrighted software, install unauthorized software, or utilize pirated software. They must beware software installation on Company devices, and changes or modifications to system settings that may affect security. If there are any issues or detection of abnormal system usage, they must contact the IT (Information Technology) administrator under the Innovation & System Development Department only.

- Executives and employees must avoid opening files from unknown sources and using data storage devices that have been used with computers suspected of having viruses or other malicious software.

- Executives and employees must access systems strictly with their authorized permissions. They are responsible for keeping their passwords and must not allow others to use their login credentials. Passwords should be changed when deemed appropriate or when nearing expiration.

Environmental management

1. The company realizes to the importance of environment care in the community around the company including operate business not against to the tradition, or not cause damages to society.

2. The executives and employees shall participate in activities for public benefits in develop and service the society.

3. The executives and employees shall realize to participation in natural resource conservation and environment care including avoid any acts may cause danger or pollution to natural resource, environment and ecological.

4. The company operates business follow quality standard, realizes to the safety, occupation health, and energy management including promote to maximize and increase efficiency of energy using.

Human rights

The company supports and respects human rights principle and has intention to conduct its business without infringement of human rights. Thus, the company has established the following practical guidelines for protecting the infringement of human rights in all activities of the company

Practical Guidelines

- The company gives the importance and respects human rights by practices equally toward personnel, all stakeholders of the company without discrimination on physical different, gender, nationality, religion, social status, or political attitude.

- The company shall not do any act of liberty and rights violation of personnel, any personnel group including all stakeholders of the company neither directly or indirectly, for instance; violation on physical, verbal, abuse, threat, harassment, mortifying, sexual assault, indignity, etc.

- The company shall not use and not support all stakeholders of the company to use any form of illegal labor including child labor and other illegal labors.

- The company provides communications, publicizes the policies, and practical guidelines for human rights to all stakeholders in order to conduct business together with humanity, respecting human rights according to the company's policy.

- The company provides due diligence in respecting human rights for each operation process, shall not neglect to take action upon detecting an act of human rights violation. It is employees duties to notify the supervisors or responsible persons and the company also provides protection process for the person who report cases or complaints regarding human rights violation behavior through a protection procedure for those who report cases, complaints, as defined in the Code of Conduct Manual.

- The company determines the compliance assessment and identify risk for human rights violation and impacts. The objective for the company can set a plan and determine the resolutions and preventions guidelines of human rights violation. SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED Corporate Governance Manual 29

- The company has an organizational culture for employees to adhere to respect human rights as practical guidelines to enjoy a working life in a good and respectful environment. In addition, employees must perform their service duties with equivalent standard to customers by all genders, ages, races, religions with equality.

Safety and occupational health at work

The company gives the importance and be responsible to all company personnel to be always safe in working, healthy and live in the appropriate work environment. So that, the company has determined good practical guidelines to promote its conduct as follow;

Practical Guidelines

- The company gives the importance for safety, occupational health and work environment of employees by providing Employee safety manual, appointing various level of safety officers and forming the safety, occupational health and work environment committee.
- The company provides the training and publicizes information through intranet (Global Share) for building knowledge and comprehensive to the company personnel regarding rules, regulations, safety working standard, occupational health and work environment. Including the correctly practical guidelines and cautions together with determining employees to strictly comply.
- The company has established the accident protection system which may occur from working and prepared personal protective equipment including having regular improving and maintenance all tools and office spare to be in good and proper for working in order to reduce the risk or opportunity of injuries or accidents at work.
- The company gathers the information and keep the record of any injuries or accidents for route cause analysis to seek the resolution and preventing going forward.

Intellectual Property and Copyrights

The company has policy and practical guidelines regarding non-infringement of intellectual property by not support any act as deemed infringement of intellectual property or copyright as stipulated by intellectual property law. Anyhow, if the infringement is found, the company will take action rapidly according to the appropriate process to restrain such acts accused of infringement.

Practical guidelines

- The company use a copyrighted software computer.
- Has registered a trademark for House brand product to maintain benefits and protect the infringement from others.
- The companys employees shall respect the right in others intellectual property, do not use others work without their permission.
- Promotes employees to have knowledge and comprehensive regarding intellectual property law.

Promotion of compliance with the business code of conduct

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

The Board of Directors has set business ethics and code of conduct under the Core Values to serve as a model, scope, standard and behavior guidelines for the Companys personnel, including the Board of Directors, executives and employees at all levels, to perform their duties in corporate work. It also ensures that operations are conducted with

ethics, morality and integrity, building a corporate foundation and image as a sustainably growing organization. Hence the Company has documented its Code of Conduct in writing and disseminated it to its directors, executives and employees through the Company's website and internal communication channels Share Point.

In 2025, the Sustainability and Corporate Governance Committee reviewed and updated the Code of Conduct to incorporate provisions on Information Technology Security Management and Anti-Money Laundering, in alignment with the principles for establishing a code of conduct. The revised Code of Conduct was approved by the Board of Directors at Meeting No. 3/2025. During the year, no violations of the Company's Code of Conduct were found.

Communication, Training and Building Awareness

The Company is committed to conducting business with integrity, transparency, and accountability, and does not support or tolerate any form of corruption, whether direct or indirect. To align business operations with ethics, integrity, and morality, thereby building a strong foundation and safeguarding the Company's reputation, the Company provides proactive communications and knowledge-sharing through various channels to executives and employees at all levels, encouraging participation in good corporate governance, as follows:

- Training and assessment on the Company's Code of Conduct for employees at all levels.
- Training and communication videos on the Code of Conduct and Anti-Corruption Policy for new employees.
- Internal communications Channel through the SharePoint
- Self-learning through E-Learning and SkillHub systems

In 2025, the Company conducted Code of Conduct and Anti-Corruption training for a total of 12,342 employees. Employees at all levels were assessed on their knowledge and understanding both before and after the training.

Diagram of promotion of compliance with the business code of conduct



Participation in anti-corruption networks

Participation or declaration of intent to join anti-corruption networks : Yes

Anti-corruption networks or projects the company has joined or declared intent to join : Thai Private Sector Collective Action Against Corruption (CAC)

CAC membership certification status : Certified

Certification document of CAC membership status :

สัญลักษณ์CAC.jpeg

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, the Board of directors has developed and enhanced the Companys corporate governance system which summarizes details of major changes and developments as follows;

- According to the resolution of the Companys Board of Directors Meeting No. 3/2025, the review and revision of the Anti-Corruption Policy and the Code of Conduct were approved to ensure that the content is comprehensive, clear, and effective.
- Reviewed the Charter of the Board of Directors in accordance with corporate governance principles for listed companies, as approved by the Board of Directors Meeting No. 5/2568.
- Reviewed and revised the Charter of the Audit and Risk Management Committee to ensure clarity and effectiveness, as approved by the Board of Directors Meeting No. 5/2568.
- Reviewed and revised the Human Rights and Labor Practices Policy.
- Reviewed and revised the Supplier Code of Conduct.

Implementation of the CG Code for listed companies

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

The Board of Directors places great importance on the Good Corporate Governance Code for Listed Companies 2017, as stipulated by the Securities and Exchange Commission (SEC). The Board has approved a review and revision of the Companys Corporate Governance and Business Ethics Manual to ensure it remains up to date and aligned with the new principles, as well as appropriately adapted to the Companys business operations in 2025. The Company has complied with the CG Code, except for the following:

1. The Chairman of the board is not an independent director, as the Companys business is complex and requires a leader with extensive capability, experience, and in-depth understanding of retail business. Although the Chairman is not an independent director, but he has performed duties with fairness and transparency, and the company has an internal control system and mechanisms to ensure proper checks and balances. These are founded on the principles of good corporate governance, ensuring that all actions are carried out with due consideration for the interests of all stakeholders.
2. The Company has one independent director whose tenure has exceeded nine years from the date of initial appointment, Dr. Vongsak Swasdipanich. Because of he is extensive knowledge and expertise in corporate governance, audit and risk management, and the retail business. Over the years, he has provided valuable advice both in his capacity as an independent director and as a member of the Audit and Risk Management Committee.

Other corporate governance performance and outcomes

The company has reviewed and operated to regularly enhance and improve its policy and a practical guideline follows the good corporate governance principle annually. The objective for keeping standard according to the corporate governance principles in the country and international level namely good corporate governance principles for listed companies as stipulated by the Securities and Exchange Commission and the Stock Exchange of Thailand, Corporate Governance Report of Thai Listed Companies (CGR), by the Thai Institute of Directors Association (IOD).

The company has been evaluated and awarded regarding corporate governance as below;

1. The Company was to be selected as a member of the S&P Global Sustainability Yearbook 2025 for the second consecutive year in the retail industry. This recognition, based on an evaluation by S&P Global, a globally trusted rating organization, affirms the companys commitment to conducting business with a focus on sustainability and responsibility towards society and the environment.
2. The Company has received the ASEAN Asset Class PLCs Award for the first time from the ASEAN Corporate Governance Scorecard (ACGS) assessment. This award recognizes the Company as a listed company in the ASEAN region with good corporate governance and responsibility for social and environmental issues, supporting sustainable growth across the entire value chain.
3. The company has received the highest AAA rating in the SETESG Ratings 2025, conducted by the Stock Exchange of Thailand, marking the fifth consecutive year theCompany has been included in the SET ESG Ratings.
4. The Company received an excellent (5rating in the Corporate Governance Report (CGR) assessment, ranking among the Top Quartile of listed companies with a market capitalization between THB 30,001- 100,000 million, organized by the Thai Institute of Directors Association (IOD) and the Securities and Exchange Commission (SEC).
5. The Company achieved a perfect score of 100 points (5 medals) in the AGM Checklist assessment for 2025, being rated as Excellent and Exemplary for the seventh consecutive year in the evaluation of the quality of annual general meetings of listed companies, conducted by the Thai Investors Association.
6. The Company received the Thailand's Best Managed Companies award, which recognizes companies with outstanding performance in the industry, excellent management, and sustainable growth.
7. The Company was certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC).
8. The Company received the Thailand Digital Excellence Award in End-to-End Customer Experience, recognizing the success in leveraging digital technologies to enhance the customer experience across all service touchpoints.
9. The Company received the Best Payments and Collections Solution award for the successful development of Digital QR Solutions in collaboration with Krungsri Ayudhya Bank, aimed at enhancing payment system standards across nationwide distribution channels and online platforms.

Corporate Governance Structure

Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2025

Corporate governance structure diagram



As 31 December 2025

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)
Total directors	10		10		10	
	10	0	10	0	10	0
Executive directors	2		2		2	
	2	0	2	0	2	0
Non-executive directors	8		8		8	
	8	0	8	0	8	0
Independent directors	4		4		4	
	4	0	4	0	4	0
Non-executive directors who have no position in independent directors	4		4		4	
	4	0	4	0	4	0

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	100.00	0.00	100.00	0.00	100.00	0.00
Executive directors	20.00		20.00		20.00	
	20.00	0.00	20.00	0.00	20.00	0.00
Non-executive directors	80.00		80.00		80.00	
	80.00	0.00	80.00	0.00	80.00	0.00
Independent directors	40.00		40.00		40.00	
	40.00	0.00	40.00	0.00	40.00	0.00
Non-executive directors who have no position in independent directors	40.00		40.00		40.00	
	40.00	0.00	40.00	0.00	40.00	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	62		63		64	
	62	0	63	0	64	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. APISIT RUJIKATKAMJORN</p> <p>Gender: Male</p> <p>Age : 80 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Master of Engineering</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesnt Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p>	<p>Chairman of the board of directors</p> <p>(Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	26 Feb 2008	<p>Engineering, Risk Management, Strategic Management, Information & Communication Technology, Construction Materials</p>
<p>2. Mr. NITHI PATARACHOKE</p> <p>Gender: Male</p> <p>Age : 62 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Finance</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesnt Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p>	<p>Director</p> <p>(Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	23 Nov 2012	<p>Construction Materials, Finance, Engineering, Risk Management, Strategic Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Dr. VONGSAK SWASDIPANICH Gender: Male Age : 74 years Highest level of education : Doctoral degree Study field of the highest level of education : Public Affairs Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	10 May 2016	Law, Risk Management, Strategic Management, Economics

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Mr. WITTOON SURIYAWANAKUL</p> <p>Gender: Male</p> <p>Age : 67 years</p> <p>Highest level of education : Honorary 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>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years^(*) : Doesnt Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	10 May 2017	<p>Construction Materials, Information & Communication Technology, Corporate Management, Strategic Management, Risk Management</p>
<p>5. Mr. PARAMATE NISAGORNSEN</p> <p>Gender: Male</p> <p>Age : 58 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Finance</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years^(*) : Doesnt Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p>	<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>	9 Nov 2018	<p>Finance, IT Management, Engineering, Risk Management, Strategic Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Mr. PAIROJ JUARPRATHOOM</p> <p>Gender: Male</p> <p>Age : 68 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Public Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesnt Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p>	<p>Director (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>	23 Apr 2019	Law, Accounting, Finance, Risk Management
<p>7. Mr. BOONCHAI PITUGDAMRONGKIJJA</p> <p>Gender: Male</p> <p>Age : 71 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Management</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesnt Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p>	<p>Director (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>	23 Apr 2019	Economics, Finance, Risk Management, Audit, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
<p>8. POL. GEN. KAWEE SUPANUN</p> <p>Gender: Male</p> <p>Age : 67 years</p> <p>Highest level of education : Doctoral 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>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years^(*) : Doesnt Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p>	<p>Director (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>	23 Apr 2019	Law, Risk Management
<p>9. Mr. KRIANGKAI SURIYAWANAKUL</p> <p>Gender: Male</p> <p>Age : 37 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Logistics & Supply Chain</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years^(*) : Doesnt Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	30 Oct 2021	Transportation & Logistics, Procurement, Governance/ Compliance, Risk Management, Construction Materials

List of directors	Position	First appointment date of director	Skills and expertise
10. Mr. WIROAT RATTANACHAISIT Gender: Male Age : 55 years Highest level of education : Bachelor'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 ^(*) : Doesnt Have DAP course : Yes DCP course : Yes	Director (Non-executive directors) Authorized directors as per the companys certificate of registration : No Type of director : Existing director	23 Nov 2022	Risk Management, Strategic Management

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 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
Total (persons)		2	8	4	4	4

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. APISIT RUJIKATKAMJORN	Chairman of the board of directors		✓		✓	✓
2. Mr. NITHI PATARACHOKE	Director		✓		✓	
3. Dr. VONGSAK SWASDIPANICH	Director		✓	✓		
4. Mr. WITON SURİYAWANAKUL	Director	✓				✓
5. Mr. PARAMATE NISAGORSEN	Director		✓		✓	✓
6. Mr. PAIROJ JUARPRATHOOM	Director		✓	✓		
7. Mr. BOONCHAI PITUGDAMRONGKIJJA	Director		✓	✓		
8. POL. GEN. KAWEE SUPANUN	Director		✓	✓		
9. Mr. KRIANGKAI SURİYAWANAKUL	Director	✓				✓
10. Mr. WIROAT RATTANACHAISIT	Director		✓		✓	
Total (persons)		2	8	4	4	4

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	2	20.00
2. Construction Materials	4	40.00
3. Transportation & Logistics	1	10.00
4. Information & Communication Technology	2	20.00
5. Law	3	30.00
6. Accounting	1	10.00
7. Finance	4	40.00
8. Procurement	1	10.00
9. IT Management	1	10.00
10. Corporate Management	1	10.00
11. Engineering	3	30.00
12. Strategic Management	6	60.00
13. Risk Management	10	100.00
14. Audit	1	10.00
15. Governance/ Compliance	2	20.00

Information about the other directors ^{(*)(**)}

	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	-	No	No
The chairman of the board and the highest-ranking executive are from the same family	No	No	No

	2023	2024	2025
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	No	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 : Doesnt Have
board of directors and the Management

Information on the roles and duties of the board of directors

Board charter : Have

The company's board of directors plays a crucial role in driving the organization. They have responsibilities in defining strategies and policies for the company's business operations, as well as overseeing the management of the company to align with its objectives and goals, creating maximum benefits for the company and shareholders based on social responsibility. They consider the environmental impact, act ethically to all stakeholders under corporate governance policy, and Anticorruption policy. They operate within the framework of laws, objectives, regulations, and resolutions of the shareholder meetings, with responsibility, accuracy, and honesty.

Reference link for the board charter : <https://sustainability.globalhouse.co.th/en/document/viewer/95/charter-of-the-board-of-directors>

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

The Nomination and Remuneration Committee

Role

- Remuneration
- Others
- Nomination Practices

Scope of authorities, role, and duties

Nomination Practices

1. To Consider suggest the structure, size, and compositions of the Board of Directors and Subcommittee properly with the size, type and complication of business.
2. To establish the procedure and criteria in recruitment and selection of the appropriate qualified person to take a position of director and subcommittee with considering to the diversity of committee in knowledge, skill, experience, special ability relates to the business and beneficial to the company, for presenting to the Board of Directors and/or the Shareholders Annual General Meeting for approval.
3. Consider the qualifications of the person who will be appointed to be an independent director to be suitable with the companys nature and having independence as stipulated by the criteria of the Securities Exchanges and Commission (SEC) the Stock Exchange of Thailand.
4. Control and monitor to arrange the directors development plan to build and develop knowledge, skill to the companys directors lead to having understanding in roles and duties of directors, knowledge about the companys business including arranging Board Skill Matrix for considering the diversity of directors to be appropriate with the companys business operation.
5. Control and monitor to arrange the orientation and give documents beneficial to the performance of new appointed directors including encouraging the directors to obtain training course Director Accreditation Program (DAP) of Thai institute of Directors for understanding in directors roles and duties.
6. Arrange and review the succession plan of the Chief Executive Director and top executives for preparing the successor in case of retirement by the Chief Executive Director and top executives or being unable to perform their duties, for continuously proceed the management of the company.

Remuneration Practices

1. Consider the form and criteria for remuneration of directors and subcommittee such as regularly compensation, bonus, attendance fee, and any compensation in other forms both monetary and non-monetary in proper and sufficient level, to persuade and maintain the quality directors by comparing with other companies in the same nature to present to the Shareholders Annual General Meeting for approval.
2. Consider the form and criteria for remuneration of Chief Executives Officer by considering to the appropriateness, sufficiency and fairness in order to create additional value with sustainability to the company and maintain the competent directors to be with the company, to present the Board of Directors meeting for approval.
3. Consider establishing the subject and criteria in annual performance appraisal of the Chief Executives Officer, including consider the performance appraisal for specifying the compensation in fair and appropriate rate before presenting to the Board of Directors for approval.

Other Practices

1. Perform any other duties related to the nomination and remuneration as assigned by the Board of Directors.
2. Consider to review the Nomination and Remuneration Committee Charter as necessary and appropriate.

Reference link for the charter

<https://sustainability.globalhouse.co.th/en/document/viewer/93/nomination-and-remuneration-committee-charter>

Sustainability and Corporate Governance Committee

Role

- Corporate governance

- Sustainability development
- Climate-related risks and opportunities governance

Scope of authorities, role, and duties

Sustainability

1. Consider and determine the goal, policy, strategy, along with sustainability development operation plan, in accordance with business operation in economic, social, and environmental aspects, under the corporate governance principle.
2. Control the compliance to the policy, strategy, sustainability development operation plan, through the working group who has been assigned.
3. Control the disclosure of sustainability development information of the Company to stakeholders in form of 56-1 One Report and Sustainability Report.
4. Corporate with Risk Management working group to evaluate the risk management and mitigation in regard to the sustainability development, including conducting the Materiality Maps.
5. Consider, determine, review, and adjust the Climate Change strategy, including manages risk and likelihood from climate change according to the compliance to the Climate Change strategy.
6. Consider, determine, review, and adjust the policy of Corporate Social Responsibility: CSR, to present to the Board of Directors to consider approve, including control the compliance to the Corporate Social Responsibility: CSR policy.

Corporate Governance

1. Consider, determine, review, and adjust the policy, corporate governance manual, business ethics, and code of conduct, to be in accordance with regulations of government sectors and organizations in charge of corporate governance. In order to present to the Board of Directors to consider approve, including control the compliance to such corporate governance manual, business ethics, and code of conduct
2. Consider, determine, review, and adjust the policy and practice guidelines regarding Anti-Corruption, to present to the Board of Directors to consider approve, including control the compliance to such policy and practice guidelines regarding Anti-Corruption.

Others

1. Perform others as deem appropriate to achieve the set goal of sustainability and corporate governance development of the Company or as assigned by the Board of Directors

Reference link for the charter

<https://sustainability.globalhouse.co.th/en/document/viewer/94/charter-of-sustainability-and-corporate-governance-committee>

Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
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List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mr. PAIROJ JUARPRATHOOM^(*)</p> <p>Gender: Male Age : 68 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 Expertise in accounting information review : Yes</p>	<p>Chairman of the audit committee (Non-executive directors, Independent director)</p> <p>Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p>	23 Apr 2019	Law, Accounting, Finance, Risk Management
<p>2. Dr. VONGSAK SWASDIPANICH</p> <p>Gender: Male Age : 74 years Highest level of education : Doctoral degree Study field of the highest level of education : Public Affairs Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No</p>	<p>Member of the audit committee (Non-executive directors, Independent director)</p> <p>Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p>	10 May 2016	Law, Risk Management, Strategic Management, Economics
<p>3. Mr. BOONCHAI PITUGDAMRONGKJA</p> <p>Gender: Male Age : 71 years Highest level of education : Doctoral degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No</p>	<p>Member of the audit committee (Non-executive directors, Independent director)</p> <p>Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p>	23 Apr 2019	Economics, Finance, Risk Management, Audit, Governance/ Compliance

Additional explanation :

(*) Directors with expertise in accounting information review

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

List of executive committee members

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

Other Subcommittees

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

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
1. Mr. WITON SURIYAWANAKUL Gender: Male Age : 67 years Highest level of education : Honorary degree Study field of the highest level of education : Economics Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chairman of the Executive Committee (The highest-ranking executive)	10 May 2017	Construction Materials, Information & Communication Technology, Corporate Management, Strategic Management, Risk Management

List of executives	Position	First appointment date	Skills and expertise
<p>2. Mrs. Warunee Suriyawanakul Gender: Female Age : 65 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : Secondary school Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	Vice CEO - Human Resource	26 Feb 2008	Human Resource Management
<p>3. Ms. Chutikan Srisaengchan^(*) Gender: Female Age : 56 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : No</p>	Vice CEO - Accounting and Financial	23 Nov 2012	Commerce, Accounting, Finance, Fund Management, Data Analysis

List of executives	Position	First appointment date	Skills and expertise
<p>4. Mr. KRIANGKAI SURIYAWANAKUL</p> <p>Gender: Male</p> <p>Age : 37 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Logistics & Supply Chain</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>	Vice CEO	30 Oct 2021	Transportation & Logistics, Procurement, Governance/ Compliance, Risk Management, Construction Materials
<p>5. Mr. Anavat Suriyawanakul</p> <p>Gender: Male</p> <p>Age : 65 years</p> <p>Highest level of education : Below a bachelor's degree</p> <p>Study field of the highest level of education : -</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>	Vice CEO - Inventory Management and Marketing	26 Feb 2008	Commerce, Digital Marketing

List of executives	Position	First appointment date	Skills and expertise
<p>6. Mr. Yuttana Suriyawanakul Gender: Male Age : 54 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</p>	Vice CEO Investor Relations	23 Nov 2012	Engineering, Business Administration
<p>7. Mr. Piphop Vasanaarchasakal Gender: Male Age : 55 years Highest level of education : Bachelor's degree Study field of the highest level of education : Humanities Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	Vice CEO - Business Development	11 Dec 2017	Human Resource Management

List of executives	Position	First appointment date	Skills and expertise
8. Mr. Khemchat Sungkakam Gender: Male Age : 43 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Vice CEO - Innovation & System Development	11 Dec 2017	Engineering
9. Mr. Isara Rujikeatkamjorn Gender: Male Age : 46 years Highest level of education : Master's degree Study field of the highest level of education : MBA Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Vice CEO	4 Oct 2018	Engineering, Business Administration

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 diagram of the highest-ranking executive and the next four executives from the top executive

Remuneration policy for executive directors and executives

The Board of Directors has established a policy on remuneration for Chief Executive Officer (CEO) and top executives with fairness, aligning with their duties and responsibilities, and the Company's goals and objectives in both long-term

and short-term. This is based on the disclosed remuneration information from peer companies of comparable size within the industry, ensuring substantial amount to retain the qualified CEO and top executives. In addition, an annual performance assessment is conducted with the following factors:

- The Companys performance evaluation based on specific key performance indicators
- Performance benchmarking against industry peers
- Business development and operational efficiency optimization

The Companys processes the remuneration assessment with fairness and transparency. The short-term remuneration includes salary, bonus and other benefits, while the long-term remuneration consists of provident funds and retirement compensation.

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

The Board of Directors has established a policy on remuneration for Chief Executive Officer (CEO) and top executives with fairness, aligning with their duties and responsibilities, and the Companys goals and objectives in both long-term and short-term. This is based on the disclosed remuneration information from peer companies of comparable size within the industry, ensuring substantial amount to retain the qualified CEO and top executives.

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2023	2024	2025
Total remuneration of executive directors and executives (baht)	75,016,800.00	75,153,100.00	76,639,384.50

Other remunerations of executive directors and executives

	2023	2024	2025
Companys contribution to provident fund for executive directors and executives (Baht)	1,550,630.00	1,705,198.00	2,010,507.00
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	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. Mrs. Supat Sutti	supat@globalhouse.co.th	0898619696

List of the company secretary

General information	Email	Telephone number
1. Ms. Siriwan Na-Nan	siriwan.n@globalhouse.co.th	-

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Ms. Siriwan Na-Nan	siriwan.n@globalhouse.co.th	-

List of the head of the compliance unit

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. Mr. Yuttana Suriyawanakul	IR@globalhouse.co.th	-

Company's auditor

Details of the companys auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
M.R. & ASSOCIATES COMPANY LIMITED SUITE # 706, CHAOPHYA TOWER 89, SOI WAT SUAN PLU,NEW ROAD BANG RAK BANG RAK Bangkok 10500 Telephone number +66 2630 7500	4,400,000.00	-	1. Ms. MUNTANA SUPANURUK Email: Muntana@mrassociates.co. th Telephone number: +66 2630 7500 License number: 4151 2. Mr. AKADET PLIENSAKUL Email: methee@mrassociates.co. th Telephone number: +66 2630 7500 License number: 5389 3. Ms. KORNTHIP WANICHWISEDKUL Email: methee@mrassociates.co. th Telephone number: +66 2630 7500 License number: 6947

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

1. The Board of Directors determined a good corporate governance policy in order to be guideline. As well as defined the roles, duties and responsibilities of the Board of Directors.
2. The Board of Directors determined a Code of Conduct and published on website by being as an honest policy for directors, executives and employees that must comply with the requirements.
3. The company's board of directors has clearly defined the vision and mission of the company to serve as a guiding framework for employees in achieving the specified goals. The board of directors reviews the vision and mission on an annual basis. And in the year 2025, it has been considered and deemed appropriate to maintain them unchanged.
4. The Board of Directors has approved the strategic plans and reviewed on an annual basis to be in line with the current economic. The management is the operator and reports the performance to the Board of Directors on a quarterly basis.

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. PAIROJ JUARPRATHOOM	Director	23 Apr 2019	Law, Accounting, Finance, Risk Management
Mr. BOONCHAI PITUGDAMRONGKIJA	Director	23 Apr 2019	Economics, Finance, Risk Management, Audit, Governance/ Compliance
POL. GEN. KAWEE SUPANUN	Director	23 Apr 2019	Law, Risk Management

List of newly appointed director to replace the ex-director

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

Selection of independent directors

Criteria for selecting independent directors

Selection and Nomination of Independent Directors

Regarding independent directors nomination, the company determines selection criteria for an appropriate individual in accordance with the Company nomination procedure to be nominated as the Director, consists of qualifications of independent directors referring to the Company's definition of independent directors as same as the SEC and SET regulations.

Independent Directors qualification

1. Holding shares not exceeding 1% of total number of shares with voting rights of the company, including shares held by related persons of such independent director.
2. Neither being nor used to be an executive director, employee, advisor who receives salary, or controlling person of the Company during two years previously, unless such person was a former government official or an advisor to a government agency that is a major shareholder or a controlling person of the Company, even if the period of separation is less than two years.
3. Not being a person related by blood or legal registration with the directors and executives.
4. Never had a business relationship with the company or being a significant major shareholder or controlling person of juristic person having a trading transaction with the company with its value from 20 million baht or more, or from 3% of total tangible assets value (NTA) whichever amount is lower in past 2 years before appointment.
5. Not a person who is an auditor of the Company, the Parent Company, a Subsidiary, a Joint/Associated Company, a Major Shareholder or an Entity with Controlling Authority, and, not a Significant Shareholder within 2 years prior to be appointed as an Independent Director.
6. Not a person rendering any professional service or a Significant Shareholder, an Entity with Controlling Authority over the Company or a partner to such professional service provider who receives service fees exceeding two million Baht during the previous 2 years. *In case, a person being unqualified from No.4 and No. 6, can be an independent director if only the board of directors shows that the board has considered the issue in accordance with the Section 89/7 under Securities & Exchange Act B.E. 2535 regulation and found that there is no interference in the independent opinion, and the following information shall be disclosed in the notice of shareholders meeting under the agenda considering the appointment of Independent Director.
7. Not a person who is nominated to be the representative of directors, major shareholders, or any other related person to major shareholders.
8. Do not operate the same and competitive business with the business of the company, or its subsidiaries, or holds shares for more than 1% of the total shares, or is not an executive director, employee, staff, advisor who receives salary, an Entity with Controlling Authority over the mentioned business.
9. Is not any otherwise which is unable to have the independent opinion regarding the business operation of the company.
10. An independent director can be an independent director for affiliates of the company but the audit director has been prohibited to be a director for the parent company, a Subsidiary, or a subsidiary listed company.
11. After being appointed as the independent director, such independent director may be assigned by the Board of Directors to make decision in respect of collective decisions involving the business of the Company, the Parent Company, a Subsidiary, a Joint venture / Associated Company, a Subsidiary of Equal Level, a Major Shareholder or an Entity with Controlling Authority, where it will not be deemed that such Independent Directors are Directors involved with the administration.

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

Number of directors from each group of major shareholders over the past year (persons) : 2

Rights of minority shareholders on director appointment

The selection of individuals to be appointed as directors must go through the nomination process of the Nomination and Remuneration Committee and be approved by the shareholders meeting. The Company provides opportunities for all shareholders to nominate individuals for consideration as directors. Nominations can be submitted through the company's website, and the voting for the election of directors is conducted using individual ballots, with the following criteria and procedures:

1. Each shareholder has the vote equivalent to one vote per one share held
2. Each shareholder shall use all his/her voting rights under No. 1 to elect one person or more as the Director, but is not capable to share his/her varied voting rights to any person.
3. The person who receives the highest votes in a descending order would be elected as directors accordingly to the number of Directors allowed in such meeting. In the event of any person who has been elected in the lower order received equal votes but there will be over the number of allowances, the Chairman of such meeting shall have a casting vote.

Method of director appointment : Method by which shareholders can divide their votes among candidates in accordance with the Public Limited Companies Act (Cumulative voting)

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

Qualifications, knowledge, or experience	Skill and expertise
<p>The company has appointed the Nomination and Remuneration Committee to consider and nominates candidates for directorship by considering the criteria from business and strategy of the company for determining the qualifications in accordance with business operation strategy. Considering the requisite qualifications and establishing Board Diversity policy considering by skills, competency, expertise, knowledge and ability in particular fields related to the business of the Company without restrictions on age, gender, region, or any restrictions. The company also considers by knowledge, competency and experiences related to the business to be in accordance with the business operation strategy by selecting those from the director pool database from Thai Institute of Director (IOD).</p> <p>In any event, the appointed directors or executives of the company shall be qualified according to the Public Limited Companies Act B.E.2535 and relevant laws and regulations.</p>	<p>Commerce, Law, Accounting, Leadership, Risk Management</p>

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

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. APISIT RUJIKATKAMJORN (Chairman of the board of directors)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2012: Director Certification Program (DCP) • 2004: Director Accreditation Program (DAP) Other <ul style="list-style-type: none"> • 2011: The Role of Chairman Program • 2008: Audit Committee Program • 2006: Understanding the Fundamental of Financial Statements Program (UFS) • 2005: Finance for Non-Finance Director
2. Mr. NITHI PATARACHOKE (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2017: Director Accreditation Program (DAP)
3. Dr. VONGSAK SWASDIPANICH (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2017: Director Accreditation Program (DAP)
4. Mr. WITON SURIYAWANAKUL (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2008: Director Accreditation Program (DAP)
5. Mr. PARAMATE NISAGORNSEN (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2018: Director Accreditation Program (DAP)
6. Mr. PAIROJ JUARPRATHOOM (Director, Independent director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2019: Director Accreditation Program (DAP)

List of directors	Participation in training in the past financial year	History of training participation
7. Mr. BOONCHAI PITUGDAMRONGKHA (Director, Independent director)	Participating	Thai Institute of Directors (IOD) • 2015: Financial Statements for Directors (FSD) • 2012: Advanced Audit Committee Program (AAP) • 2012: Director Certification Program (DCP) Other • 2014: Chartered Director Class
8. POL. GEN. KAWEE SUPANUN (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) • 2016: Director Accreditation Program (DAP)
9. Mr. KRIANGKAI SURIYAWANAKUL (Director)	Non-participating	Thai Institute of Directors (IOD) • 2021: Director Accreditation Program (DAP)
10. Mr. WIROAT RATTANACHAISIT (Director)	Non-participating	Thai Institute of Directors (IOD) • 2022: Director Certification Program (DCP) • 2022: Ethical Leadership Program (ELP) • 2019: Director Accreditation Program (DAP)

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

The Company conducts annual assessments of the Board of Directors, sub-committees, and executives by assessment in 3 forms such as Board of Directors Assessment form, Sub-Committee Assessment form and Individual Assessment form. The Company's secretary sent assessment form to all directors to assess the performance of the Board of Director and Sub-Committee. Then the secretary collected and summarize the performance assessment before submit to the chairman, which has criteria of performance assessment be in line with the Stock Exchange of Thailand as follows;

1. Performance assessment form of Board of Directors by group cover 6 main categories;
 - Structure and qualifications of the Board of directors

- Roles, duties and responsibilities of the Board
 - Board of Directors meetings
 - Performances of the duties of directors
 - Relationship with management
 - Self-development of directors and development of executives
2. Performance assessment form of Sub-Committee by group cover 3 main categories;
- Structure and qualifications of Sub-Committee
 - Sub-Committees meeting
 - Roles, duties and responsibilities of Sub-Committee
3. Performance assessment form of Board of Directors and Sub Committee by individual (self-assessment) cover 3 main categories;
- Structure and qualifications of directors
 - Directors meeting
 - Roles, duties and responsibilities of directors

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

The overall result of the 2025 Board Assessment indicates an average rating of Excellent for both the Board of Directors and Sub-Committee assessments, as well as the individual assessment. The Board of Directors will consider the assessment results to improve its performance in the future

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

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Board of Directors	Group assessment	95.42%	100%
	Self-assessment	95.54%	100%
	Cross-assessment (assessment of another director)	None	None
The Nomination and Remuneration Committee	Group assessment	96.05%	100%
	Self-assessment	93.93%	100%
	Cross-assessment (assessment of another director)	None	None

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Sustainability and Corporate Governance Committee	Group assessment	97.22%	100%
	Self-assessment	94.69%	100%
	Cross-assessment (assessment of another director)	None	None

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

The Nomination and Remuneration Committee will assess performance of executives by considered from business operation result, business operation according to the Board of Directors policy, abilities to business development and improving the business operation efficiency yearly. With the overall of economic and social situation that have criteria according to the Stock Exchange of Thailand by separate 3 parts as follows;

1. Progressive of Business Plans
2. Performance Measurement
3. CEO Development

Regarding the assessment performance result for Chief Executive Officer of the year 2025 indicates an average rating of Excellent. Anyway, the assessment result will be considered and determined to increase the remuneration of Chief Executive Officer and approved by the board of directors.

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 : 6
past year (times)
Date of AGM meeting : 08 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. APISIT RUJIKATKAMJORN (Chairman of the board of directors)	6	/	6	1	/	1		/	
2. Mr. NITHI PATARACHOKE (Director)	6	/	6	1	/	1		/	
3. Dr. VONGSAK SWASDIPANICH (Director, Independent director)	6	/	6	1	/	1		/	
4. Mr. WITON SURIYAWANAKUL (Director)	6	/	6	1	/	1		/	
5. Mr. PARAMATE NISAGORSEN (Director)	6	/	6	1	/	1		/	
6. Mr. PAIROJ JUARPRATHOOM (Director, Independent director)	6	/	6	1	/	1		/	
7. Mr. BOONCHAI PITUGDAMRONGKJA (Director, Independent director)	6	/	6	1	/	1		/	
8. POL. GEN. KAWEE SUPANUN (Director, Independent director)	6	/	6	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)
9. Mr. KRIANGKAI SURIYAWANAKUL (Director)	6	/	6	1	/	1		/	
10. Mr. WIROAT RATTANACHAISIT (Director)	6	/	6	1	/	1		/	

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. APISIT RUJIKATKAMJORN (Chairman of the board of directors)	6/6 (100.00%)	1/1 (100.00%)	N/A
2. Mr. NITHI PATARACHOKE (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
3. Dr. VONGSAK SWASDIPANICH (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
4. Mr. WITON SURIYAWANAKUL (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
5. Mr. PARAMATE NISAGORNSEN (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
6. Mr. PAIROJ JUARPRATHOOM (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
7. Mr. BOONCHAI PITUGDAMRONGKIJJA (Director)	6/6 (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
8. POL. GEN. KAWEE SUPANUN (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
9. Mr. KRIANGKAI SURIYAWANAKUL (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
10. Mr. WIROAT RATTANACHAISIT (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
Average meeting attendance rate	100.00%	100.00%	N/A

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

The policy for remuneration of the Board of Directors and Sub-Committee

The Nomination and Remuneration Committee shall consider to determine fairly and properly the format and criteria of remuneration for the board of directors and sub-committee by comparing with other companies in same business, scope of authority, responsibilities, expected benefits from each director, and performance appraisal of directors both group committee and individuals, operating results of the company in each year, and presenting opinions to the Board of Directors in order to consider presenting to the shareholders meeting for consideration to approve onwards.

1. 1. Cash Remuneration

Directors remuneration is the remuneration for giving advice to employees of the company and attendance fee for each meeting. The company use the remuneration criteria as same as other companies in the same industry. The resolution of the Annual General Meeting of Shareholders 2025 on 8 April, 2025 approved the remuneration for the directors with amount of not exceeding Baht 24,000,000. The directors remuneration consists of the monthly remuneration only directors who are not employees of the Company, attendance fee of all director committees and bonus at the rate of 0.70% of dividend paid to shareholders. Details of remuneration payment for the Board of Directors and sub-committee for the year 2025 are as follows;

Monthly Remuneration	
The Chairman	70,000 Baht/person/month
Director	35,000 Baht/person/month
Attendance fee for the Board of director	
The Chairman	40,000 Baht/person/time
Director	35,000 Baht/person/time
Attendance fee for the Sub Committee*	
The Chairman	30,000 Baht/person/time
Director	25,000 Baht/person/time

Remark: * The Sub-committee consists of audit and risk management committee, nomination and remuneration committee and Sustainability and Corporate Governance Committee.

1. 2.thier Remuneration

Directors will receive annual health check-up and medical benefits not exceeding 100,000 THB per person per year. These additional compensations have been reviewed and approved by the shareholders meeting.

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	
1. Mr. APISIT RUJIKATKAMJORN (Chairman of the board of directors)			280,000.00		N/A
Board of Directors (Chairman of the board of directors)	280,000.00	N/A	280,000.00	No	
2. Mr. NITHI PATARACHOKE (Director)			210,000.00		N/A
Board of Directors (Director)	210,000.00	N/A	210,000.00	No	
3. Dr. VONGSAK SWASDIPANICH (Director, Independent director)			385,000.00		N/A
Board of Directors (Director)	210,000.00	N/A	210,000.00	No	
Audit Committee (Member of the audit committee)	125,000.00	N/A	125,000.00	No	
The Nomination and Remuneration Committee (Member of the subcommittee)	50,000.00	N/A	50,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
4. Mr. WITON SURIYAWANAKUL (Director)			260,000.00		N/A
Board of Directors (Director)	210,000.00	N/A	210,000.00	No	
The Nomination and Remuneration Committee (Member of the subcommittee)	50,000.00	N/A	50,000.00	No	
5. Mr. PARAMATE NISAGORNSEN (Director)			210,000.00		N/A
Board of Directors (Director)	210,000.00	N/A	210,000.00	No	
6. Mr. PAIROJ JUAPRATHOOM (Director, Independent director)			360,000.00		N/A
Board of Directors (Director)	210,000.00	N/A	210,000.00	No	
Audit Committee (Chairman of the audit committee)	150,000.00	N/A	150,000.00	No	
7. Mr. BOONCHAI PITUGDAMRONGKJA (Director, Independent director)			365,000.00		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	
Board of Directors (Director)	210,000.00	N/A	210,000.00	No	
Audit Committee (Member of the audit committee)	125,000.00	N/A	125,000.00	No	
Sustainability and Corporate Governance Committee (The chairman of the subcommittee)	30,000.00	N/A	30,000.00	No	
8. POL. GEN. KAWEE SUPANUN (Director, Independent director)			295,000.00		N/A
Board of Directors (Director)	210,000.00	N/A	210,000.00	No	
The Nomination and Remuneration Committee (The chairman of the subcommittee)	60,000.00	N/A	60,000.00	No	
Sustainability and Corporate Governance Committee (Member of the subcommittee)	25,000.00	N/A	25,000.00	No	
9. Mr. KRIANGKAI SURIYAWANAKUL (Director)			235,000.00		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	
Board of Directors (Director)	210,000.00	N/A	210,000.00	No	
Sustainability and Corporate Governance Committee (Member of the subcommittee)	25,000.00	N/A	25,000.00	No	
10. Mr. WIROAT RATTANACHAISIT (Director)			210,000.00		N/A
Board of Directors (Director)	210,000.00	N/A	210,000.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	2,170,000.00	0.00	2,170,000.00
2. Audit Committee	400,000.00	0.00	400,000.00
3. The Nomination and Remuneration Committee	160,000.00	0.00	160,000.00
4. Sustainability and Corporate Governance Committee	80,000.00	0.00	80,000.00

Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	2,810,000.00	2,815,000.00	2,810,000.00
Other monetary remuneration (Baht)	12,084,000.00	10,780,000.00	0.00
Total (Baht)	14,894,000.00	13,595,000.00	2,810,000.00

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

The company has a policy to invest in businesses that are either the same as or related to the companys current operations, in compliance with legal requirements and good corporate governance, with the aim of enhancing competitiveness and achieving stable, long-term performance. In considering investments, the company will analyze the feasibility of the investment, determine the appropriate proportion, estimate expected returns, and assess the companys financial status before making any investment decisions. All investments must be approved by the Board of Directors before proceeding.

To ensure effective oversight of the operations of subsidiaries and joint ventures, the company has established measures to monitor management both directly and indirectly, as follows:

1. The Board of Directors is responsible for appointing directors or executives of the company who possess the qualifications and experience relevant to the business, to serve as directors in subsidiaries or joint ventures, based on the proportion of shares held in those companies, in accordance with applicable laws, regulations, and the guidelines set by the Capital Market Supervisory Board, the Securities and Exchange Commission (SEC), and the Stock Exchange of Thailand. Appointed directors are responsible for representing the company in establishing business policies that align with the companys policies and corporate governance.

2. The representative director of subsidiaries is responsible for disclosing the operating results and business performance continuously and consistently, reporting the results to the Board of Directors at regular intervals, as well as whenever there are significant changes to the financial position and operational performance. Additionally, they must ensure that accounting records are properly and accurately maintained, and that financial statements are prepared on time.
3. The representative directors of subsidiaries are required to ensure that the subsidiaries have appropriate and sufficient internal control systems, risk management, and anti-corruption measures in place, to ensure that the subsidiaries operations comply with the companys policies, laws, regulations, and relevant guidelines.
4. Specify that the work systems in subsidiaries must be audited by the Internal Audit Office, and the results of the audit must be reported to the Audit and Risk Management Committee and the Board of Directors to ensure that the subsidiary operates in accordance with the established system

Disclosure of agreements between the company and shareholders in managing subsidiaries and associated companies (Shareholders agreement)

None

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

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

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

Board of Directors sets the policy for conflict of interest bases on the principle that any decision-making on business operation shall be taken for the highest benefits of the company and avoid the action leading to conflict of interest.

1. Person related to or connected to the considering issue shall inform the company about the relationship or the connection to the issue, and shall not take part in the consideration, or has any authority to approve the transaction.
2. Audit Committee shall propose the connected transactions and the transaction with the conflict of interest which is considered carefully to the Board of Director.
3. The Company shall follow the criteria of SET strictly about pricing and conditions to the person that potentially have conflict of interest as same as to the outsider and send the report at the time required by SET.
4. Executives, employees, families, and the residents in the same residency shall not run the business or any activity that misleads the public to understand that it is the business or activity that has conflict of interest with the company directly and indirectly.
5. Executives and employees shall not cooperate with the family member or the intimate person to operate business or activity that may lead to the conflict of interest directly or indirectly.

To avoid potential inappropriateness, the relationship of family members or other people that may lead to conflict of interest should be disclosed to the supervisor in written.

In 2025, the Company monitored compliance with the guidelines on conflicts of interest and developed instructional media on the Prevention of Conflicts of Interest Guidelines through an e-learning platform. All directors, executives, and employees (100 percent) acknowledged and agreed to comply with the conflict of interest guidelines. There were no violations by the Company's directors, executives, or employees in relation to conflicts of interest, nor were there any actions contrary to the Company's policies, regulations, or applicable laws.

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

Board of Directors sets the policy for conflict of interest bases on the principle that any decision-making on business operation shall be taken for the highest benefits of the company and avoid the action leading to conflict of interest.

1. Person related to or connected to the considering issue shall inform the company about the relationship or the connection to the issue, and shall not take part in the consideration, or has any authority to approve the transaction.
2. Audit Committee shall propose the connected transactions and the transaction with the conflict of interest which is considered carefully to the Board of Director.
3. The Company shall follow the criteria of SET strictly about pricing and conditions to the person that potentially have conflict of interest as same as to the outsider and send the report at the time required by SET.
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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 conducting business in accordance with principles of corporate governance and a strong emphasis on anti-corruption. It upholds the principles of morality, ethics, code of conduct, and governance by operating with transparency and responsibility towards all stakeholders. Therefore, the Company has established an Anti-Corruption Policy to provide clear guidelines for business operations and to ensure the Companys continuous and sustainable growth.

Board members, executives, and employees must not engage in or accept any form of corruption, either directly or indirectly. This policy applies to all business units and related entities of the Company. Additionally, the Company regularly reviews and revises the anti-corruption policy to prevent and combat corruption issues more effectively. By fostering an organizational culture that recognizes the harmful effects of corruption and promotes correct values, the Company aims to boost confidence among all stakeholders. This anti-corruption effort is communicated and enforced among directors, executives, and employees, ensuring compliance with business changes, regulations, rules, and relevant laws.

Furthermore, the Company has formally declared its intention to join and has been certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC) on June 30, 2024.

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 effective procedures for complaints handling and whistleblowing procedures in compliance with international standards and the principles of good corporate governance, as follows:

1. When a whistleblowing report or complaint is received, the person responsible through each reporting channel will acknowledge receipt to the whistleblower (if the whistleblowers identity is disclosed), gather relevant information, and submit the case to the Investigation Committee for further investigation
2. The Investigation Committee will conduct fact-finding, review and analyze the information received, assess the potential impacts, and report the investigation results to the Audit Committee and/or the Management Team for consideration. If misconduct is confirmed, appropriate disciplinary actions will be taken in accordance with the prescribed measures, and the results will be reported to the Board of Directors for consideration of the disciplinary measures.
3. The investigation committee reports findings to the complainant or whistleblower (if they identified themselves) within 7 business days from the date the findings are finalized.

Whistleblower Protection Measures

- Whistleblowers or complainants may choose to remain anonymous if disclosure of their identity could affect their employment or personal safety. In cases where the whistleblower discloses their identity to the Company, the Company will provide updates on the progress and clarify relevant facts to the whistleblower.
- The Company will keep related information confidential, considering the safety and well-being of the complainant. Protection measures have been established for the whistleblower or complainant and/or the information provider and/or the cooperating party in verifying the facts. They will be protected against unfair practices, such as changes in job position, job nature, workplace, be suspended from job, harassment, interference with work, termination, resulting from the reporting of complaints.

Number of cases or issues related to whistleblowing

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

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) : 5

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. PAIROJ JUARPRATHOOM (Chairman of the audit committee)	5	/	5	5/5 (100.00%)
2 Dr. VONGSAK SWASDIPANICH (Member of the audit committee)	5	/	5	5/5 (100.00%)
3 Mr. BOONCHAI PITUGDAMRONGKIJJA (Member of the audit committee)	5	/	5	5/5 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of the audit committee

In 2025, the Audit and Risk Management Committee held a total of 5 meetings, with all directors attending every meeting. The Companys accounting and financial executives, along with the certified public accountants, attended the meetings on the relevant agendas to present beneficial information and opinions. The Audit and Risk Management Committee reported the results of each meeting to the Board of Directors, summarizing key points related to their duties, as follows;

Reviewing the Financial Reports.

The Audit and Risk Management Committee has reviewed the quarterly financial statements and the financial statements for the year 2025, both in the separate and consolidated financial statements, together with the executives and the head of accounting and financial before presenting to the Board of Directors. To ensure that the Companys financial statements are accurately, completely, and with adequate disclose material information in accordance with financial reporting standards. The auditor has given an unqualified opinion on the companys financial report.

Meeting with auditors without the management team.

The Audit and Risk Management Committee held specific meeting agenda with the auditor without the management team, in accordance with good corporate governance practices. To allow auditors to discuss and report information independently regarding the receipt of information, cooperation from the company, the matters that should be improved and Key Audit Matters (KAM), as well as the scope of guidelines and annual audit plans for auditors. In 2025, the Audit and Risk Management Committee held 4 meetings with auditors without the management team.

Reviewing the internal control system

The Audit and Risk Management Committee has reviewed the company to have an adequately and appropriate internal control system, risk prevention in the operational systems, and compliance with anti-corruption measures. By considering the audit of internal audit office report, Process analysis and auditors along with useful recommendations for the continuous development of the efficiency of the Company's internal control system. The Audit and Risk Management committee has concluded that the Company's internal control system is appropriate and adequate for its business operations, and no evidence of corruption was found.

Monitoring the Risk Management

The Audit and Risk Management Committee has continuously overseen and monitored the Company's risk management by considering a risk management framework that covers strategic risks, operational risks, financial risks, legal and regulatory risks, as well as environmental, social, and governance (ESG) risks, including emerging risks. The Committee also regularly reviews risks to ensure alignment with the changing business environment. The Audit and Risk Management Committee is of the opinion that the Company maintains an appropriate and adequate risk management system, and has reviewed and approved the risk factors affecting business operations and the Company's risk management guidelines, which are disclosed in detail in the Form 56-1 One Report for the fiscal year 2025.

Reviewing the related transactions or transactions that may have conflicts of interest

The Audit and Risk Management Committee has reviewed the related transactions that may have conflicts of interest to be correct according to the Announcement of the Securities and Exchange Commission of Thailand (SEC) and the Stock Exchange of Thailand (SET). In 2025, the related transactions of the company were a normal trade transaction, reasonable, and there is a sufficient and correct disclosure in accordance with the securities and exchange laws and relevant regulations.

Good Corporate Governance and compliance to the Code of Conduct.

The Audit and Risk Management Committee has encouraged good corporate governance, transparency, and accountability in accordance with the Good Corporate Governance Guidelines of the Stock Exchange of Thailand and the Company's Code of Conduct. The Committee assigned the Internal Audit Office to conduct audits to ensure that the Company consistently and appropriately complies with such guidelines. In addition, the Committee places importance on the complaint handling and whistleblowing procedures related to corruption. In 2025, the Audit and Risk Management Committee did not receive any complaints regarding fraud, corruption, or violations of the Code of Conduct

Overseeing the Internal Audit operations.

The Audit and Risk Management committee has overseen the scope of operations, the independence of Internal Audit function, pushed on human resources development to improve the operational efficiency. Together with considered the approval of Annual Internal Audit Plan, that has conducted the Risk Base Audit in line with strategies and risks of the Company. Additionally, considered the issues from the audit and provided recommendations beneficial for enhancing the efficiency of the internal audit system, as well as consistently monitoring the results of the audits.

Charter of the Audit and Risk Management Committee and Self-Assessment

The Audit and Risk Management Committee reviewed and revised the Charter of the audit and risk management committee, particularly with respect to the duties and responsibilities for risk management, to align with the Corporate Sustainability Reporting Directive (CSRD). In addition, the Committee conducted a performance assessment of the Audit and Risk Management Committee at both the committee and individual levels for the year 2025, with the evaluation results indicating a rating of Excellent.

Consider and approve the appointment of auditors and determination of the audit fee for the year 2025

The Audit & Risk Management Committee has considered the selection of auditors and audit fee for the year 2025 by considering from the quality of performance, scope of operations, independence in performing duties and ethical standards of the auditors. The Committee resolved to propose to the Board of Directors for submission to the Annual General Meeting of Shareholders the appointment Miss Muntana Supanuruk Certified Public Accountant No. 4151 and / or, Mr. Akadet Pliensakul Certified Public Accountant No.5389 and / or, Miss. Kornthip Wanichwisedkul Certified Public Accountant No.6947 from M.R. & ASSOCIATES CO., LTD. as the auditor, with an audit fee of Baht 4,400,000 (excluding other expenses). The Annual General Meeting of Shareholders approved the proposal accordingly.

Development of Knowledge for Audit and Risk Management Committee

In 2025, two members of the Audit and Risk Management Committee attended seminars on the topic SET Sustainability Forum 1/2025: Strengthening Market Confidence Through Audit Excellence organized by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), to enhance their knowledge of new international auditing standards, the roles and collaboration among the Audit and Risk Management Committee, Top management, and the Head of Internal Audit, as well as data governance guidelines, in order to elevate the Company's corporate governance to international standards.

In conclusion, the Audit and Risk Management Committee has fully performed their duties accordance with the charter of the Audit and Risk Management Committee with their knowledge and independence. They are of the opinion that the Company has complied with the principles of good corporate governance and maintains adequate risk management and an efficient internal control system that is appropriate for its business operations. Additionally, the financial reporting is accurate as required in key matters, comply with financial reporting standards, as well as oversight to ensure compliance with relevant laws and regulations related to business operations

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

Siam Global House Public Company Limited (the Company) places a strong emphasis on sustaining the organization through Environment, Social and Governance Framework: ESG Framework to efficiently and concretely implement the principles of sustainability in all aspects of the Company's operations. Hence,

Reference link for sustainability policy : <https://sustainability.globalhouse.co.th/en/document/viewer/23/sustainability-development-policy>

Sustainability management goals

Does the company set sustainability management goals : Yes

ESG Targets and Performance	2023	2024	2025	Target	Target Years
Governance & Economic					
Response Rate of Supplier ESG Assessments	77.91%	40.51%	63.06%	90%	2025
Proportion of ESG Product Revenue to Total Sales Revenue	33.73%	42.20%	45.28%	50%	2029
Customer Satisfaction - Product	93.10%	92.10%	94.20%	95%	2025
Customer Satisfaction - Service	92.80%	92.10%	93.90%	95%	2025
Environment					
The proportion of renewable energy consumption	52.87%	46.88%	45.61%	63%	2027
Solar power production quantity (kWh/year)	83,037,916.04	82,863,304.64	85,250,324.83	100,000,000	2027
Energy consumption per area decreased from the base year. (The base year 2018)	- 4.40%	-0.64%	1.59%	-7.00%	2027
Amount of Greenhouse Gas Emissions on scope1 and Scope2 per total revenue, has decreased from the base year (%) (base year 2022)	7.14%	35.17%	40.00%	-20.00%	2030
Reduced water consumption per store from the base year (The base year 2018)	-8.16%	-13.70%	0.02%	-10.00%	2027

The amount of waste sent to landfill (Metric ton)	184	272	365	0	2030
Social					
Development of knowledge and skills per total number of employees (%)	89%	81%	89%	>70%	Every year
Average number of training hours of all employees (hours per person)	8.27	8.1	8.78	>8.5	2025
Employee Engagement (%)	92.93%	92.39%	91.13%	≥90%	2025
Lost time Injury Rate per store	1.27	0.84	0.84	<1.0	2025
Reduced lost time injury frequency rate (LTIFR)	3.98	2.69	2.70	<1.0	Every year
Work-Related Fatality rate (person)	0	0	0	0	Every year
Occupational illness frequency rate (OIFR) (person)	0	0	0	0	Every year
The employment of disabled persons (person)	102	107	113	120	2025
Number of technicians in the Chang-Dee project (persons)	3,650	3,790	3,970	4,200	2029

United Nations SDGs that align with the organization's sustainability management goals : Goal 1 No Poverty, Goal 2 Zero Hunger, 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 14 Life below Water, 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

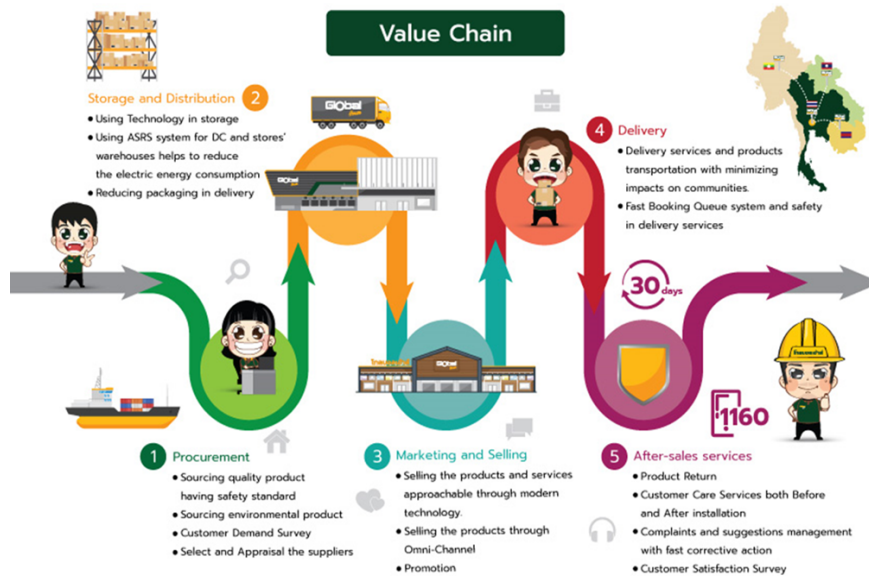
Has the company changed and developed the policy and/or goals of sustainable management over the past year : No

Information on impacts on stakeholder management in business value chain

Business value chain

The company has its intention to be creator of products and services innovation for habitation with supporting and improving the peoples well-being in the society, together with social responsibility (Smart Living Solutions) The company gives the importance to all processes of business both Supply Chain and Value Chain, including operate business fairly and responsible to all stakeholders.

Business value chain diagram



Value Chain	Stakeholders Through Value Chain							
	Customers	Employees	Suppliers	Community and Society	Governmental Sector	Shareholders	Creditors	Competitors
1		✓	✓		✓	✓	✓	
2		✓	✓	✓		✓		
3	✓	✓			✓	✓	✓	✓
4	✓	✓		✓		✓		
5	✓	✓	✓			✓		

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
<u>Internal stakeholders</u>			

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Employees 	<ol style="list-style-type: none"> 1. Proper Compensation and welfares 2. Good quality of life and safety at work 3. Career Advancement and Security 4. Improvement of skill, knowledge and ability in working 5. Practice toward employees by adhering to human rights. 6. Personal Data Retention 	<ol style="list-style-type: none"> 1. Employee Engagement Activities with the company 2. Security and Career growth 3. Receiving fair compensation, including employee welfare at an appropriate level 4. Safe and healthy working environment. 5. Receiving training in skills related to duties and responsibilities 6. Establishing an Occupational Health and Safety policy 	<ul style="list-style-type: none"> • Online Communication • Internal Meeting • Employee Engagement Survey
<p><u>External stakeholders</u></p>			

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> Customers 	<ol style="list-style-type: none"> Products responsible for the community, Society and Environment. Good quality and reasonable price. Safety products and services. After-sales services Easy and convenient to access products and service. Clearly communication in products details. Complaints handling and management. Personal Data Protection. 	<ol style="list-style-type: none"> Procurement of Eco Product. Distribution the product having standard and safety. Develop distribution channels of products and services. Fast and Effective in complaints. Treatments both before and after sales including giving service equally. Developing Customer Data Protection System. 	<ul style="list-style-type: none"> Online Communication Complaint Reception Satisfaction Survey
<ul style="list-style-type: none"> Suppliers 	<ol style="list-style-type: none"> Fair trade Increasing of Purchase Volume Suppliers Development Growth together in business 	<ol style="list-style-type: none"> Operates business with ethics and code of conduct Cooperates to develop products Treats suppliers equally Have clearly purchasing process Follows the trading terms and conditions. Independent and Fair-trade competition 	<ul style="list-style-type: none"> Visit Online Communication

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Others • Community and Society 	<ol style="list-style-type: none"> 1. Operate business with safety and social responsibility 2. Participation and supporting in community activities 3. Community Improvement 4. Employment/Hiring 	<ol style="list-style-type: none"> 1. Participate in activities for supporting communitys culture. 2. Encourage occupation of people in community 3. Listening opinions and suggestions of community 4. Save important ecology of the community around the store 	<ul style="list-style-type: none"> • Social Event • Complaint Reception • Others <ul style="list-style-type: none"> • Area Survey and Public hearing with community
<ul style="list-style-type: none"> • Government agencies and Regulators 	<ol style="list-style-type: none"> 1. Law compliance 2. Participation in the projects 	<ol style="list-style-type: none"> 1. Support and strictly comply with laws and regulations. 2. Giving cooperation in government sectors activities 	<ul style="list-style-type: none"> • Online Communication
<ul style="list-style-type: none"> • Shareholders 	<ol style="list-style-type: none"> 1. continuously growing performance 2. Investment return 3. Management with corporate governance and accountability 	<ol style="list-style-type: none"> 1. Comply with good corporate governance principle 2. Develop communication channels with various shareholders/institutional investors. 	<ul style="list-style-type: none"> • Press Release • Online Communication • Annual General Meeting (AGM)
<ul style="list-style-type: none"> • Creditor 	<ol style="list-style-type: none"> 1. Cooperation in financial transaction. 2. Follows the conditions in agreement 3. Growth together in business 	<ol style="list-style-type: none"> 1. Strictly comply with conditions and agreement 2. Making a contract legally and transparent 	<ul style="list-style-type: none"> • Online Communication

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
• Competitors	1. Fair Competitions 2. Non infringement of intellectual property	1. Operates business with ethics and code of conduct 2. Fair and transparence in business competitions	• Online Communication

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 : Yes
sustainability materiality topics

Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
1. Good Corporate Governance, Risk Management	• Good Governance • Sustainability Risk Management
2. Innovation and Technology	• Innovation Development
3. Quality products and services procurement	• Customer / Consumer Responsibility • Others : Eco-friendly Products
4. Customer Relation Management and responsibility	• Customer / Consumer Responsibility
5. Sustainable Supply Chain Management	• Sustainable Supply Chain Management
6. Human Resource Management	• Human Rights • Fair Labor Practices
7. Occupational Health and Safety	• Human Rights • Others : Occupational Health and Safety

Information on sustainability report

Corporate sustainability report

- Corporate sustainability report : Have data
- Reference link for corporate sustainability report : <https://sustainability.globalhouse.co.th/en/document/sustainability-reports>

Company sustainability disclosure aligned with standards

- Company sustainability disclosure aligned with : GRI Standards, IFRS Sustainability Disclosure Standards standards or guidelines

Sustainability risk management

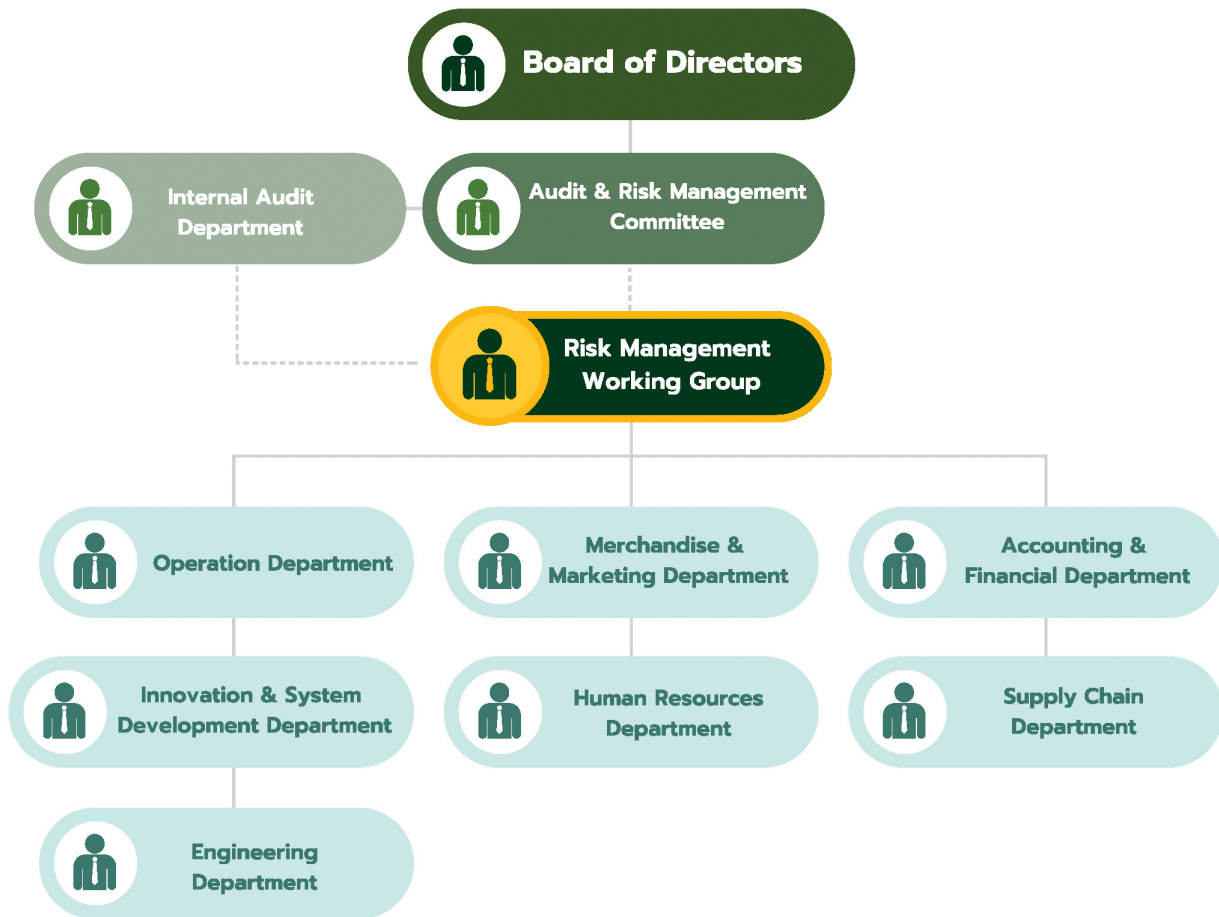
Information on risk management policy and plan

Risk management policy and plan

The Company establishes the policies and management plans for risk management that focuses on strong risk management with systematic process to efficiently handle risk and maintain the overall risk at an acceptable level. The risk management process includes:

- **Risk Management Policy Setting:** Defining the scopes, responsibilities and risk management guidelines aligned with the Company's strategies and operational objectives.
- **Risk Identification:** Identifying potential risks that affect the achievement of the Company's objectives, considering both internal and external factors related to the Company. To cover strategic, operational, financial, legal and regulatory risks, risks of Environmental, Social and Corporate Governance (ESG) as well as Emerging Risks.
- **Risk Assessment:** Evaluating the risk levels based on predefined criteria for likelihood of occurrence, and impacts on the Company's objectives achievement, in case that such risk occur, to prioritize the risk matrix and define the methods to manage such risks.
- **Risk Management:** Defines the critical methods for developing a risk management plan in order to reduce the likelihood of occurrence and minimize potential impacts or damages. All risks must be managed to remain within acceptable levels.
- **Risk Monitoring & Review:** Tracking the results of risk management according to the established plans, including evaluating the effectiveness of risk management. This ensures that the Company's risks are appropriately managed. The Management team monitors and reports to the Audit and Risk Management Committee and the Board of Directors.

Risk Management Structure



Roles and Responsibilities

Board of Directors and Audit and Risk Management Committee

Board of Directors are responsible for ensuring that risk management aligns with the Company's policies, assigning Audit and Risk Management Committee to oversee, audit and improve a risk management process, and tasking Risk Management Working Group with risk management operation and reporting to Audit and Risk Management Committee, and Board of Directors, respectively.

Internal Audit Department

Internal Audit Department is responsible for inspecting the operational working group, and the supervisory and operational support working group to ensure that appropriate and effective risk management is in place, and reports the audit results to the Audit and Risk Management Committee.

Risk Management Working Group

Management Department has formed a Risk Management Working Group to establish the Company's Risk Management Policy and its framework, and to oversee the risk management process for properly mitigating business impact. Furthermore, the group consists of 10 members, including top executives and line managers, serving as Risk Owners. They have united in the Risk Management Working Group with the following roles and responsibilities:

1. Set a risk management policy, risk management framework, risk tolerance levels and a risk management process, which must be approved by the Audit and Risk Management Committee.
2. Identify short-term and long-term Corporate Risks, covering the following areas: strategic risks; operational risks; financial risks; compliance risks; Environmental, Social, and Governance (ESG) risks; as well as emerging risks in the next 3-5 years.

3. Assess and form a risk management approach aligned with the Risk Management Policy so that it can be assessed, monitored, and controlled within risk tolerance.
4. Establish KRIs (Key Risk Indicator) to monitor risk trends and set KPIs (Key Performance Indicator) for each department. This allows the anticipation of risk status and the implementation of mitigating actions within the set indicators.
5. Conduct a comprehensive report on risk management, business operations, corporate risk status, changes, and necessary improvements to align with policy and practical guidelines. This report must be delivered to the Audit and Risk Management Committee and Board of Directors.
6. Closely monitor trends and status of risks, relevant measures, and frameworks for continuously developing a risk management process.
7. Promote a Risk Culture to be a fundamental growth of sustainability

Encouraging Risk Culture

The Company encourages Risk Culture for all levels of its personnel and cultivates the awareness of risk management significance among all employees, boosting its potential for risk management. It also prompts a foundation to risk management in place with COSO (Committee of Sponsoring Organizations of the Treadway Commission), enabling the risk management procedure in business operations to be effective and up to date. The guidelines for strengthening Risk Culture are as follows:

1. Establish a clear risk management policy and its framework, review annually, and ensure communication throughout the Company so that executives and employees at all levels are aware of potential risks and impacts, the importance of risk management, and their responsibilities
2. Incorporate risk management criteria in project approval, new service development, and operational planning.
3. Use risk management as a key performance indicator (KPI) in assessing the performance of top executives and line managers to effectively monitor and support risk management.
4. Divide risk management responsibilities among departments according to the Three Lines of Defense model to ensure a check and balance system for preventing or reducing risks and errors in operations, thereby achieving corporate goals and objectives and building stakeholder confidence. The Three Lines of Defense are as follows:
 - First Line of Defense refers to risk owners or operational units responsible for managing their own tasks in compliance with rules and regulations to ensure appropriate internal controls and effective risk management
 - Second Line of Defense refers to units responsible for overseeing and supporting the work of the operational units.
 - Third Line of Defense refers to internal and external audit departments tasked with reviewing and auditing operational processes.
5. Support all levels of employees to take responsibility for assessing and identifying potential risks in their responsible departments or Risk Owners and set a process to minimize risks and report to the Risk Management Working Group
6. Promote training to create knowledge and understanding about risk management or operational risks through the development of the SkillHub program as a self-learning platform (E-Learning) in the Agilis HR application, which all employees can easily access via their own smartphones.

The Company organizes annual training programs to enhance employees knowledge of risk management and operational risk across all levels. In 2025, the Company conducted a training program entitled Operational Readiness for Climate Change Act Compliance and Risk Management, which was attended by a total of 613 participants, including Board directors, top executives, executives from all functions, and employees.

Reference link to risk management policy and plan : <https://sustainability.globalhouse.co.th/en/document/viewer/33/risk-management-policy>

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 Risks from Expansion of Domestic Investment

- Related risk factors : Strategic Risk
 - New business risk

ESG risk factors : No

Risk characteristics

Following the Company's policy of nationwide store expansion, six new stores were established domestically, bringing the total number of stores to 96 in 2025. An additional six stores are currently under construction; each store is funded with approximately 300-400 million baht.

Risk-related consequences

Continuing to operate store expansion strategies, the Company may face risks if the performance of the new stores does not meet the set targets, affecting the overall performance. These risks could arise from uncontrollable factors, such as economic and political volatility, political changes, shifting consumer behaviors, climate change, and disease outbreaks.

Risk management measures

The Company manages the risks associated with expansion of domestic investment by conducting thorough studies and analyses on the rate of return and feasibility before making decisions. This involves evaluating economically potential areas that align with the Company's business, and assessing the behavior and demand for construction and decorative materials from target customer groups in those areas. Once operations commence, the Company closely monitors the performance of new stores to stay informed about the situation and prompt to any feasible risk.

Additionally, the Company benefits from its 20-year expertise in the industry, combined with its expertise and competitive advantages in land acquisition costs, strengthens its capability and effectively reduces risks associated with investment expansion.

Risk 2 Risks from Expansion of Oversea Investment

- Related risk factors : Strategic Risk
 - New business risk

ESG risk factors : No

Risk characteristics

The Company has expanded its business investments abroad, focusing on countries within the ASEAN Economic Community (AEC). The investments include Laos, Myanmar, Cambodia, and Indonesia, and the Company continues to pursue further overseas expansion. Such expansion, the Company may face risks if overseas operations do not meet targets or fail, which could affect the overall financial position and performance.

Risk-related consequences

Risk management measures

The Company manages the risks related to overseas investments by analyzing feasibility, market research, and evaluating investment returns. The Company has considered two forms of investment. First, it is Joint Venture under the name Global House International Co., Ltd. It is a collaboration between the Company and SCG Distribution Co., Ltd., with a 50:50 ownership ratio. The primary objective is to act as a holding company for retail construction material investments. Current companies invested by the Joint Venture are Souvanny Home Center Public Company in Laos, PRO 1 Global Home Center Co., Ltd. in Myanmar, and Caturkarda Depo Bangunan Tbk in Indonesia. Secondly, another investment type is a Subsidiary in Cambodia. It is Global House (Cambodia) Co., Ltd.

Both investment forms focus on partnering with local entities in each country to leverage local expertise for investment. Additionally, the Company has already hired consultants with knowledge and expertise in the target countries to mitigate risks from investing abroad.

Risk 3 Risks from Industry Competition

Related risk factors : Strategic Risk
• Competition risk

ESG risk factors : No

Risk characteristics

Overall, the retail business of construction and decorative materials has growth potential and intense competition. Leading wholesale and retail entrepreneurs are expanding their businesses or appointing dealers in areas close to communities, business districts, shopping centers in Bangkok and other regions, with the aim of expanding market coverage.

Consequently, the Company may experience an impact on its market share if sales do not meet projected targets. In addition, price competition may impact its profit margins.

Risk-related consequences

Risk management measures

The Company has strategies to address industry competition by focusing on product differentiation and variety, offering more than 100,000 items covering a full range of construction materials and home improvement products. The Company also provides home services under the name Chang D, which include product installation, maintenance, and cleaning, with a steadily increasing number of customers. To further enhance convenience, the Company introduced the Chang D application, allowing customers to select and track services on their own.

In addition, the Company places importance on online sales channels and social media via Marketplace TSL (Tik Tok, Shopee, and Lazada) by consistently developing content aligned with changing consumer behaviors. Furthermore, the Company regularly conducts customer satisfaction surveys to measure their expectations, satisfaction, and needs. Feedback from these surveys is used to enhance products and services, thereby helping to mitigate risks arising from industry competition.

Risk 4 Economic Environment Risks

Related risk factors : Strategic Risk
• Economic risk

ESG risk factors : No

Risk characteristics

In 2025, the Thai economy continued to face uncertainties from both domestic and external factors, including low inflation, volatile oil prices, Baht depreciating steadily, and global economic instability. These factors contributed to slower economic growth, affecting investment in infrastructure projects as well as business and consumer confidence.

At the same time, household debt remains high at over 90% of GDP, causing consumers to be more cautious with spending, particularly on construction materials and home improvement products. This has led to a reduction in overall consumer purchasing power, potentially affecting the Company's sales revenue and causing overall performance to not meet targets.

Risk-related consequences

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Risk management measures

The Company has always mitigated such risks by actively monitoring economic conditions and implementing measures to address potential impacts as soon as possible. The Company uses information technology and databases to improve management, including real-time reporting systems that help the Management team make timely and appropriate decisions.

In addition, the Company places importance on cash flow and working capital management, adjusting purchase plans to match sales trends and market demand, and ensuring stable and continuous business operations despite economic volatility.

Risk 5 Risks from Inventory Investment

Related risk factors :

Operational Risk

- Inventory risk

ESG risk factors : No

Risk characteristics

As of December 31, 2023, 2024, and 2025, The Company's net inventory amounted to 14,038.37 million Baht, 13,270.24 million Baht, and 13,067.69 million Baht, respectively, representing 35.94%, 33.59%, and 32.51% of the total asset value.

Risk-related consequences

Due to the Company's business policy that emphasizes product differentiation and variety, with more than 100,000 items offered for sale, the Company is exposed to risks related to product obsolescence and deterioration, unsellable products, low inventory turnover, and product losses. These factors may lead to low sales, higher management costs, sunk costs and lack of the Company's financial liquidity.

Risk management measures

The Company mitigates risks by implementing operational strategies to effectively control inventory levels. These strategies include aligning purchase orders with sales trends, monitoring slow-moving or obsolete products, selecting region-specific products, employing Cross-Docking techniques, as well as conducting Monthly Counting to prevent losses and ensure the accuracy of inventory data. Additionally, measures to address low inventory turnover involve running promotions, reorganizing product layouts, expanding online distribution channels, and establishing return or exchange agreements with suppliers to facilitate product circulation thereby enhancing inventory management efficiency.

Furthermore, the Company has established a distribution center in Wang Noi district, Phra Nakhon Si Ayutthaya province, with a total area of 63,124 square meters. This strategic location ensures convenient transportation, enabling the efficient and timely distribution of products to stores nationwide. In addition, the Company has installed the Automated Storage & Retrieval System (ASRS) at the distribution center and across all store operations since 2016. The ASRS enhances warehouse management efficiency and reduces storage-related damage through an integration that enables real-time inventory control. As of December 31, 2025, the Company has installed ASRS in 58 stores and plans to expand the installation to all branches in the future. The Company has also obtained All Risk Insurance to cover damage to inventory from natural disasters or conflagrations thereby helping to mitigate the risks from the Company's inventory investments

Risk 6 Risks from Product Sourcing

Related risk factors :

Operational Risk

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

ESG risk factors : No

Risk characteristics

The Company operates its business with a focus on product differentiation and variety to meet diverse customer needs, requiring the sourcing of a wide range of products from both domestic and international suppliers. This may lead to risks related to the inability to procure products in the required quantities, quality, and prices. Certain product categories such as metals and electronics are also exposed to global price fluctuations, which may affect inventory levels, cost of goods sold, profitability, and overall operations.

Risk-related consequences

This has affected inventory levels, cost of goods sold, profitability, and the overall business operations.

Risk management measures

The Company's product sourcing policy involves both domestic and international suppliers, including manufacturers and distribution agents, to reduce dependence on any single vendor and enhance the Company's bargaining power on prices and commercial terms. In addition, the Company is a trade partner of The Siam Cement Public Company Limited, whose affiliates manufacture a wide range of products and supply quality goods with stable and continuous availability.

To further strengthen its sourcing capabilities, the Company has established a subsidiary in China, Guangxi Global House International Trade Co., Ltd., to directly source products from overseas, thereby enhancing cost efficiency and quality control while reducing the risk of product sourcing. This initiative also supports the Company's long-term competitiveness.

Risk 7 Risks from Human Resource Management

Related risk factors :

Operational Risk

- Shortage or reliance on skilled workers

ESG risk factors : Yes

Risk characteristics

The Company plans to continuously expand its stores both domestically and internationally, with each store requiring approximately 150,200 operational staff. As a result, the Company faces challenges in ensuring the preparation of sufficient personnel in terms of quantity, knowledge, skills, and experience to support its store expansion strategy and maintain operational efficiency and competitiveness.

In addition, there is a risk related to retaining experienced staff at existing operating stores who possess operational expertise and ensure service quality. The resignation of these employees may affect overall store performance, including service quality, particularly in areas with high labor-market competition.

Risk-related consequences

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Risk management measures

The Company formulates recruitment strategies both within and outside the organization.

For internal recruitment, the Company offers opportunities for current employees who wish to return to their hometowns to transfer to a new store, helping retain experienced staff and reduce shortages at new stores.

For external recruitment, the Company focuses on recruiting local people with potential, hiring local employees to strengthen workforce stability and reduce long-term turnover. The Company also operates a Learning Center at the headquarters, supported by a Coaching Team with more than 20 years of industry experience, to systematically train new employees.

In addition, the Company maintains fair compensation practices aligned with local economic conditions and provides appropriate benefits and incentives to promote long-term employee engagement. These measures help support operational continuity and ensure sufficient employees for new store expansion. In 2025, the Company managed its human resources effectively, with adequate staffing to support store expansions and a declining turnover rate.

Risk 8 Risks from Digital Technology.

Related risk factors :

Operational Risk

- Information security and cyber-attack

ESG risk factors : Yes

Risk characteristics

The Company utilizes digital technology to operate its business and manage data, enhancing efficiency and competitiveness, with its internal operating systems are connected through the Internet network and supported by cloud technology for data storage, including trade information. which may pose risks related to cyber threats such as cyber-attacks, system intrusions, or the spread of malware that could result in operational disruptions or data breaches, affecting business operations and stakeholder trust.

Risk-related consequences

Operational system disruptions or the leakage of sensitive information may impact business operations and stakeholder confidence.

Risk management measures

The Company recognizes the importance of cybersecurity protection and set Information Technology and Cyber Security Policy as a corporate governance framework that covers trade and personal data securities such as Disaster Recovery Plan, IT access rights, Privacy Policy, data-storage system development, and employee education to raise awareness of cyber threats.

Furthermore, the Companys Data Center is certified with ISO/IEC 27001, ISO/IEC 20000-1, ISO 22301, ISO 50001, and CSA STAR standards, which ensure information security management, IT service management, business-continuity management, and cloud security standards

Risk 9 Risks from Account Receivables

Related risk factors :

Financial Risk

- Other : Risks from Account Receivables

ESG risk factors : No

Risk characteristics

The Company has a policy of selling products through both cash and credit transactions. From 2022 to 2025, revenue from cash sales accounted for a significant proportion of total sales revenue, representing 97.30%, 97.40%, and 97.48%, respectively. Although the proportion of credit sales is relatively low, the Company places significant importance on careful management of receivables by categorizing credit customers into five groups: general customers, government agencies, construction material stores (wholesalers), contractors, and project owners. As of December 31, 2025, the Company had trade receivables amounting to 113.03 million Baht

Risk-related consequences

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Risk management measures

The Company emphasizes careful consideration when granting credit lines to customers, focusing exclusively on those with a proven repayment history, Bank guarantees are required as collateral and ensure the proper legalization of contracts. Additionally, the Company collaborates with financial institutions to provide credit line support for construction material store entrepreneurs and contractors who are its business partners. This approach helps mitigate the risks associated with the Company's accounts receivable.

In addition, the Company has a policy for setting an allowance for doubtful accounts based on the type of receivable and the overdue period. For general accounts receivable without guarantees that are overdue by more than 60 days, the Company sets an allowance for doubtful accounts at 100% of the total outstanding debt. Similarly, for accounts receivable from government agencies, foreign customers, and related parties that are overdue by more than 90 days, the Company applies the same allowance setting for doubtful accounts, which is at 100% of the total outstanding debt. The Company recorded an expected credit loss on trade and other current payables in the amount of 19.89 million Baht and 1.39 million Baht, respectively. In 2025, the Company recognized bad debts of 4.19 million Baht.

Risk 10 Risks from Interest Rates

Related risk factors :

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate

ESG risk factors : No

Risk characteristics

Loan is a primary method for the Company to secure capital for its operations and to invest in expanding stores. This results in the Company having debts that incur interest payments to financial institutions in the form of both short-term loans and long-term loans. Some of these loans have floating interest rates, which may fluctuate based on market interest rates. Therefore, the Company is exposed to the risks arising from the volatility of loan interest rates.

Risk-related consequences

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Risk management measures

The Company manages risks by maintaining an appropriate capital structure and interest-rate levels across both short-term and long-term loans to ensure efficient financial cost management. The Company also places importance on maintaining strong relationships with financial institutions to enhance its ability to negotiate favorable financing terms. In addition, the Company employs derivative instruments for its long-term loans with banks in cases where fixed-rate arrangements are required.

Risk 11 Risks from Exchange Rate

Related risk factors :

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate

ESG risk factors : No

Risk characteristics

The fluctuation of foreign exchange rates has both direct and indirect impacts on the Company's operations, as the Company imports goods, expands its business, and makes investments overseas. Certain revenues and expenses are denominated in foreign currencies, the values of which may fluctuate with exchange-rate volatility and may affect the Company's operating performance.

Risk-related consequences

-

Risk management measures

The Company manages exchange-rate risks by closely analyzing and monitoring exchange-rate trends and entering foreign exchange Forward Contracts with financial institutions to hedge against and mitigate potential future volatility.

Risk 12 Risks Related to Obtaining or Maintaining Licenses

Related risk factors :

Compliance Risk

- Change in laws and regulations

ESG risk factors : Yes

Risk characteristics

In conducting its business, certain products require specific licenses for sale or operation as required by law, so the Company is responsible for obtaining and maintaining various licenses necessary for its operations. For example, the Company must have licenses for the possession and commercial use of utensils or items made from prohibited wood, licenses to sell or hold fertilizer for sale, licenses for the possession of hazardous substances, licenses to operate businesses deemed harmful to health, and licenses to sell controlled seeds, among others.

The Company may be exposed to risks if it is unable to obtain or renew the required licenses in full or within the specified time frame, which could affect its business operations or the distribution of certain products.

Risk-related consequences

-

Risk management measures

The Company manages risk by assigning a responsible department and implementing an audit process to verify the completeness of various operational licenses, and by developing an internal system to monitor and renew those licenses in order to reduce such risks.

Risk 13 Risks Related to Compliance with Personal Data Protection Laws

Related risk factors :

Compliance Risk

- Change in laws and regulations

ESG risk factors : Yes

Risk characteristics

The Personal Data Protection Act B.E. 2562 (2019) was enacted to protect the rights of personal data subjects. It requires data controllers to collect, use, and disclose personal data only for lawful purposes, within the scope of consent, and with appropriate security measures.

The Company collects and uses personal data from various stakeholders in its business operations, including customers, suppliers, and employees. If the Company fails to comply with legal requirements and protective measures, it may face risks that could impact its legal, finances, reputation, and cybersecurity.

Risk-related consequences

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Risk management measures

The Company has implemented measures and operational in accordance with the Personal Data Protection Act B.E. 2562 (2019). All required legal obligations are fully implemented, including publication of the Privacy Policy, obtaining consent for data use, disclosure of Personal Data, fulfilling data subjects rights, fulfilling data subjects rights, Responding to Data Subjects Rights Requests, and appointing a Data Protection Officer (DPO) to fulfill legal duties

In addition, the Company regularly trains employees at all levels to ensure they understand their roles and responsibilities in Personal Data Protection. The Company has also improved its IT systems by adding data backups,

installing threat protection systems and equipment (firewalls), and implementing monitoring and alert tools to prevent data loss, unauthorized access, or data leaks. In 2025, no personal data breaches were found.

Risk 14 Climate Change Risks

Related risk factors : Strategic Risk
• ESG risk

ESG risk factors : Yes

Risk characteristics

The world is facing rising global temperatures due to the accumulation of greenhouse gases, leading to more extreme and unpredictable weather. This affects livelihoods, infrastructure, and the overall economy. Businesses worldwide are increasingly prioritizing environmental and climate considerations in their policies and operations to manage risks and promote long-term sustainability.

The Company places great importance on climate change risks, including both physical risks and transition risks. These risks can directly and indirectly affect business operations. With many stores across the country, natural disasters can impact operations, including costs, logistics management, and the Company's reputation.

Risk-related consequences

-

Risk management measures

The Company recognizes the importance of managing greenhouse gas emissions as part of its efforts to reduce carbon dioxide and other greenhouse gases, which are major contributors to global warming and climate change. The Company has implemented an environmental and climate policy, including installing solar rooftop systems at all stores to replace traditional electricity sources, reducing energy consumption in stores, and promoting responsible consumption by offering environmentally friendly products to customers.

In 2025, the Company generated 85,250,324.83 KWh of renewable energy, reducing greenhouse gas emissions by 48,524.48 tons of carbon. Sales of environmentally friendly products accounted for **45.28%** of total revenue.

Risk 15 Risks from Adapting to a Low-Carbon Society

Related risk factors :
Operational Risk
• Impact on the environment

ESG risk factors : Yes

Risk characteristics

A low-carbon society is one of the solutions to address global warming and climate change. It focuses on reducing greenhouse gas across all sectors while improving quality of life and maintaining ecological balance, allowing people and the environment to live sustainably together.

Being eco-friendly is one approach to transitioning into a low-carbon society. This means considering environmental impacts throughout the entire value chain, including sourcing raw materials, transportation, production or processing, packaging, distribution, marketing, consumer use, and recycling. The entire process aims to minimize carbon emissions and reduce environmental impacts.

Risk-related consequences

The global shift toward a low-carbon society directly affects businesses. Companies that fail to adapt may face multiple risks, including stricter environmental regulations, higher operating costs, reputational damage affecting stakeholder trust, and competitive disadvantages compared to businesses that can offer more efficient and sustainable products or services.

Risk management measures

The Company recognizes the importance of adapting to low-carbon consumer behavior and has implemented a mitigation plan. The Company focuses on creating business opportunities while reducing environmental impacts by

developing and promoting eco-friendly ESG products. ESG product categories are clearly defined, and a target has been set for ESG product revenue to reach at least 40% of total sales by 2025, supporting responsible consumption and advancing the Company's transition toward sustainable low-carbon operations.

The Company's revenue share from ESG products has steadily increased from 33.73% in 2023, to 42.20% in 2024, and 45.28% in 2025.

In addition, the Company continuously tracks and analyzes trends in eco-friendly products to adapt strategies to changing consumer needs. This proactive approach helps reduce operational risks and strengthens the Company's competitiveness.

Risk 16 Human Right Risk

Related risk factors : Strategic Risk
• ESG risk

ESG risk factors : Yes

Risk characteristics

As the Company continues to expand its stores nationwide, it may face risks related to human rights risks across various dimensions, such as employment conditions, employee health and safety, privacy violations of personal data, restriction of freedom of expression and communication, community safety, and the use of illegal labor in the supply chain. Thus, the Company needs to prioritize checking its business operations to ensure that the human rights of any involved individuals are not violated throughout the supply chain.

Risk-related consequences

-

Risk management measures

The Company has established a human rights policy that underscores its commitment to conducting business with respect for human rights. It requires all directors, executives, and employees to acknowledge and adhere to the policy, ensuring the prevention of human rights violations affecting the Company's stakeholders throughout the supply chain. Additionally, the Company has implemented a Human Rights Due Diligence process to identify, prevent, and address potential human rights risks.

The Company has also established channels for employees to provide feedback and suggestions through red suggestion boxes placed in every store. These boxes are supported by the Employee Welfare Committees at each store, which were established in accordance with the Labor Protection Act B.E. 2541. This framework enables employees to discuss and negotiate appropriate welfare measures. Currently, all employees, representing 100% of the workforce, are members of the Welfare Committees. In the past year, there has not been any reported human rights violation resulting from the business operations.

Risk 17 Extreme weather events Risk

Related risk factors :
Operational Risk
• Climate change and disasters

ESG risk factors : Yes

Risk characteristics

The Company recognizes the risks associated with climate change, which may lead to extreme weather events such as floods, heavy rainfall, cyclones, strong winds, heatwaves, and droughts. These events can directly impact the Company's operations, including customer service, logistics management, outdoor storage, and employee safety across all stores nationwide.

Risk-related consequences

Extreme weather events may cause damage to property, buildings, infrastructure, and inventory, potentially disrupting operations at some stores and affecting sales and revenue. Delays in transportation or shortages of goods in certain areas could also impact the Company's overall supply chain.

Risk management measures

To ensure business continuity and resilience against extreme weather, the Company has implemented the following measures:

- **Business Continuity Management (BCM):** Developing **business continuity management** for natural disasters and extreme weather to enable rapid recovery, minimize service disruptions, and maintain the integrity of the supply chain.
- **Risk Assessment of Locations:** Identifying stores in flood-prone or high-risk areas to plan structural improvements, such as elevating buildings, installing drainage systems, and providing backup power, to enhance preparedness and resilience
- **Green Infrastructure Development:** Promoting the installation of solar rooftop systems at high-risk stores, using weather-resistant construction materials, and designing surrounding landscapes to manage and store rainwater effectively. High-pressure water barriers are also deployed to prevent flooding and reduce potential damage.
- **Supply Chain Resilience:** Diversifying sourcing and increasing backup inventory in safe locations to reduce the impact of transportation delays or disruptions.
- **Early Warning and Communication Systems:** Establishing centralized information systems to alert stores in high-risk areas, enabling timely preparedness and response to extreme weather events.

Risk 18 Corruption Risks

Related risk factors : Strategic Risk
 • ESG risk

ESG risk factors : Yes

Risk characteristics

The Company is acutely aware that corruption is a significant issue that greatly impacts the country's development. Throughout its history, the Company has maintained a commitment to conducting business with honesty, integrity, and transparency, operating within the framework of good corporate governance. To reinforce this commitment, the Company has established concise internal control procedures and implemented an anti-corruption policy, a corporate governance manual, business ethics guidelines, and a code of conduct. All directors, executives, and employees are required to acknowledge and strictly adhere to these policies and principles.

Risk-related consequences

-

Risk management measures

In addition to adhering to anti-corruption policies and business ethics, the Company has implemented strict and appropriate internal control procedures to prevent the risks that may arise internally. These include inspections and monitoring by the internal audit team and management team, as well as providing whistleblowing channels and protection measures for complainants to prevent corruption risks and build trust among all stakeholders.

To ensure the success of its anti-corruption mission, the Company joined the Thai Private Sector Collective Action against Corruption (CAC) network and was certified obtained membership certification. In 2025, no complaints related to corruption were reported.

Risk 19 Misinformation and Disinformation Risks

Related risk factors : Operational Risk
 • Information security and cyber-attack

ESG risk factors : Yes

Risk characteristics

In the current digital era, rapidly advancing AI can generate highly realistic text, images, audio, and video, enhancing communication and marketing. However, it also increases the risks of misinformation and disinformation, especially through deepfake technology and automated content-generation tools that make it difficult to distinguish real information from fabricated content. This includes false claims about product quality or safety, misleading promotions, fake websites, impersonation of company employees, and disinformation intended to damage the company's reputation. Such content can spread rapidly online, significantly affecting the company's reputation, stakeholder confidence, and overall business value.

Risk-related consequences

The spread of misinformation or disinformation can seriously harm a company's image and reputation, reduce customer confidence, weaken investor trust, and impact financial performance, including sales, stock value, and overall business operations. It can also lead to lost business opportunities and threaten long-term operational sustainability.

Risk management measures

The Company has implemented a proactive plan to prevent and respond to misinformation and disinformation:

- **Content Verification Process:** The company has established a content verification process before publication, with a dedicated team that reviews critical information such as specifications, pricing, return terms, and promotional materials. Additionally, all content intended for public release must be approved by authorized personnel to ensure it is complete, accurate, and free from misinformation.
- **Social and Media Monitoring:** The company continuously tracks online content, news, comments, and public sentiment using social listening tools. Reports are generated to detect trends and identify inaccurate misinformation and disinformation, enabling timely response and action.
- **Incident Response and Communication Protocol:** The company has established guidelines for responding to and communicating during incidents of misinformation or disinformation. It provides official updates through a designated central team to ensure accurate and consistent information and to avoid confusion. All announcements are shared through the company website (<https://globalhouse.co.th/>) or the Customer Service Center (1160). Customers and stakeholders are encouraged to use only these official channels to prevent misunderstandings from unofficial sources.
- **Security and Identity Protection:** The company implements official verified accounts to prevent fake pages or accounts. Control measures are applied to internal information systems, along with regular security audits.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : Yes

The Company has established a Business Continuity Plan (BCP) to ensure operational continuity in the event of crises or emergency situations, whether arising from natural disasters, accidents, malicious acts against the Company, or pandemics that may cause operational disruptions. Without effective supporting processes in place, may lead to a loss of stakeholder trust and operational impact.

A Business Continuity Plan is crucial in enabling the Company to effectively manage unexpected events in the event of crises or emergency situations, ensure business continuity, and reopen stores and resume services at an acceptable level within an appropriate timeframe. This helps mitigate potential losses and minimize operational disruptions to the Company.

This Business Continuity Plan (BCP) has been developed to address crisis or emergency situations that may affect the Company, including head office and store. The Plan covers four key scenarios as follows:

- Natural disasters, such as floods, windstorms, and earthquake.
- Incidents such as fire, malicious acts against the Company.
- Severe pandemics Incident, such as COVID-19
- Large-scale power outage

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

Company's sustainable supply chain management : Yes
policy and guidelines

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management : Yes
plan

Commitment

The Company is committed to efficient Supply Chain Management, covering the entire process from sourcing and warehouse management to nationwide distribution and delivery to customers at all stores. By systematically integrating sustainable development principles into operational processes, the Company supports business growth while creating long-term economic, social, and environmental value.

Management Guidelines

The Company places importance on selecting and developing partners who uphold standards in quality, labor safety, business ethics, and environmental responsibility. Digital technologies are adopted in warehouse management and distribution to enhance efficiency, reduce costs, optimize resource utilization, and minimize environmental impacts throughout the supply chain.

Sustainable Supply Chain Management Operations are as follows:

1. **Responsible Sourcing:** Suppliers were screened and assessed based on product quality, manufacturing standards, occupational health and safety practices, compliance with relevant legal requirements, and environmental responsibility. A technology-driven supplier relationship management system provided by Global Soft enhances transparency, promotes fairness, and supports continuous supplier development.
2. **Efficient Warehouse Management:** Wang Noi Distribution Center serves as the central logistics hub, supported by a Warehouse Management System (WMS) and an Automated Storage and Retrieval System (ASRS). These technologies improve inventory accuracy, reduce losses, optimize space utilization, and enhance energy efficiency across logistics operations.
3. **Environmentally Friendly Transportation:** A Smart Route Planning System implemented by GBH Logistics reduces travel distance, fuel consumption, and greenhouse gas emissions, while efficiently managing vehicles to increase the utilization rate per trip and enhance overall fleet performance.
4. **Digital Technology and Data Analytics:** An integrated IT infrastructure connects Enterprise Resource Planning (ERP), Warehouse Management Systems (WMS), Point-of-Sale (POS) systems, and other digital platforms to provide real-time supply chain visibility and coordination. These technologies support accurate demand forecasting, efficient stock management, and effective strategic decision-making.
5. **Supplier Engagement and Development:** The Company communicates sustainability expectations and sustainability operational guidelines to suppliers to support development in governance, human rights, occupational health and safety, and environmental responsibility. This approach strengthens supplier capabilities and competitiveness, ensures continuous engagement, and creates long-term sustainable value across the supply chain.

Sustainable Supply Chain Management System

The Company has implemented a structured sustainable supply chain management framework to ensure that stakeholders and suppliers operate in accordance with sustainability standards. The Board of Directors has assigned responsibility to the Sustainability and Corporate Governance Committee, which is responsible for supplier selection, supplier contract management, supplier assessment, and supplier development. Environmental, Social, and Governance (ESG) considerations are integrated into procurement processes, and significant suppliers undergo regular assessments through desk assessments and on-site assessments to verify compliance with labor practices, human rights, occupational health and safety, environmental management, and business ethics standards, with corrective action plans systematically monitored to ensure continuous improvement and compliance.

The Company has developed internal capabilities through ESG training programs for employees involved in procurement processes and relevant stakeholders to enhance supply chain risk management. In addition, the Company conducts ESG performance benchmarking among suppliers to raise standards, promote positive motivation, and foster long-term collaboration across the supply chain, thereby supporting long-term organizational competitiveness and sustainability.

Reference link to sustainable supply chain management plan : <https://sustainability.globalhouse.co.th/en/document/viewer/147/esg-supplier-handbook>

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 (%)	0.00	100.00	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://sustainability.globalhouse.co.th/en/document/viewer/51/supplier-code-of-conduct>

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 : Yes
acknowledge compliance with the supplier code of
conduct?

	2023	2024	2025
Percentage of key suppliers acknowledging compliance with the supplier code of conduct over the past year (%)	100.00	100.00	100.00

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

Research and development (R&D) expenses over the past 3 years

	2023	2024	2025
Research and development (R&D) expenses over the past 3 years (Million Baht)	2,500,000.00	3,000,000.00	3,500,000.00

Additional explanation for research and development (R&D) expenses over the past 3 years

The company is committed to responding to the changing of consumer needs, while also supporting to changes in the economic, social, and environmental aspects. This is achieved through research and development of products and services, as well as exploring business opportunities, to enhance the company's competitiveness in the long-term. In 2025, there are innovation development projects as follows:

1. Internal AI Development

The Company applies Artificial Intelligence (AI) to Support Internal operational processes to improve operational efficiency and support informed decision-making through the development of intelligent assistant systems and in-depth data analytics tool.

- Improved decision-making: Using AI to analyze big data to identify trends, business opportunities, and risks more quickly and accurately.
- Enhanced work efficiency: Implementing Automation for repetitive tasks such as basic customer question, document classification, and financial data analysis, thereby reducing employees and enabling them to focus on strategic tasks.
- Innovation creation: Exploring new ways to leverage AI in developing products, services, or business models that provide long-term competitive advantages.

2. Digital Picking List

The Digital Picking List has the target of improving warehouse and delivery processes by increasing efficiency and promoting an environmentally friendly approach through the elimination of paper-based picking lists and the use of digital picking lists on portable devices such as tablets or mobile scanners.

- Reduce environmental impact: Reduce the use of natural resources and waste generation by eliminating paper usage across all warehouse operations.
- Increase accuracy and speed: Enable staff to access picking list information in real time, reducing manual data entry errors and improving operational speed.
- Reduce costs and improve efficiency: Lower expenses related to printing, paper storage, and document handling, thereby enhancing overall supply chain efficiency.

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 : Yes
innovation culture

Building an Innovative Organization

In a rapidly changing world driven by technological advancement, consumer behavior, and a dynamic business environment, organizations that are able to adapt and continuously develop are those that can achieve stable and sustainable growth. Innovation is not limited to the creation of new ideas or technologies; rather, it encompasses the ability to drive meaningful change that creates value across multiple dimensions, including operational processes, products and services, efficient resource utilization, and the design of enhanced customer experiences.

The Company places strong emphasis on supporting creativity among employees at all levels and recognizes that human capital is a core driver of innovation. Accordingly, the Company supports the continuous development of knowledge, understanding, and skills in technology and artificial intelligence, while also organizing innovation activities and competitions that encourage employees to propose initiatives with strong potential for practical implementation. These initiatives generate added value for the Company, customers, and society at large, and form a solid foundation for long-term sustainable growth.

In 2025, the Company developed the **Power & Solar Energy Monitoring System** to monitor, analyze, and manage electricity consumption, including Self-generated non-fuel renewable energy from solar energy (Solar Rooftop), at each store on a daily basis. The system provides in-depth insights into both energy consumption and energy generation, along with systematic historical trend comparisons. This enables management to make data-driven strategic decisions to enhance energy efficiency across the organization in a measurable and tangible manner.

This innovation allows the Company to promptly detect abnormalities in electricity usage, reduce unnecessary energy losses, increase the proportion of renewable energy utilization, and effectively control utility expenses. It reflects the Company's commitment to responsible resource utilization, environmental stewardship, and long-term sustainable business growth. By reducing unnecessary electricity consumption, the Company not only improves operational performance but also significantly lowers indirect greenhouse gas emissions (Scope 2) from purchased electricity. As a result, the Company can achieve measurable reductions in its corporate carbon footprint while aligning with global climate action goals.

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 : No
from innovation development?

Non-financial benefits

Does the company measure the non-financial : No
benefits from innovation development?

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