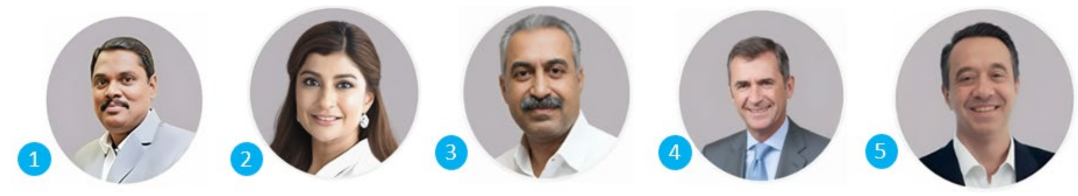
(GRI:2-18)

8.3 Performance Summary Report of the Sub-Committees

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

8.3.1 The Executive Committee's Report

As of December 31st, 2025, the Executive Committee is now composed of five executive directors, including the newly appointed members.



1. Mr. Sathish Kumar Pushparaj, Managing Director, Chairman of Executive Committee
2. Ms. Nishita Shah, Executive Director
3. Mr. Krishnan Subramanian Aylur, Executive Director
4. Mr. Timothe Arthur Maria Van Den Bossche, Executive Director
5. Mr. Ben Harrath Faouzi Van Den Bossche, Executive Director

During the year 2025, a total of four Executive Committee meetings were held, with a full quorum of Executive Committee members present in accordance with the Executive Committee Charter. The list of Executive Committee members is as follows:

Meeting attendance Executive Committee

Meeting Executive Committee (times) : 4

List of Directors	Meeting attendance Executive Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mr.Sathish Kumar Pushparaj[/2] (Chairman of the Executive Committee)	2	/	2	2/2 (100.00%)
2. Ms. Nishita Shah [/1] (Member of the executive committee)	2	/	4	2/4 (50.00%)
3. Mr. Krishnan Subramanian Aylur (Member of the executive committee)	4	/	4	4/4 (100.00%)
4. Mr. Timothe Arthur Maria Van Den Bossche (Member of the executive committee)	3	/	4	3/4 (75.00%)
5. Mr. Ben Harrath Faouzi (Member of the executive committee)	4	/	4	4/4 (100.00%)
6. Mr. Geza Emil Perlaki (resigned)	2	/	2	2/2 (100.00%)
Average Meeting Attendance Rate				87.50 %

The Executive Committee was scheduled to meet to discuss key investment initiatives and other topics for review and voting before the Board of Directors' meeting. Management from each department was expected to provide updates on operational outcomes. Major shareholders were also invited to share their insights and feedback. The Executive Committee fulfilled its responsibilities in accordance with the Executive Board charter.

1) To consider and prepare policies, directions, business strategies, work plans, financial targets, annual budgets, and the scope of power to manage businesses of the Company and its subsidiaries in conjunction with the executive to propose the matters to the Board of Directors for approval.
   • In the past year, policies, business strategies, work plans, financial targets, and annual budgets including revising policies and strategic plans to cope with changing situations and ESG projects, such as renewable energy initiatives.

1) To monitor and supervise the business operations of the Company and its subsidiaries to follow the policies, directions and business strategies, work plans, financial targets and annual budgets approved by the Board of Directors and to be efficient and contribute to the nature of business, and to advise senior executives on management matters.
3) Considered and reviewed planning for various investment projects
4) Approved investment expenditures as per the annual budget assigned or approved by the Board Directors
5) Follow up on the operating results and progress of the investment projects of each business, and report the results using financial reports, investment project reports, sales, marketing, and logistics operation reports, subsidiary operation report, inventory reports including issues or limitations, and provide guidelines on improvement to our Board of Directors
6) Provide constructive comments on financial, marketing, and operational strategies and other administrative aspects by means of detailed reports to the Board of Directors, including recommendations for improvements.
7) To perform to promote and protect the Company's interest and perform any other duties assigned by Board of Directors including taking part in considering various matters relating to the Company and its subsidiaries to monitor threats of obstacles that may affect business operations to tackle such problems for the Company and its subsidiaries business continuity.

Year 2025 Executive Committee meetings highlighted a year of strategic adaptation amid market headwinds. The company responded to declining volumes and pricing pressures in core segments by intensifying cost control, optimizing inventory, and prioritizing cash flow management. Strategic initiatives focused on maintaining market position, enhancing operational efficiency through automation and asset upgrades, and strengthening the balance sheet. Looking forward, the company is positioning itself to capitalize on cost reduction opportunities and new business prospects, while proactively managing risks to achieve sustainable EBITDA growth.

Remark :

(1) During the year, the directors resided in the United States and, due to time constraints related to meetings, which involved different time zones, the director were unable to attend. However, the nominating shareholder group arranged for individuals to attend the meetings to receive information on the meeting minutes, and the executive director was able to receive and express their opinions through internal communication channels, including information sent to the directors via email.

(2) During the year, there was an internal restructuring of the major shareholders' group, resulting in changes in senior management positions. Upon approval of the Nomination, Remuneration and Corporate Governance Committee and the resolution of the Board of Directors, the position of Managing Director and Chairman of the Executive Committee was changed from Mr. Geza Emil Perlaki to Mr. Satish Kumar Pushparaj, effective from 1 July 2025 onwards.

(3) Miss Panchalee Sombutrasarn – Secretary to Executive Committee