8. Report on key operating results on corporate governance

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

As a representative of the SUTHA, the Board of Directors carried out duties and responsibilities prescribed in the Charter of Board of Directors and Sub-Committee to approve and specify the directions, visions, goals and business strategy as well as, in cooperation with the management team, laying out guidelines for corporate governance for forming mutually-beneficial relationships with stakeholders by adhering to good corporate governance and business code of conduct policy to drive the business towards the sustainable business growth.

The Board of Directors was to set guidelines for everyone in the organization, an important foundation for driving the organization towards sustainability. The main principles that everyone realized and implemented basically were operating under good governance or corporate governance policy laid out by the Board of Directors for all parties to follow. The Board of Directors as of December 31st ,2025 is comprised of 8 members, including:

Mr. Sripop Sarasas
Independent Director/ Chairman of the Board of Director / Chairman of Audit Committee

Mr. Ben Harrath Faouzi
Director / Executive Director / Authorized director

Miss. Nishita Shah
Director / Executive Director / Authorized director

Mr. Krishnan Subramanian
Director / Executive Director / Authorized director / Nomination Remuneration and Corporate Governance Committee member

Mr. Sathish Kumar Pushparaj
Director / Managing Director / Authorized Director / Chairman of Executive Committee / Chairman of Risk Management and SD Committee

Mrs.Ladda Chatchaluay
Independent Director/ Audit Committee member / Chairman of Nomination Remuneration and Corporate Governance Committee

Mr. Timothe Arthur Maria Van Den Bossche
Director / Executive Director / Authorized director / Nomination Remuneration and Corporate Governance Committee member

Mrs. Vannee Abakaz
Independent Director / Audit Committee member / Nomination Remuneration and Corporate Governance Committee member

(GRI: 2-9, 2-11)

No	Name-Surname	Position
1	Mr. Sripop Sarasas	Independent Director, Chairman of the of the Board of Directors and Chairman of the Audit Committee
2	Mr. Ben Harrath Faouzi	Director, Executive Director
3	Ms. Nishita Shah	Director, Executive Director
4	Mr. Krishnan Subramanian Aylur	Director, Executive Director, Nomination Remuneration and Corporate Governance Director
5	Mr. Sathish Kumar Pushparaj /1/2	Director , Managing Director, Chairman of the Executive Committee and Chairman of the Risk Management and SD Committee
6	Mrs. Ladda Chatchaluay	Independent Director, Audit Committee, Chairman of the Nomination Remuneration and Corporate Governance Director
7	Mr. Timothe Arthur Maria Van Den Bossche	Executive Director, Nomination Remuneration and Corporate Governance Director
8	Mrs. Vannee Abakaz	Independent Director, Audit Committee and Nomination Remuneration and Corporate Governance Director

Ms. Thidarat Sihawanlop, the Company Secretary, and Ms. Panchalee Sombutrasarn, an assistant Company Secretary, collected data and prepared the report.

Note

1. In 2025, the Nomination, Remuneration, and Corporate Governance Committee assessed the qualifications of the nominated candidate and submitted their recommendation for approval at Board Meeting No. 4/2025. Mr. Sathish Kumar Pushparaj was appointed as Director, Managing Director, Chairman of the Executive Committee, and Chairman of the Risk Management and Sustainability Development Committee, succeeding Mr. Geza Emil Peraki, with effect from August 8, 2025.
2. Mr. Sathish Kumar Pushparaj was nominated for the position of General Manager of Carmeuse Middle East and Asia in Thailand by the Carmeuse, an indirect shareholder, and commenced his role on July 1, 2025. On June 20, 2025, the Nomination Committee convened an off-plan meeting (No. 3/2025) to evaluate the candidate's suitability for senior executive and directorial responsibilities. The committee determined that Mr. Pushparaj's qualifications are well-aligned with the organization's strategic direction and Skill Matrix.
3. The order of the directors is presented in accordance with the sequence listed in the company's affidavit.

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

The Board of Directors performs the role and responsibilities prescribed in the Board charter aligned with the corporate governance, business ethics, corporate strategy, internal controls, risk management, and stakeholder management between the board of directors, management, employees, and shareholders to create maximum benefits for the Company based on corporate social responsibility, concern for the environment, fairness to all stakeholders. The Board of Directors has thus resolved to adopt this Charter of the Board of Directors which applies the principles of the Corporate Governance Code (CG Code) for Listed Companies 2017 prepared by the Securities and Exchange Commission.

Principle	Principles of Good corporate governance Code Golden Lime Public Company Limited		Principle
1	Establish clear leadership role and responsibilities of the board	Define objectives that promote sustainable value creation	2
3	Strengthen board effectiveness	Ensure effective CEO and people management	4
5	Nurture innovation and responsible business	Strengthen effective risk management and internal control.	6
7	Ensure disclosure and financial integrity	Ensure engagement and communication with shareholders	8
	“We contribute to a better World”		

Corporate governance is implemented in accordance with the five fundamental principles of good governance, which include:	
1	Integrity The Company is committed to incessantly conducting its business with transparency, fairness, and good corporate governance in conformance to both domestic principles, such as the Corporate Governance Code for Listed Companies 2017 (CG Code) of the Office of Securities and Exchange Commission (‘the SEC”), the Corporate Governance Report of Thai Listed Companies (CGR) of Thai Institution of Directors Association, to ensure good

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

Corporate governance is implemented in accordance with the five fundamental principles of good governance, which include:

governance aligned with corporate strategic goals, resources allocation, performance monitoring and evaluation to achieve its goals of sustainable growth.

2 Fairness The Board of Directors established corporate business ethics that focus on the ethical responsibilities of companies to and for the stakeholders, aligned with good corporate governance, sustainability development, competitiveness, and value creation for the long term return to stakeholders. The company is committed to doing business by respecting human rights and treating the stakeholders fairly to reduce environmental negative impacts, manage risks, and secure business continuity by revolving below principles.

2.1 Code of Ethics for Directors and executives

- The role of the board and management
- \- Recruiting, developing and evaluating the performance of directors and executives
- Setting compensation criteria for directors and executives
- Securities Trading / report on changes of interest of Directors, Executives and the use of inside information /report on conflict /conflict of interest and related parties transactions (GRI:2-15)

2.2 Code of Ethics for Corporate management

- Internal controls
- Risk and Crisis management and Business Continuity
- Corporate Compliance Governance Policy
- Anti-corruption
- Managing company assets and interests
- complaints and whistleblowing
- Information Disclosure communication
- Supervising subsidiaries
- Information Disclosure
- Social public communications
- Information security
- Guarding business secrets and intellectual property
- Technology and Innovation
- Human rights and equality implementation
- Healthy and safety working environment
- Tax policy
- Personal information protection
- Anti money laundering

2.3 Code of Ethics for Stakeholders

- Fair treatment to all shareholders equally and fairly
- Accountability and practices to authorities
- Policies and guidelines for directors, executives, and employees
- Policy and guidelines for trading partners, Procurement conduct practices
- Policies and practices towards customers
- Policy and practices towards competitor
- Policies and practices towards the community and environments

Establishing a sustainable development framework with environmental and social responsibility to develop business sustainably following:

SUTHA

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

Corporate governance is implemented in accordance with the five fundamental principles of good governance, which include:

"We contribute to a better world"

Sustainability development and Environment and Society responsibility	
Environmental:	**Social:**
E1. Environmental management	S1. Human rights and labor fair treatment
E2. Resources efficiency	S2. Employees Development
E3. Climate management	S3. Employee motivation and retention
E4. Product responsibility	S4. Health and Safety
E5. Water Risk management	S5. Community Cohesion and Social Inclusion
E6. Biodiversity	S6. Stakeholders engagement
Governance: Corporate Governance	
G1. Good corporate governance	G7. Sustainable value chain management
G2. Business ethics and anti-corruption	G8. Tax operations
G3. Business materiality	G9. Innovation and technology for society or environment
G4. Internal control and risk management and crisis	G10. Data and information security systems
G5. Customer relationship management	G11. Safe investment, Resources efficiency, Asset Management and lean budget
G6. Product or service quality management and Responsible marketing communications	G12. Financial stability, operating results and growth

SUTHA

3	Transparency the Company disseminates the significant information of the Company, both financial and non-financial information sufficiently, accurately, completely, promptly, and transparently according to the Good corporate Governance stipulated by the Stock Exchange of Thailand and the Securities and Exchange Commission.
4	Responsibility Carrying out the roles and responsibilities with full capability and care to deliver and develop best results as provided in the 56-1 One Report.
5	Accountability is the acknowledgment of and assumption of responsibility for actions, products, decisions, and policies via describing reasons for such decisions in 56-1 One Report

Principles of Good corporate governance Code

1	Establish clear leadership role and responsibilities of the board
2	Define objectives that promote sustainable value creation.
3	Strengthen board effectiveness
4	Ensure effective CEO and people management
5	Nurture innovation and responsible business
6	Strengthen effective risk management and internal control.
7	Ensure disclosure and financial integrity.
8	Ensure engagement and communication with shareholders

Governance ensures that information disclosure is carried out in accordance with the prescribed principles and policy framework		
No.	**Corporate Governance**	**CG code no.**
1	The board should explicitly disclose in the Company's annual report and on the website its diversity policies and details relating to directors, including directors' age, gender, qualifications, experience, shareholding percentage, years of service as director, and director position in other listed companies.	3.1.4
2	The board should disclose the roles and responsibilities of the board and the committees, the number of meetings and the number of directors participating in meetings in the previous year, board and every single committee's performance.	3.2.7
3	The board should disclose the directors' remuneration policy that reflects the duties and responsibilities of each individual, including the pay components and level received by each director. The remuneration disclosed for each director should also include remuneration for what each individual receives from holding directorship at the company's subsidiaries.	3.4.4
4	If the board appoints any person to consult with the remuneration committee, that consultant's information should be disclosed in the annual report, including information regarding independence and any conflicts of interest.	3.4.5
5	The board should set and publicly disclose criteria limiting the number of director positions directors can hold simultaneously in other companies, and should consider the effectiveness of directors who hold multiple board seats. The number of companies of which a person can simultaneously be a director should be appropriate to the nature and types of businesses involved but should not exceed five listed companies.	3.5.2
6	The integrity and timely disclosure of the material information of the subsidiary, including its financial information, related party transactions, acquisition and disposition of assets and other important transactions, capital increases or decreases, and termination of a subsidiary.	3.6.1 (4)
7	The annual assessment of the performance of the board and committees as a whole and on an individual director level should be based on self-evaluation, or alternatively, on cross-evaluation together with self-evaluation. The criteria, process, and results of the evaluation should be disclosed in the annual report.	3.7.2
8	The board should disclose in the annual report training and knowledge development of the board.	3.8.4
9	The board should oversee that information is properly disclosed when there are any conditions that have an impact on the control over the company.	4.3.3
10	The board should ensure the designation of an internal auditor or establish an independent internal audit function that is responsible for reviewing and improving the effectiveness of the risk management and internal control systems, and reporting review results to the audit committee. The result of the internal audit review must be disclosed in the Company's annual report.	6.2.4
11	The board should ensure management and monitoring of conflict-of-interest situations and transactions. The board should adopt an ethics and conflicts of interest policy consistent with applicable law and standards (including fiduciary duties) and establish clear guidelines and procedures for disclosure and decision-making in conflict-of-interest situations. For example, any party who has a vested interest in a particular transaction, should disclose that interest, and not be involved in the decision-making.	6.3.2
12	The board should ensure that any person (including chief financial officer, accountant, internal auditor, company secretary, Investors Relation officer) involved in the preparation and disclosure of any information of the Company has relevant knowledge, skills and experience, and that sufficient resources, including staffing, are allocated.	7.1.1
13	When approving information disclosures, the board should consider all relevant factors, including for periodic financial disclosures: - The evaluation results of the adequacy of the internal control system. - The external auditor's opinions on financial reporting, observations on the internal control system, and any other observations through other channels. - The audit committee's opinions. - Consistency with objectives, strategies and policies.	7.1.2

Governance ensures that information disclosure is carried out in accordance with the prescribed principles and policy framework		
No.	**Corporate Governance**	**CG code no.**
14	The board should ensure that information disclosures (including financial statements, annual reports, and Form 56-1) reflect the Company's financial status and performance accurately and fairly. The board should promote the inclusion of the Management Discussion and Analysis (MD&A) in quarterly financial reports in order to provide to investors more complete and accurate information about the Company's true financial status, performance and circumstances.	7.1.3
15	For disclosures related to any individual director, that director should ensure the accuracy and completeness of the information disclosed by the company, including of shareholders' information and any shareholders' agreement.	7.1.4
16	The board should consider and report data on the company's compliance and ethical performance (including anti-corruption performance), its treatment of employees and other stakeholders (including fair treatment and respect for human rights), and social and environmental responsibilities, using a report framework that is proportionate to the company's size and complexity and meets domestic and international standards. The company can disclose this information in the annual report and in separate reports, as appropriate.	7.4.1
17	Information to be disclosed on the company's website includes: (1) the Company's objectives and values (2) nature of the Company's business and the Company's operations (3) list of the Company's board of directors and of executives (4) financial statements and reports about the financial status and the Company's financial and non-financial performance for current and previous year (5) downloadable version of annual reports and SEC Form 56-1 (6) information and documents that the Company discloses to the investment community and other external parties (7) shareholding structure, both direct and indirect (8) the Company's group structure, including subsidiaries, affiliates, joint ventures, and special purpose enterprises/vehicles (SPEs/SPVs) (9) direct and indirect major shareholders, holding at least 5 percent of paid-in capital with voting rights (10) direct and indirect shareholdings in the Company held by directors, major shareholders, and key executives of the Company (11) invitation letters to the shareholders' ordinary and extraordinary meetings (12) the Company's regulations, and memorandum and articles of association (13) the Company's corporate governance policy and related policies including IT governance policy, anti-corruption policy and practices, and risk management policy (14) a charter or statement of duties and responsibilities, directors' qualifications, board composition, terms, and authority of the board and board committees, including audit committee, nomination committee, remuneration committee, and corporate governance committee (15) the Company's code of ethics and conduct applicable to all directors, executives, employees and staff, as well as the Company's Investor Relation's code of conduct, and (16) contact information (name of department or relevant person, phone number, and e-mail) for complaints, investor relations and the Company secretary.	7.6.1
18	Establishing criteria for minority shareholders to nominate persons to serve as directors of the company and informing in advance for the shareholders to exercise their rights.	8.1.2 (2)
19	The board should ensure that the company discloses the results of voting on proposed resolutions ("for", "against", and "abstain") for each proposed resolution.	8.3.1

The Board of Directors has also appointed various sub-committees to collaborate with designated management as well as appointed personnel and supervise according to the corporate guidelines, goals, strategies, and budgeting adhering to below core values to jointly deliver stakeholders product quality and services in line with the needs and expectations of customers to promote growth, stabilize market base for long term income so the business can operate under competitive conditions.

Respect	• The Board approved the policy regarding ethical and fair treatments based on the principles of respect, dignity, human rights, and law compliance towards all stakeholders; customers, shareholders, trading partners, creditors, society, communities, government agencies, regulatory agencies respectfully and fairly including competitors under legitimate fair competition. • The board of directors along with the management are committed to carry out business operations in accordance with the laws, rules, and regulations correctly, including promoting joint capacity building, joint principles, joint policy network to combat corrupt or immoral acts by creating a manual of business ethics for suppliers. • The Board of Directors and the Audit Committee strictly follow regulations regarding reports on securities trading by directors and executives, changes in their securities trading and prevention of the use of inside information, related party transactions, reports of interests of directors and executives, prevention of conflict of interest, financial report audited and timely disclosure.

Efficiency	• The Board directed the management to promote personnel potential, and preferred operational behaviours to influence employees' behaviours for better safety, reduced environmental impact, and innovation drive.
	• The board has followed up on performance through performance reports, where the top executive reports operating results to the board meeting and/or sub-committee meetings including below aspects:
	  • Directing business aligned with corporate objectives, goals, vision, mission, policies, frameworks, and practices that are reviewed regularly.
	  • Reviewing jointly with the management and top executives periodically the annual budget to monitor core expenditures and investments progress regularly.
	  • Monitoring core financial ratios and crucial indicators; EBITDA, profits, and financial variables along with their impacts on the standalone and consolidated financial reports, financial performance, market situations and trends, management of important financial impacts, progress in other initiatives, and development.
	  • Monitoring progress and performance of investment project , reviewing investment plan and process improvement for business expansion.
	  • Supervising the related party transactions approved by the Audit Committee
	  • Supervising and monitoring the utilization of proceeds from capital increase
	  • Overseeing entering into loan agreements, monitoring workflow liquidity, and controlling the utilization of proceeds from capital increase in repaying loans to reduce financing costs to create maximum benefit.
	  • Monitoring financial ratios obliged with loan requirements.
	  • Establishing framework for sustainability operations along with the review of reports on sustainability development and risk management. This includes appointing executives and management as additional members of the Risk Management and Sustainability Development Committee. Their involvement will enhance the execution of responsibilities as outlined in the Risk Management Committee Charter and the Sustainability Development Committee Charter. These charters have been reviewed and refined to ensure a systematic approach to risk management and to promote sustainability in line with accepted standards, allowing for upgrades based on corporate governance and sustainability development indicators.
	  • To acknowledge the materiality via the sustainability report,important sustainability issues, priorities, and actions, including engagement activities with key stakeholders as outlined in the reports provided.
	  • Delegating the management and executives to monitor law and regulations compliance and operating by good corporate governance, the sustainability development and report such performance for acknowledgment.

	• Ensuring good operation, competitiveness, business continuity, adequacy of internal controls, financial liquidity, ability to repay debt, timely accurate disclosure prescribed by the SEC Office and the SET, board and subcommittee self-assessment and evaluation conducted for improvement. • Review and approve major investments, critical fuel procurement, and asset transactions within Board-approved financial limits. • Overseeing the implementation of strategies proposed by management through various projects, which will facilitate and expedite progress toward achieving established objectives. • Monitoring the results of risk management and internal control reports, and recognizing the risk management updates presented by subcommittees. This involves endorsing the selection of senior executives from all units and operational management to serve on the Risk Management and Sustainability Development Committee. Their responsibility is to monitor risk management and sustainability issues that could affect the business, as well as to implement strategies and address major risks or sustainability challenges that might impact business performance or influence competitiveness and stability. • To consider and approve the appointment of individuals as Managing Director, Directors, and Executive Directors in subsidiary companies.
Customer Focus	The Board of directors oversees revenue generation in the aspect of a customer-centric strategy to ensure customer satisfaction with quantity and quality compliance to their expectations to stabilize and grow revenue to develop further capacity, and more competitive opportunities and mitigate negative impacts by risk management and internal controls, standardized systems and processes in managing production and operation including responsible delivery for products and the environment, community, and society • Approval of the investment for the product development project that is meant for users' applications. • Approval of investment in machinery and its auxiliary's improvement to meet customer requirements in desired quantity and quality, size, characteristics, and packaging. • Approve to enhance operational logistics efficiency. • Provide process engineering and design services to increase efficiency and reduce expenses, as well as wider ranges of customers' application. • Promote joint improvement with customers to find best suitable application.
Long term relationship	With the above-mentioned Integrity, Fairness, Transparency, Responsibility, and Accountability, the Board of directors supervises the management to scrutinize thoroughly from sourcing materials, developing, processing, obtaining finished products, product application, and product customization efforts to achieve customer satisfaction to establish and maintain long-term customer relationships, retain existing customers for a strong and loyal customer base that can increase recurring revenue via building long-term relationships • Assessed and prioritized sustainability materiality based on significance in the opinions of stakeholders within and outside the organization via complain filing channels provided. • Identified possible risks to the business operations, analyse their potential impact towards stakeholders and prepare a risk management and mitigation plan. • Analysed stakeholder engagement and resource allocation to raise joint development with society, and stakeholders that may affect the company's business operations. • Improved the supply chain to address supply chain sustainability to create shared values and minimize the impact of disruptions on their operations involved in business chain.

(GRI: 2-10)

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

The Board of Directors has resolved to appoint the Nomination and Remuneration Committee to consider criteria and procedures for selection and nomination of suitable candidates to serve as directors and members of sub-committees, the Chief Executive Officer, upon expiration of term of office, by considering nominated directors for qualifications, knowledge, skills, and experience of the nominated candidates to be appointed as SUTHA directors and express their opinions to board members prior presenting to the shareholder meeting to appoint directors.

For sufficient detail provided to shareholders, the correctness and completeness of information and qualifications of director nominee are gathered and reviewed according to the Company procedures before proposing to the Remuneration and Nomination Committee and the Company's Board of Directors for consideration. The directors who retire by rotation may be re-appointed by the Board of Directors to assume the positions. The Nomination and Remuneration Committee is to take past performance into consideration.

Ensuring that all shareholders receives equitable treatment, eligible minor shareholders and major shareholders are invited to nominate qualified candidates for Director election, from directors' pool and IOD Chartered director, directors database of the Office of the Securities and Exchange Commission , the Company's selection , nominated directors by senior executives positions within the organization to join and serve on sub-committees or hold a position as a director of a subsidiary company.

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	Skill and expertise
Mr. Sripop Sarasas	Chairman of the board of directors (Non-executive directors, Independent director)	2 Apr 2014	Audit, Finance, Banking
Ms. Nishita Shah	Director (Non-executive directors)	29 Sep 2016	Finance, Business Administration

List of newly appointed directors to replace the ex-director

List of directors	Position	First appointment date of director	Skill and expertise
Mr. Sathish Kumar Pushparaj	Director (Executive Directors)	8 Aug 2025	Petrochemicals & Chemicals, Engineering

Selection of independent directors

The criteria for selecting Independent Directors and Audit Committee Members:

1. Independence: Directors must not have any business or personal relationships that could affect their independent judgment.
2. Knowledge and Experience: Directors should have relevant knowledge and experience in finance and accounting.
3. Audit Capability: Directors must have the ability to audit and evaluate the company's performance.
4. Compliance with Laws and Regulations: Directors must comply with laws and regulations related to being an Independent Director and Audit Committee Member.

Criteria for selecting independent directors

The Company's Board of Directors will preliminarily consider together the qualifications of the persons who will take the office as an Independent Director considering the qualifications and prohibitions of the director in accordance with the Limited Public Company Act., Laws on securities and securities exchange, and Announcement of the Capital Market Supervisory Board as well as related announcement, regulations and/or rules. In addition, the Company's Board of Directors considers and selects the Independent Director from the experts, taking into consideration the working experience and other suitability, and then it will propose to the Shareholder's meeting for consideration and appointment to be the Company's director.
The Company states that independent directors make up at least one-third of the total board, with a minimum of three individuals. All three independent directors meet the qualifications required for both independent directors and audit committee members, including:

<table>
<tr><th rowspan="2">No.</th><th rowspan="2">Name-Surname</th><th>Position</th><th colspan="3"></th></tr>
<tr><th></th><th>Date in Position</th><th>Approved by</th><th>Term of Directors</th></tr>
<tr><td rowspan="2">1</td><td rowspan="2">Mr.Sripop Sarasas</td><td rowspan="2">Chairman of the Audit Committee and Chairman of the Board of Directors and

(GRI:2-11)</td><td>2 April 2014</td><td>8 April 2022</td><td>12 years (2014-2025)</td></tr>
<tr><td colspan="3">Upon completing nine years, an independent director with AGM resolution to approve to serve on the board continuously.</td></tr>
<tr><td>2</td><td>Mrs.Ladda Chatchaluay</td><td>Audit Committee, Chairman of the Nomination Remuneration and Corporate Governance Director</td><td>5 April 2017</td><td>4 April 2024</td><td>8 Years (2017-2025)</td></tr>
<tr><td>3</td><td>Mrs.Vannee Abakaz</td><td>Audit Committee and Nomination Remuneration and Corporate Governance Director</td><td>15 May 2018</td><td>4 April 2023</td><td>7 Years (2018-2025)</td></tr>
</table>

3 Independent Directors of the Company, are fully qualified according to the requirements of the Securities and Exchange Commission and according to **the definition of independence that the Company has defined as follows:**

Qualifications of Independent Directors

The qualifications of whom will conform to the Notification of the Capital Market Supervisory Board No. TorChor. 28/2551 Re: Application for and Approval of Offer for Sale of Newly Issued Shares, dated 15 December B.E. 2551 (including its amendment).

Prescribed Qualifications of Independent Directors and Audit Committee by the Stock Exchange of Thailand

3 Independent Directors of the Company, namely, Mr. Sripop Sarasas, Mrs. Ladda Chatchaluay, and Mrs. Vannee Abakaz, are fully qualified according to the requirements of the Securities and Exchange Commission and according to **the definition of independence that the Company has defined as follows:**

<table>
<tr><th colspan="2" rowspan="2">Independent Directors Qualification</th><th colspan="3">Name of the Independent Directors</th></tr>
<tr><th>Mr. Sripop Sarasas</th><th>Mrs. Ladda Chatchaluay</th><th>Mrs. Vannee Abakaz</th></tr>
<tr><td>1.</td><td>Holding shares not exceeding one percent of the total number of shares with voting rights of the Company, its parent company, a subsidiary company, associate</td><td></td><td></td><td></td></tr>
</table>

Independent Directors Qualification		Name of the Independent Directors		
		Mr. Sripop Sarasas	Mrs. Ladda Chatchaluay	Mrs. Vannee Abakaz
	company, major shareholder or controlling person, including shares held by related persons of such independent director. - Number of shares - Proportion of shares with total voting rights	 - -	 175,000 0.048%	 25,000 0.007%
2.	Neither being nor used to be an executive director, employee, staff, advisor who receives salary or controlling person of the Company. Its parent company, a subsidiary company, associate company, a same-level subsidiary company, major shareholder or controlling person, unless the foregoing status has ended not less than two years prior to the date of filing an application with the Office of Securities Exchange Commission. Such prohibitions shall not include the case where the independent director used to be a government officer or an advisor of the government sector, which is the major shareholder, or the controlling person of the Company.	Qualified	Qualified	Qualified
3.	Not being a person related by blood or legal registration as father, mother, spouse, sibling, and child, including spouse of child, executive, major shareholder, controlling person, or person to be nominated as executive or controlling person of the Company or its subsidiary company.	Qualified	Qualified	Qualified
4.	Neither having nor used to have a business relationship with the Company, its parent company, subsidiary company, associate company, major shareholder or controlling person, in the manner which may interfere with his independent judgment, and neither being nor used to be a significant shareholder or controlling person of any person having a business relationship with the Company, its parent company, subsidiary company, associate company, major shareholder or controlling person, unless the foregoing relationship has ended not less than two years prior to the date of filing an application with the Office of Securities Exchange Commission. The term business relationship' as mentioned above shall include any normal business transaction, rental or lease of immovable property, transaction relating to assets or services or granting or receipt of financial assistance through receiving or extending loans, guarantee, providing assets as collateral, and any other similar actions, which result in the Company or the counterparty being subject to indebtedness payable to the other party in the amount of three percent or more of the net	Qualified	Qualified	Qualified

Independent Directors Qualification		Name of the Independent Directors		
		Mr. Sripop Sarasas	Mrs. Ladda Chatchaluay	Mrs. Vannee Abakaz
	tangible assets of the applicant or twenty million Baht or more, whichever is lower. The amount of such indebtedness shall be calculated according to the method for calculation of value of connected transactions under the Notification of the Capital Market Supervisory Board governing rules on connected transactions mutatis mutandis. The consideration of such indebtedness shall include indebtedness occurred during the period of one year prior to the date on which the business relationship with the person commences.			
5.	Neither being nor used to be an auditor of the Company, its parent company, subsidiary company, associate company, major shareholder or controlling person, and not being a significant shareholder, controlling person, or partner of an audit firm which employs auditors of the applicant, its parent company, subsidiary company, associate company, major shareholder or controlling person, unless the foregoing relationship has ended not less than two years prior to the date of filing an application with the Office of Securities Exchange Commission.	Qualified	Qualified	Qualified
6.	Neither being nor used to be a provider of any professional services including those as legal advisor or financial advisor who receives service fees exceeding two million Baht per year from the Company, its parent company, subsidiary company, associate company, major shareholder or controlling person, and not being a significant shareholder, controlling person or partner of the provider of professional services, unless the foregoing relationship has ended not less than two years prior to the date of filing an application with the Office of Securities Exchange Commission.	Qualified	Qualified	Qualified
7.	Not being a director appointed as representative of directors of the Company, major shareholder or shareholder who is related to major shareholder.	Qualified	Qualified	Qualified
8.	Not undertaking any business in the same nature and in competition to the business of the Company or its subsidiary company or not being a significant partner in a partnership or being an executive director, employee, staff, advisor who receives salary or holding shares exceeding one percent of the total number of shares with voting rights of other company which undertakes business in the same nature and in competition to the business of the Company or its subsidiary company.	Qualified	Qualified	Qualified

Independent Directors Qualification		Name of the Independent Directors		
		Mr. Sripop Sarasas	Mrs. Ladda Chatchaluay	Mrs. Vannee Abakaz
9.	Not having any other characteristics which cause the inability to express independent opinions with regard to the Company's business operations.	Qualified	Qualified	Qualified
10.	Not being a director appointed by the Board of directors to decide upon the business operation of the Company, its parent company, subsidiary company, associate company, same- level subsidiary company, major shareholder or controlling person.	Qualified	Qualified	Qualified

Qualifications of the Audit Committee

The Audit Committee consists of Mr. Sripop Sarasas, Mrs. Ladda Chatchaluay and Mrs. Vannee Abakaz which are qualified in accordance with the Notification of the Securities and Exchange Commission No. Tor Chor. 28/2551 Re: Application for and Approval of the Offer for Sale of Newly Issued Shares dated 15th December 2008 (including amendments) as follows;

Independent Directors Qualification		Name of the Independent Directors		
		Mr. Sripop Sarasas	Mrs. Ladda Chatchaluay(*)	Mrs. Vannee Abakaz(*)
1.	Not being a director who is appointed by the Board of Directors to decide in the operation of the Company and its affiliated companies; not being a major shareholder or a company's controlling person.	Qualified	Qualified	Qualified
2.	Not being a director who takes part in the management; not being an employee, staff member or advisor who receives a regular salary or company's controlling person and its affiliated companies which are listed.	Qualified	Qualified	Qualified
3.	Being fully qualified in accordance with the regulatory requirements defined by the Capital Market Supervisory Board, the Stock Exchange of Thailand and other regulatory bodies; being independent and having no direct or indirect benefit or interest in the manner which may affect the performance of duties and the giving of independent opinions.	fully qualified	fully qualified	fully qualified
4.	Being capable of performing duties, giving opinions and reporting the results of performance of work according to the duties delegated by the Board of Directors without the control of the management or the major shareholders of the Company including related persons or close relatives of the said persons.	Yes	Yes	Yes
5.	Being able to contribute sufficient time and opinion to perform the duties of the member of the Audit Committee	Yes	Yes	Yes
6.	Shall receive regular and continuing education opportunities in areas related to the Audit Committee	Yes	Yes	Yes

Independent Directors Qualification		Name of the Independent Directors		
		Mr. Sripop Sarasas	Mrs. Ladda Chatchaluay(*)	Mrs. Vannee Abakaz(*)
	duties in order to stay relevant in the changing business environment; shall gain knowledge of the Company's operation consistently to enhance the effectiveness of the Audit Committee.			

The Audit Committee shall have at least 1 audit committee member who has financial and accounting knowledge and experience in reviewing financial statements.

Mrs. Ladda Chatchaluay and Mrs.Vannee Abakaz
possess knowledge and experience in accounting and finance and have experience in reviewing financial statements.

Each independent director is allowed to express opinions freely. The tenure of an independent director does not exceed a cumulative term limit of nine years. Upon completing nine (9) years, an independent director may continue to serve on the Board, subject to approval from the shareholders' meeting and subject to the board's rigorous review of his/her continued independence.
(Criteria as approved by the meeting of shareholders held on April 4th 2023)

The nomination and remuneration committee may consider an independent director who has reached his 9-year tenure years to have a term of office for more than 9 years in case he/she is qualified according to Notification of the Capital Market Supervisory Board No. TorChor. 28/2551 Re: Application for and Approval of Offer for Sale of Newly Issued Shares dated December 15, 2008 (including additional amendments)

The rationale for considering and making decision are

- The independent director is able to act independently and be able to express opinions independently yet in accordance with the relevant rules
- Being an independent director, not involved in any management duties, not having any relationship with the management or the main shareholders including the auditors
- Throughout the tenure, an independent director has performed his duties by attending every meeting supported by his shareholder meeting attendance record. If not available, he will notify other members and Chairman to acknowledge.
- Being accountable to serve as the Chairman of the Company with abilities, qualifications, and maturity for the position of Chairman of the Board and the Chairman of the Audit Committee of the Company
- Throughout his tenure as the Chairman of the Board of Directors, he acts dutifully and effectively as the chairman of the committee meeting as well as the chairman of the shareholders' meeting to oversee and manage meetings effectively and appropriately.
- Throughout his tenure as an independent director, he performed his duties in attending board meetings. and performs duties in shareholder meetings very well
- Possess qualifications and past experience as a director of several listed companies and apply his experience and capability to provide advice and opinions that are beneficial to the good corporate governance of the Company and holding office in less than 5 listed companies.

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

Nomination and appointment of Directors and the top-level management

The Criteria for the Nomination and appointment of Directors and the top-level management of the Company are listed below:

1) Rights of Minority Shareholders to nominate qualified persons to be considered for election as directors. or nomination from major shareholders or the company can search for people from the director list (Directors ' Pool) or have a list of professional directors in a reliable agency, such as in the IOD directory (IOD Chartered director) or the listed company director database system of the Office of the Securities and Exchange Commission. Or through recruitment from a company with the expertise the company needs.
2) Promotion particularly for senior management positions or directors of subsidiary companies
3) Nominating according to the succession plan

(GRI:405-1)

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)	5

The main shareholders ,CE Lime (Thailand) Co., Ltd., nominated below directors :

No.	Name - Surname	Latest appointment and office period		
		Appointment date	AGM/BOD meeting	Office taken
1.	Mr. Krishnan Subramanian Aylur	29 September 2016	4 April 2023	8 years
2.	Ms. Nishita Shah	29 September 2016	4 April 2023	8 years
3.	Mr. Ben Harrath Faouzi	10 November 2023	4 April 2024	2 year
4.	Mr. Sathish Kumar Pushparaj	1 July 2025 8 August 2025	8 August 2025	< 1 years
5.	Mr. Timothe Arthur Maria Van Den Bossche	10 November 2023	4 April 2024	2 year

Note :

During the year, an internal restructuring within the indirect major shareholder group resulted in changes to the Executives' level. Upon receiving the approval of the Nomination, Remuneration and Corporate Governance Committee, as well as the resolution of the Board of Directors, the position of Managing Director and Chairman of the Executive Committee was transferred from Mr. Geza Emil Perlaki to Mr. Sathish Kumar Pushparaj, effective 1 July 2025 onward.

Rights of minority shareholders on director's appointment

Rights of Minority Shareholders to nominate directors

The Company has set the criteria for minority shareholders to propose the agenda, nomination of persons to be appointed as directors, including questionnaire prior to the Annual General Meeting of Shareholders. The notice and schedule will be provided to the shareholders through the information dissemination of the Stock Exchange of Thailand (SET) and the website of the Company with link https://goldenlime.co.th/en/download-info/. The announcement is published through the website of the SET on 15 October or on the next business day if it falls on holidays. The shareholders can propose the agenda and nomination of persons during **16 October – 30 December 2025** (or during the updated schedule announced by the Company).

For the year 2025, none of the shareholders had made any proposal or nomination in such period.

Method of director appointment	Each director is required to obtain a majority of the total votes cast by shareholders present at the meeting and eligible to vote. Additionally, the principle of One Share One Vote stipulates that voting occurs separately for each agenda item, with each share representing a single vote.

Determining desired qualifications of directors

Qualifications in general of nominated directors

1) Director's qualifications as established by Golden Lime, which includes qualifications stipulated by laws and any other relevant regulations, such as Public Limited Companies Act B.E. 2535 (1992), Securities and Exchange Act B.E. 2535 (1992) (Section 89/3) , Notification of Capital Market Supervisory Board, the Company's Articles of Association and and should not have restricted qualification as described by SEC.
2) Qualifications of nominated directors fully meet the qualifications set forth by relevant rules, regulations and charter of the board of directors or the approval from the Board of Directors
3) different knowledge and experiences in the profession for a diversity of qualities and experiences of the board but consistent with the company's business strategy
4) Background relates to Skill Matrix; production, accounting, finance, banking, or management.
5) report on an interest or a person with a relationship via reporting to the Board of Directors or company secretary
6) Consent from the nominated person to be appointed as a director
7) diversity in gender, ethnicity and nationality, without discrimination on the grounds of gender, ethnicity, nationality, color, race, or religion but the foreign directors will be residing in Thailand over the whole Board of directors as prescribed by rules.
8) All Directors must be able to perform their duties and express their opinion freely and dedicate sufficient time to perform their duties.
9) In order to assure that the directors of the Company devote themselves to performing their duties completely, it is required that individual directors not take positions in more than 5 (five) listed companies.
10) The directors of the Company must not operate a business in competition with the Company's business, or be a partner in an ordinary or unlimited partnership or be director of a private company or any other company with the same business operation as the Company regardless of individual or other benefits. Nevertheless, prospective board members may be involved in all of the above in the case that such association are reported at the Shareholders' Meeting prior to the appointment.
11) The directors of the Company must immediately inform the Company if involved directly or indirectly as parties of interest in the Company's contract or hold shares in the Company or affiliated companies.

Directors with authority to sign to bind the company

1) Thai nationality
2) Non-Thai but a resident of Thailand or holding a work permit ("Work Permit") so a passport and work permit to be attached in almost all transactions
3) Non-Thai that not residing in Thailand and no work permit can be registered as a director with authority to sign to bind the company but signing a binding transaction has limitations for transactions that require work permit documentation.

Criteria for Directorship in other listed company

The Board of Directors has established a policy on directorship in other listed companies as follows:

Directorship in other listed company held by the Company's directors

1) Each director is allowed to hold directorship in other listed companies up to not more than 5 listed companies, inclusive of the Company, to ensure the directors' efficiency and sufficient allocation of time to serve on the Company's Board of Directors.
2) Directors should avoid holding directorship in any other listed company that could create a conflict of interest with the Company and in performing their duty as the Company's director.
3) Each director is allowed to hold directorship in other listed companies under the same group company and its subsidiaries which be considered as the common benefit and do not affect the major responsibility of the director's functions.

Determining desired qualifications of directors

Prioritize qualifications and skills that enhance business operations, considering relevant experiences that contribute to the company's success, including:

Details of qualifications of directors

Qualification knowledge or experience	Skill and expertise
Lime and mineral industry or chemical industry	Petrochemicals & Chemicals, Energy & Utilities, Mining, Business Administration, Others: -
Engineering in machinery / electricity / petrochemicals /information systems technology	Petrochemicals & Chemicals, Project Management, Corporate Management, Engineering, Leadership
Factory and industrial operations	Industrial Materials & Machinery, Energy & Utilities, Mining ,Transportation & Logistics, Engineering
Finance/Accounting / financial statement review	Accounting, Finance, Risk Management, Audit, Internal Control
Fuel, coal and energy management	Petrochemicals & Chemicals, Steel, Mining, Strategic Management, Risk Management
ESG, ang Global/ Corporate management	Economics, Commerce, Finance, Sustainability, Corporate Management
Business Administration	Change Management, Leadership, Strategic Management, Risk Management, Governance/ Compliance
Legal or a degree in law, Finance, Banking, IT or related business	Law, Marketing, Finance, Human Resource Management, IT Management

Note: Details are specified through the eOne Report System functions for selecting business-related experience and skills according to the system's prepared and defined list

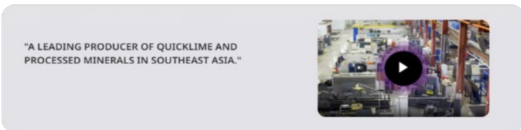
Information on the development of directors

(GRI: 2-17)

The Board has a policy to promote and facilitate all directors in performing their duties including training and education for directors, executives, and others relevant to the corporate governance system of the Company. Training courses from the Thai Institute of Directors Association (IOD), The stock exchange of Thailand ("SET"), The Securities and Exchange Commission, Thailand ("SEC")), Thai Listed Companies Association ("TLCA") and others are guided and provided for continuous performance improvement. The details of the training courses of each director are presented in the director's profile.

The foreign directors nominated by the major shareholder are knowledgeable and experienced in the duty as a director in the world's leading private companies and capable in the business management or industrial management that suit beneficially to the Company's major business.

Nominated director by a group of shareholders is qualified on the shareholders' basis such as expertise, knowledge and experience to ensure its ability to perform their duties and provide useful recommendations to the company. The Managing Director and senior executives are presenting needful information to foreign directors in English or visit the link https://goldenlime.co.th/en/ (click video icon) including visiting the company's business and its subsidiaries on appropriate occasions.



Director's training in Thailand will be notified and arranged via online link as well as regulations by the Securities and Exchange Commission to be translated and disseminated for acknowledgement. Any training in English will be proposed to foreign directors with time zone limitation still.
Training courses both by the Stock Exchange of Thailand and the Securities and Exchange Commission
Will be notified to all directors for registration and participation.

Trainings / Workshops of directors , subcommittee members , executives and other supporting personnel are

Development of directors over the past year

List of directors	Training attendance last financial year	Training record
1. Mr. Sripop Sarasas (Chairman of the board of directors)	Participating	Thai Institute of Directors (IOD) • 2024: Role of the Chairman Program (RCP) • 2023: Risk Management Program for Corporate Leaders (RCL) • 2021: Ethical Leadership Program (ELP) • 2002: Advanced Audit Committee Program (AACP) • 2002: Director Certification Program (DCP) Other • 1994: Advanced Management Programme | INSEAD The Business School for the World | INSEAD, France
2. Mr. Ben Harrath Faouzi (Director)	Participating	• 2025: Corporate Cyber Securities by Carmeuse Group • INSEAD Business and Marketing Note: Based abroad.
3. Ms. Nishita Shah (Director)	Participating	Thai Institute of Directors (IOD) • 2007: Director Certification Program (DCP) • 2006: Director Accreditation Program (DAP)
4. Mr. Krishnan Subramanian Aylur (Director)	Participating	Thai Institute of Directors (IOD) • 2017: Director Accreditation Program (DAP) Other

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

List of directors	Training attendance last financial year	Training record
		• 2023: Investment in Practice: Undertaking Stewardship with a Focus on Climate Change • 2022: Current Trends in Foreign Investment in the Region Post Covid
5. Mr. Sathish Kumar Pushparaj (Director)	Participating	• 2026: Director Accreditation Program (DAP) Thai Institute of Directors (IOD) Class : DAP 244/2026 (completed in May2026) • 2025: Corporate Cyber Securities by Carmeuse Group • 2025: Social Style & Change Management Workshop • 2024: For those WHO DARE Decision Making in a challenging environment by Carmeuse Group • 2023: Strategic Negotiation & Influence by Carmeuse Group
6. Mrs. Ladda Chatchaluay (Director)	Participating	Thai Institute of Directors (IOD) • 2017: Director Certification Program (DCP) Other • 2025: CAE Forum 2025: Forward-Looking Internal Audit Profession • 2025: SET Sustainability Forum 1/2025 "Strengthening Market Confidence Through Audit Excellence • 2025: Insight in SET: ID & AC Focus • 2024: Enhancing Governance, Standards, and Financial Insights, SET • 2023: Roles and duties of the Board of directors and Executives of listed companies" organized by SEC • 2023: Leadership roles and driving business towards sustainability" organized by SEC
7. Mr. Timothe Arthur Maria Van Den Bossche (Director)	Participating	• 2025: Board Effectiveness by Guberna, the Belgian Institute of Directors in March 2025 • 2025: Corporate Cyber Securities by Carmeuse Group Note: Based abroad.
8. Mrs. Vannee Abakaz (Director)	Participating	Thai Institute of Directors (IOD) • 2018: Director Certification Program (DCP) Other • 2025: CAE Forum 2025: Forward-Looking Internal Audit Profession • 2025: SET Sustainability Forum 1/2025 "Strengthening Market Confidence Through Audit Excellence • 2025: Insight in SET: ID & AC Focus •2024 Prevention and suppression of inappropriate behavior of listed companies • 2024: Enhancing Governance, Standards, and Financial Insights, SET • 2023 "Leadership roles and driving business towards sustainability" organized by SEC • 2023 "Roles and duties of the Board of directors and Executives of listed companies" organized by SEC. • 2023 "Climate Governance Class 3-2023" organized by IOD

Note: The order of the directors is presented in accordance with the sequence listed in the company's affidavit.

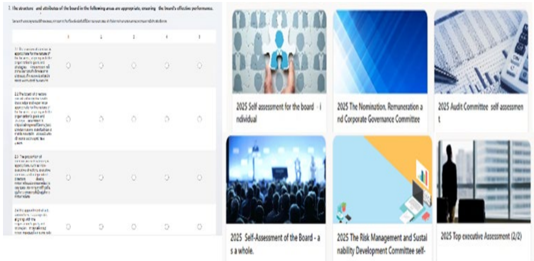
Information on the evaluation of duty performance of directors

Performance self-evaluation of directors

(GRI: 2-18)

The Board conducts performance self-evaluation annually for further development and enhancement of their performance.

The Boards can evaluate individual board directors or the whole board. Self-evaluations give boards a chance to address their weaknesses, analyze the issues and difficulties arising during last year and to increase the effectiveness of the Board's performance.



The Company Secretary/the assistant to the Company secretary distributes an electronic annual performance evaluation form to all directors, wholly and individually. After completing the assessment, the directors return the evaluation forms to the Company secretary to establish a summary report for the board meeting.

This year, in 2025, a total of 7 self-assessment forms were distributed to all Board members, as well as subcommittee members, to assess their own performance as part of a comprehensive review process. The self-assessment process aligns with the governance guidelines prescribed in each charter and covers various areas of evaluation to ensure that all aspects of performance are effectively measured and improved upon. Below is a summary of the key areas covered in the self-assessment forms:

Seven different assessment forms were created and distributed using Microsoft Forms in Office 365. This initiative was part of an investment project by the Carmeuse Group to improve information management. As a result, Golden Lime PLC and its users can now utilize resources more effectively.

Participants will be provided with a link to finalize the assessments, utilizing the subsequent rating scale:

1 = Strongly disagree or no action taken
2 = Disagree or minimal action taken
3 = Agree or moderate action taken
4 = Mostly agree or good action taken
5 = Strongly agree or excellent action taken

Each primary assessment area includes subtopics to aid respondents in performance evaluations, focusing on the board, subcommittees, individual directors, and senior executives as detailed in the self-assessment forms.

1. "2025 Self-Assessment for the Board - :as a whole "

Participants: The Board of Directors

Assessment Areas: The assessment covers various aspects of the board's performance, including the number of directors, their qualifications, meeting frequency, corporate governance, internal control, risk management, and related party transactions.

Overall Ratings: 4.71 / 5, indicating a high level of satisfaction with the board's performance.

Areas for Improvement: Although most items score highly, the areas with slightly lower averages are related to risk oversight. It is recommended to introduce a regular "Risk Outlook" agenda during Board meetings, featuring updates from the Risk Management Committee (RMC) along with clear KPIs and action trackers to monitor the progress and effectiveness of risk mitigation efforts.

2. "2025 Audit Committee Self-Assessment"

Participants: The Audit Committee

Assessment Areas: The assessment covers various aspects of the audit committee's performance, including the number of members, their qualifications, meeting frequency, financial statement review, internal control oversight, and handling of related party transactions.

Overall Ratings: Most of the ratings are 5, indicating a high level of satisfaction with the audit committee's performance.

Areas for Improvement: The 2025 Audit Committee self-assessment reflects strong overall performance, with high ratings and generally positive feedback. The main opportunities for improvement are in strengthening ties with the Risk Management Committee and operation site visits to enhance the effectiveness and oversight capabilities of the Audit Committee.

3. The 2025 self-assessment for Executive Committee

Participants: The Executive Committee

Assessment Areas: The assessment covers various aspects; Appropriateness of the number of executive directors, Adequacy of skills, experience, and qualifications, Meeting Management, Executive Director Performance.

Overall rating : The overall feedback is positive, with an overall average rating of 4.47 out of 5

Suggestions for Improvement: streamlining the level of detail in presentations, focusing more on future strategy, and strengthening the continuous monitoring of investment project performance.

4. "2025The Nomination, Remuneration, and Corporate Governance Committee Self-Assessment"

Participants: The Nomination, Remuneration, and Corporate Governance Committee

Assessment Areas: The assessment covers various aspects of the committee's performance, including the number of members, their qualifications, meeting frequency, and the effectiveness of the nomination, remuneration, and corporate governance processes

Overall Ratings: Most of the ratings are 4.54 out of 5, indicating a high level of satisfaction with the committee's performance.

Areas for Improvement: The 2025 NRCG Committee self-assessment reflects generally strong performance, with high ratings and positive feedback. The main opportunities for improvement are in meeting management, succession planning, and compensation governance. Addressing these areas can further enhance the committee’s effectiveness and oversight capabilities

5. The 2025 self-assessment for the Risk Management and Sustainability Development Committee

Participants: The Risk Management and Sustainability Development Committee

Assessment Areas: key areas such as committee size and qualifications, meeting frequency and preparation, information presentation and discussion, and the effectiveness of risk management and sustainability frameworks.

Participants: The Risk Management and Sustainability Development Committee

Overall Ratings: Most of the ratings are 4- 5, indicating average Score at 4

Areas for Improvement: Add an additional member from a production process and investment-based capex department to the committee.

6. "2025 Self-Assessment for the Board - Individual":

Participants: The Board members

Assessment Areas: The 2025 Self-Assessment for the Board – Individual focused on four key areas according to a clear understanding of the company's core business and strategic aims, readily anticipated and embraced change, communicated with impact while effectively negotiating and influencing, made sound decisions with good judgment, and remained open to contact from shareholders and stakeholders. This strong performance reflects a well-rounded and engaged Board, committed to both strategic oversight and stakeholder engagement.

Overall Ratings: The average rating is 4.86, indicating strong overall satisfaction and effectiveness.

Areas for Improvement: It is recommended to arrange plant visit and schedule a dedicated strategy session to analyze the discrepancies between actual performance and budget, as well as to develop targeted strategies aimed at increasing market share.

7. CEO assessment

Participants: The Nomination, Remuneration, and Corporate Governance Committee

Assessment Areas: The "2025 Top Executive Assessment" evaluates the CEO's performance across several key areas, including vision and strategy, strategic planning and execution, organizational structure and management, financial management, board relations and governance, stakeholder communication, organizational culture and staff development, succession planning, product and service knowledge, and personal attributes and ethics.

Overall Ratings: Most of the ratings are 4 - 5, indicating average Score at 4.02

Areas for Improvement: The CEO is highly regarded for operational focus, teamwork, and adaptability. The main opportunities for growth are in deepening contextual knowledge of the Thai market, customer businesses, and further strengthening financial and business acumen.

In addition to evaluating performance through the annual assessment process, the company considers recommendations for improving corporate governance based on survey results from the Annual General Meeting, the CGR Score project, and sustainability ranking participation. These evaluations are conducted by external agencies using standardized criteria and guidelines applicable to all companies.

The assessment results serve as a benchmark for measuring progress in corporate governance, achieved through collaboration between the board, subcommittees, management, and employees. The overall assessment results are summarized as follows

The evaluation from a corporate governance survey of listed companies (CGR SCORE)

CGR SCORE	2023	2024	2025	
SUTHA CGR Average Score Y 2025 SUTHA'S score level is Excellent For 6 consecutive years	113 (+bonus) **Excellent**	111 (+bonus) **Excellent**	106 (+bonus) **Excellent**	
Benchmark				Score
Average of Thai Listed Companies	84	81	All Listed average score	83
SET50Index	93	103	Industry Quartile 1	95-111
SET100Index	92	99	Market Cap 1500-3000 MB	93-109

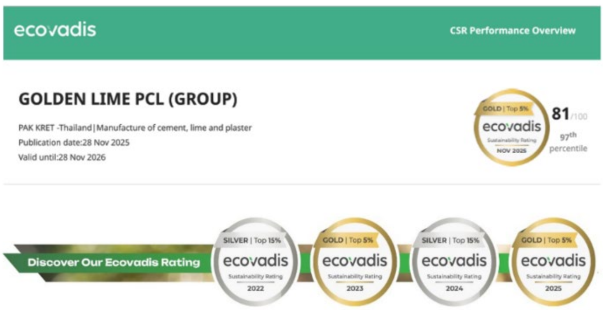
The evaluation of the Annual General Shareholders' Meeting Quality Evaluation (AGM CHECKLIST)

AGM CHECKLIST Evaluation by THAI INVESTOR ASSOCIATION			
Yearly	2023	2024	2025
SUTHA AGM Score	95 (4 TIA)	100 (5 TIA)	96 (4 TIA)

Achieving the sustainability development received "A" certification from "SET ESG Rating" , the former Sustainable Stocks Project (THSI), according to the company's sustainability development performance in the year 2023 and the ranking improved to 'AA' in 2024 and remained 'AA' in 2025".

Supported by the major shareholder, Carmeuse Group, SUTHA is committed to upholding social and environmental responsibility while fostering transparency for buyers and investors seeking comprehensive supplier information. SUTHA has become a member of **EcoVadis,** the global sustainability assessment platform, which allows organizations to evaluate and enhance their ESG (Environmental, Social, and Governance) performance across four key domains: environment, labor and human rights, ethics, and sustainable procurement. EcoVadis regularly updates its standards and evaluation frameworks to ensure that assessments align with current best practices. SUTHA has consistently achieved "Good" and "Very Good" ratings.

The board of directors and management ,taking into consideration regarding assessment result improvement, will evaluate available resources and their strategic value, alongside potential investment opportunities, in relation to outcomes that may enhance operational efficiency, effectiveness, and generate new business prospects.



8.1.2 Meeting Attendance and Remuneration for each Directors

The Board of Directors completes meetings schedule and agendas of the Board of Directors in advance. The meeting schedule will be determined in advance and notified to the directors, members and invitees not later than the last Board meeting of each year so that directors can prepare to attend.

All directors participate in each meeting to establish a quorum as mandated by the Company's regulations, with the specific quorum requirements outlined by the Company. The Board of Directors' meetings will adhere to a minimum quorum standard. In order for the Board of Directors to cast votes during the meeting, a minimum of two-thirds of the total directors must be present. Each director will be provided with comprehensive, accurate, and timely information.

Meeting Management

Annual General Shareholders' Meeting

In 2025, the Annual General Shareholders' Meeting and the meetings of the Board of Directors and its sub-committees was conducted in a hybrid format. The shareholders' meeting will be held physically, while foreign directors will participate via online platforms.

Meetings of the Board of Directors and Sub-committees

The Company's Board of Directors and sub-committee meetings are usually conducted in person. Directors living overseas are expected to travel and attend at least one meeting each year, but if travel isn't possible, they can participate electronically. Likewise, directors residing domestically encounter travel limitations such as health concerns or limited time—are also permitted to join remotely. This approach ensures meetings run smoothly while offering flexibility for all directors to participate.

The Company Secretary or the secretary to the committee and sub-committee will be responsible for gathering relevant information from concerned parties and providing it to the directors. All directors must receive an agenda and related information at least seven days before the meeting. Additionally, any other supportive information collected from responsible persons must be provided as enclosures not less than three to five days prior to the meeting date. Presentation slides, including backup/supporting slides, that presenters have prepared will also be sent before the meeting date so that all attendees can review and consider the information for further discussion and voting.
During the meeting, the Company Secretary or an assistant to the Company Secretary will officially record the minutes which will then be translated into English for foreign directors, executives, and other relevant parties to acknowledge. The TH/EN minute of meeting will be presented at the next meeting for directors' approval and for use as an informative reference. It may also be used by relevant parties to cross-check references.

Meeting attendance of the board of directors

Number of the board of director meeting over the past year (times)	: 5
Date of AGM meeting	: 4 Apr 2025
EGM meeting	: No

Details of the board of directors' meeting attendance

List of directors		Number of Board Meeting			AGM meeting			EGM meeting		
		Meeting attendance (times)	/	Meeting attendance right (times)	Meeting attendance (times)	/	Meeting attendance right (times)	Meeting attendance (times)	/	Meeting attendance right (times)
1	Mr.Sripop Sarasas	5	/	5	1	/	1	N/A	/	N/A
2	Mr. Ben Harrath Faouzi	5	/	5	1	/	1	N/A	/	N/A
3	Miss Nishita Shah	5	/	5	1	/	1	N/A	/	N/A
4	Mr. Krishnan Subramanian Aylur	5	/	5	1	/	1	N/A	/	N/A
5	Mr.Geza Emil Perlaki Mr.Sathish Kumar Pushparaj	3 2	/	3 2	1 -	/	1 -	N/A	/	N/A
6	Mrs. Ladda Chatchaluay	5	/	5	1	/	1	N/A	/	N/A
7	Mr. Timothe Arthur Maria Van Den Bossche	5	/	5	1	/	1	N/A	/	N/A
8	Mrs.Vannee Abakaz	5	/	5	1	/	1	N/A	/	N/A

Summary of the board of directors meeting attendance rate

List of directors		Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1	Mr.Sripop Sarasas	5/5 (100%)	1/1 (100%)	N/A
2	Mr. Ben Harrath Faouzi	5/5 (100%)	1/1 (100%)	N/A
3	Miss Nishita Shah	5/5 (100%)	1/1 (100%)	N/A
4	Mr. Krishnan Subramanian Aylur	5/5 (100%)	1/1 (100%)	N/A
5	Mr.Geza Emil Perlaki Mr.Sathish Kumar Pushparaj	3/3 (100%) 2/2 (100%)	1/1 (100%) N/A	N/A N/A
6	Mrs. Ladda Chatchaluay	5/5 (100%)	1/1 (100%)	N/A
7	Mr. Timothe Arthur Maria Van Den Bossche	5/5 (100%)	1/1 (100%)	N/A
8	Mrs.Vannee Abakaz	5/5 (100%)	1/1 (100%)	N/A
	Average meeting attendance rate	**100 %**	**100 %**	**N/A**

Note: The order of the directors is presented in accordance with the sequence listed in the company's affidavit.

The circumstances preventing the director from attending the board and sub-committee meeting are as follows:

The director is currently residing or traveling outside the country. The scheduled date and time of the meeting coincide with travel obligations, or the meeting occurs in a different time zone, rendering attendance impractical for the director.

The remuneration of the board of directors

(GRI: 2-19)

Pursuant to the Section 90 of the Public Limited Companies Act, B.E. 2535. "The company will not pay money or give any property to a director, unless it is a payment of remuneration under the articles of association of the company. In the case where the articles of association of the company is not stipulated, the payment of remuneration under paragraph one will be in accordance with the resolution of the meeting of shareholders based on a vote of not less than two thirds of the total number of votes of the shareholders attending the meeting."

Article 22 ARTICLES OF ASSOCIATION The Company's Directors are entitled to remuneration from the Company in the form of reward, meeting allowance, gratuity, bonus or other kinds of benefit as considered and approved by the shareholders meeting with the votes of not less than two-thirds (2/3) of the total shareholders attending the meeting. Such remuneration may be fixed in an exact amount or by a specific principle and may be fixed from time to time or perpetually until the shareholders meeting will resolve to change in otherwise. In addition, the Company's Directors is entitled to allowance and welfare pursuant to the Company's regulations.

The provision in Paragraph one shall not affect the rights of the directors appointed from the Company's employees or staff who is entitled to the remuneration and benefits as the Company's employees or staff.

The Board of Directors is to propose a fair and appropriate remuneration to each director of the Company based on market conditions, business competition, nature of business, operating results, the Company's financial standing as well as responsibilities, duties, and performance of each director. The director who also performs the duty as an Audit Committee member will also receive the allowance of the Audit Committee. The director who also performs the duty as a member of the Nomination Remuneration and Corporate Governance Committee will also receive the allowance of the Nomination Remuneration and Corporate Governance Committee.

However, the remuneration for the directors will be approved by the Shareholders' meeting and the remuneration of the Executives will be approved by the Board of Directors meeting.

1) Yearly remuneration
2) Board of Director Meeting Allowance
3) Audit Committee Meeting Allowance
4) Nomination Remuneration and Corporate Governances Committee Meeting
5) Bonus which is considered as per proposed by the Nomination and Remuneration Committee to the Board of Directors under the amount approved by the shareholders' meeting.

Guidelines

1) Directors' remuneration must be approved by the company's shareholder meeting.
2) The remuneration of directors is proposed by the Nomination and Remuneration Committee then the board must review the proposal before presenting it to the annual general shareholders' meeting for approval.
3) Remuneration depends on each director's responsibilities, duties, performance added with attendance fee; Board meetings, Audit Committee Meeting, NRCG meeting with fixed rate paid to the Chairman and each director.
4) Director who has been holding office for less than one year, his remuneration is based on the office period in the year.
5) Bonus for directors based on the Company's operating result and not exceeding the amount approved by the shareholders' meeting.
6) Remuneration will follow what has been approved by AGM only without any other additional privileges
7) Any change will be presented and reviewed in the NRCG meeting then to the Board of Directors meeting and proposed to the shareholder meeting accordingly.
8) The disclosure of each remuneration either individual or entire payment should be presented in the annual report via SET and the website of the company.

Types of remuneration of the board of directors

	The Board of Directors approved the following remuneration proposal for directors for the year 2024 without additional benefits or privileges to the AGM:	Amount	Unit
1	Yearly remuneration	30,000	THB/Person
2	Board of Director Meeting Allowance		
	Chairman of the Board	45,000	THB/Meeting
	Director	30,000	THB/Meeting
3	Audit Committee Meeting Allowance		
	Chairman of the Audit Committee	45,000	THB/Meeting
	Audit Committee	30,000	THB/Meeting
4	Nomination, Remuneration and Corporate Governance Committee Meeting		
	Chairman of the NRCG Committee	18,000	THB/Meeting
	NRCG Committee	12,000	THB/Meeting
5	Bonus allocation based on yearly operating result	Not exceed THB 500,000	Allocated to the Board Members

Detail of the remuneration of each director over the past year

The remuneration for the directors approved by the Shareholders meeting is a fair and appropriate remuneration to each director and executive of the Company based on market conditions, business competition, nature of business, operating results, the Company's financial standing as well as responsibilities, duties, and performance of each director.

Name of Directors/Board of Directors		Company				Total monetary remuneration from subsidiaries (Baht)
		Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1	Mr. Sripop Sarasas			450,855		N/A
Board of Directors (Chairman of the board of directors)		225,000	45,855	270,855	-	
Audit Committee (Chairman of the audit committee)		180,000	0	180,000	-	
2	Mr. Ben Harrath Faouzi			195,855		N/A
Board of Directors (Director)		150,000	45,855	195,855	-	
Executive Committee (Member)		0	0	0	-	
3	Ms. Nishita Shah			195,855		N/A
Board of Directors (Director)		150,000	45,855	195,855	-	
Executive Committee (Member)		0	0	0	-	
4	Mr. Krishnan Subramanian Aylur			231,855		N/A
Board of Directors (Director)		150,000	45,855	195,855	-	
Executive Committee (Member)		0	0	0	-	
Nomination Remuneration and Corporate Governance Committee (Member)		36,000	0	0	-	
5.1	Mr.Geza Emil Perlaki/1 Resigned effective August 8, 2025			120,000		
Board of Directors (Director)		120,000	0	120,000	-	
Executive Committee (The chairman)		0	0	0	-	
Risk Management and Sustainable Development Committee (The chairman)		0	0	0	-	
5.2	Mr. Sathish Kumar Pushparaj/1/2 Appointed to the position, effective 8 August 2025.			48,218		N/A
Board of Directors (Director)		30,000	18,218	48,218	-	
Executive Committee (The chairman)		0	0	0	-	

Name of Directors/Board of Directors		Company				Total monetary remuneration from subsidiaries (Baht)
		Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Risk Management and Sustainable Development Committee (The chairman)		0	0	0	-	
6	Mrs. Ladda Chatchaluay			369,855		N/A
Board of Directors (Director)		150,000	45,855	195,855	-	
Audit Committee (Member)		120,000	0	120,000	-	
Nomination Remuneration and Corporate Governance Committee (The chairman)		54,000	0	54,000	-	
7	Mr. Timothe Arthur Maria Van Den Bossche			219,855		N/A
Board of Directors (Director)		150,000	45,855	195,855	-	
Executive Committee (Member)		0	0	0	-	
Nomination Remuneration and Corporate Governance Committee (Member)		24,000	0	24,000	-	
8	Mrs. Vannee Abakaz			351,855		N/A
Board of Directors (Director)		150,000	45,855	195,855	-	
Audit Committee (Member)		120,000	0	120,000	-	
Nomination Remuneration and Corporate Governance Committee (Member)		36,000	0	0	-	

Executives serving on sub-committees:

SUTHA assigns executives to participate in sub-committees, such as the Risk Management and Sustainability Development Committee. These executives are **compensated** for their attendance at meetings, with payment corresponding to the actual number of sessions they attend, as detailed below:

Name / subcommittee		Company				Total monetary remuneration from subsidiaries (Baht)
		Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
9.1	Mr. Geza Emil Perlaki/1			3,000		N/A
Risk Management and Sustainable Development Committee (The chairman) Resigned effective August 8, 2025		3,000	0	3,000	-	
9.2	Mr. Sathish Kumar Pushparaj/1/2			3,000		N/A
Risk Management and Sustainable Development Committee (The chairman) Appointed to the position, effective 8 August 2025.		3,000	0	3,000	-	
10	Mr. Keetawit Malanon			3,000		N/A
Risk Management and Sustainable Development Committee (member) Resigned effective September 18, 2025		3,000	0	3,000	-	
11	Mr. Somchai Jaturanont			6,000		N/A
Risk Management and Sustainable Development Committee (member)		6,000	0	6,000	-	
12	Mrs. Sutharinee Chairatana			6,000		
Risk Management and Sustainable Development Committee (member)		6,000	0	6,000	-	
13	Ms. Bunyawhad Thanasomboon			6,000		N/A
Risk Management and Sustainable Development Committee (member)		6,000	0	6,000	-	

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

Name / subcommittee		Company				Total monetary remuneration from subsidiaries (Baht)
		Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
14	Mr. Sorawee Reungtap			6,000		N/A
Risk Management and Sustainable Development Committee (member)		6,000	0	6,000	-	

Summary of the remuneration of each committee over the past year

Name of Board and Subcommittee	Meeting allowance	Other monetary remuneration	Total (Baht)
1.Board of Directors	1,275,000	339,203	1,614,203
2. Audit Committee	420,000	0	420,000
3. Executive Committee	0	0	0
4. The Nomination, Remuneration and Corporate Governance Committee	150,000	0	150,000
5. Risk Management and Sustainable Development Committee	0	0	0
Total (Baht)	**1,845,000**	**339,203**	**2,184,203**

Name of Board and Subcommittee	Meeting allowance	Other monetary remuneration	Total (Baht)
Risk Management and Sustainable Development Committee	33,000	-	33,000

Unit : Baht	2023	2024	2025
Remuneration – Meeting Allowance	1,350,000	1,155,000	1,275,000
Yearly Remuneration *(*) Calculated based on days in position*	240,000	240,000	221,918/*
Bonus - Year Bonus consider from the operating result *(**) Adjusted to payment year*	126,840/**	290,000/**	117,285/*
Total (Baht)	1,716,840	1,685,000	1,614,203
The Audit Committee Remuneration			
Remuneration – Meeting Allowance	420,000	420,000	420,000
Total	420,000	420,000	420,000
The Nomination, Remuneration and Corporate Governance Committee Remuneration	96,000	108,000	150,000
Grand Total Baht Per Year	2,232,840	2,213,000	2,184,203

Note

1. In 2025, the Nomination, Remuneration, and Corporate Governance Committee assessed the qualifications of the nominated candidate and submitted their recommendation for approval at Board Meeting No. 4/2025. Mr. Sathish Kumar Pushparaj was appointed as Director, Managing Director, Chairman of the Executive Committee, and Chairman of the Risk Management and Sustainability Development Committee, succeeding Mr. Geza Emil Peraki, with effect from August 8, 2025.
2. Mr. Sathish Kumar Pushparaj was nominated for the position of General Manager of Carmeuse Middle East and Asia in Thailand by the Carmeuse, an indirect shareholder, and commenced his role on July 1, 2025. On June 20, 2025, the Nomination Committee convened an off-plan meeting (No. 3/2025) to evaluate the candidate's suitability for senior executive and directorial responsibilities. The committee determined that Mr. Pushparaj's qualifications are well-aligned with the organization's strategic direction and Skill Matrix.
3. Compensation for performing duties and attending meetings of the Risk Management and Sustainability Development Committee. The Board of Directors' Meeting No. 5/2024 approved the payment of executive-level compensation to the executives, coordinators, and the secretary serving on the Risk Management and Sustainability Development Committee.

Remunerations or benefits pending payment to the board of directors

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

8.1.3 Supervision of subsidiaries and associated companies

Supervisory of subsidiaries and associated companies

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

With a full commitment to comply with good corporate governance, business ethics, applicable laws, regulations, and procedures fully, efficiently and effectively under Company policies, the following mandatory measures are implemented as follows:

1) The board of directors is responsible for nominating an individual to propose to the shareholders' meeting of the subsidiary the approval of a director with controlling authority within the subsidiary. This process is formalized through a written resolution of appointment. In the case of smaller subsidiaries, the board may delegate authority to the executive committee to appoint or nominate a suitable candidate. Additionally, the recruitment of high-level executives will be managed by the company's human resources department, which will seek qualified individuals in alignment with the strategic objectives of the organization. In the interim, internal personnel may be assigned to fulfill the responsibilities of the vacant executive position until a suitable candidate is selected through the recruitment process. Furthermore, the company will prepare and disclose a list of individuals with controlling authority within the subsidiary in its annual report each year.
2) The board of directors, possessing controlling authority within the subsidiary and appointed by a resolution from the subsidiary's shareholders' meeting, has established the parameters of this authority and defined the approval limits in accordance with the specified internal control processes, which include the preparation of documentation that delineates the approval authority as per established regulations and written procedures. Additionally, a structured performance reporting framework has been organized, requiring management from each relevant department to report to the executives of the company. For instance, the accounting and finance department is obligated to submit reports to senior management, while the human resources department is tasked with reporting to HR management, among other responsibilities.
3) Authorized personnel as controlling individuals within subsidiaries must guarantee that the subsidiaries' operations adhere to policies and practices that align closely with those of the parent company. Various policies are tailored to suit the specific structure and business environment, ensuring that resource management within each subsidiary is both adequate and appropriate. The Company mandates that subsidiaries modify their policies to maintain consistency and suitability.
4) The internal control systems established within subsidiaries are deemed sufficient and appropriate, exhibiting the necessary rigor to fulfill their responsibilities, including the preparation of various reports to ensure compliance with legal and regulatory standards. Each year, an internal audit firm, sanctioned by the Audit Committee, will be appointed to conduct an annual audit of the subsidiaries' internal control systems.
5) An evaluation and implementation of measures to mitigate corruption within the subsidiaries' business chain, along with an annual risk assessment, will be conducted to identify risk management strategies. This includes the disclosure of significant risks associated with the subsidiaries. Financial disclosures regarding the subsidiaries' financial positions, operational results, transactions with related parties, asset acquisitions or disposals, and

other significant transactions will be made in accordance with established criteria and reporting thresholds, including capital increases, reductions, and the dissolution of subsidiaries.

6) The financial disclosure of subsidiaries adheres to the standards for financial reports. Additionally, there will be ongoing monitoring of the subsidiaries' operational progress to ensure continuous development and improvement.

The appointed directors and executives in subsidiaries as of **31 December 2025** were as follows:

1) Subsidiary Company	Golden Lime Engineering Company Limited ("GLE")	Position date
As on 31 December The Board of Directors are:	1. Mr. Bernard Jules A Maiter 2. Mr. Krishnan Subramanian Aylur 3. Mr. Sathish Kumar Pushparaj 4. Mr. Ishaan Shah	15 March 2017 15 March 2017 8 August 2025/1 23 February 2018
Authority of the authorized Directors of the Company	Any two of Directors jointly sign with company seal affixed	
Managing Directors and Project Manager	Mr. Sathish Kumar Pushparaj acting Managing Director of the subsidiary company, effective as of the designated appointment date. and appointed Mr.Wittaya Sratongneam, operations Manager, to be responsible as the Project Manager for various projects related to GLE's service operations.	
Note : 1) The Board of Directors' Meeting No. 3/2025 held on 8 August 2025, the Board resolved to appoint Mr. Sathish Kumar Pushparaj as a director of the subsidiary, replacing the resigning director. The registration of the change in the list of directors with the Department of Business Development, Ministry of Commerce, was completed on 15 August 2025		

2) Subsidiary Company	Thai Marble Corporation Limited ("TMC")	Office date
Dated 31 December , the Board of Directors are:	1. Mr. Sathish Kumar Pushparaj 2. Mr. Krishnan Subramanian Aylur 3. Mr. Manop Saengchamnong 4. Mr. Ishaan Shah 5. Mr. Wasun Bumrungklang 6. Mr.Thananon Boonsonthi	8 August 20250/1 13 May 2020 1 July 2025 /2 29 March 2023 13 November 2025/3 12 December 2023
Authority of the authorized Directors of the Company	Any two of Directors jointly sign with company seal affixed	
The Executives Committee are:	1. Mr. Sathish Kumar Pushparaj 2. Mr. Krishnan Subramanian Aylur 3. Mr. Manop Saengchamnong 4. Mr. Wasun Bumrungklang	8 August 2025/1 13 May 2020 1 July 2025/1 13 November 2025/3
Note : 1) The Board of Directors' Meeting No. 3/2025 held on 8 August 2025, the Board resolved to appoint Mr. Sathish Kumar Pushparaj as a Director of Thai Marble Corporation Limited, replacing the outgoing director. The change of directors was registered with the Department of Business Development, Ministry of Commerce, on 22 August 2025. 2) The Board of Directors' Meeting No. 3/2025 held on 8 August 2025, the Board resolved to appoint Mr. Sathish Kumar Pushparaj as the Managing Director of the subsidiary, Thai Marble Co., Ltd., and as the Acting Managing Director of Golden Lime Engineering Co., Ltd. He was also appointed as an Executive Director of Thai Marble Corporation Limited replacing the outgoing director. 3) The Board of Directors' Meeting No. 4/2025 held on 13 November 2025, the Board resolved to appoint Mr. Wasan Bamrungklang as a Director and Executive Director of Thai Marble Corporation Limited (a subsidiary), replacing the previous director. The change of directors was registered with the Department of Business Development, Ministry of Commerce, on 3 December 2025.		

Executives	1. Mr. Sathish Kumar Pushparaj	Managing Directors	8 August 2025
Name list:	2. Dr. Manop Saengchamnong	Deputy Managing Director	1 July 2025
	3. Mr. Thananon Boonsonthi	Sale and Marketing Manager	11 May 2020
	4. Mrs. Lumpong Somsakul	Supply Chain Manager	4 October 2007
	5. Ms. Photjanee Phanphet	Accounting and Finance Manager	1 October 2005

The Board has established the Pricing Policy for Subsidiaries and Related Companies to use for connected party transactions including disclosing such information between the Company and Subsidiaries as of the guidelines as follows;

- **Pricing Policy for Subsidiaries and Related Companies in Thailand and the pricing based on the Arm's Length Principle in the market or agreed price as same as the normal trading with other trading partners.**
  1) Purchase/sales prices of raw materials, supplies and other items are determined based on the market or agreed price but not lower than the cost of raw materials or supplies with already added 5 percent profit. However, the pricing policy is subject to change depending on the market competition at the time of the transaction.
  2) Purchase/sale prices of finished goods are based on agreed prices but not lower than the minimum selling price of the same goods sold to other customers minus 3 percent of discount. However, the pricing policy is subject to change depending on the market competition at the time of the transaction.
  3) Consultant fees, both receivable and payable, are charged based on agreed price.
  4) Service charges, both receivable and payable, are charged based on agreed price.
  5) Transportation costs, both receivable and payable, are charged based on agreed price.
  6) Guarantees, both receivable and payable, are charged at the rate of 1.5 percent per annum of the guarantee amount and the duration of the guarantee period.
  7) Bank fees or fees from credit facilities approved by financial institutions for both parties, based on the rate that the bank imposes or the terms agreed upon.
  8) Fixed asset purchases / sales prices are charged based on agreed rate based on the value of the assets appraised by the independent appraiser.
  9) Intercompany loan interest is charged at an average interest rate plus 0.5 percent, based on the cost of loan of the lender.
  10) Dividend is recognized as revenue on announcement of dividend, provided has the rights or is entitled to receive it.
- **Pricing Policy for Foreign Subsidiaries and Related companies.**
  1) Selling finished goods are determined based on agreed price but not higher than market price.
  2) Service charge is based on agreed price but not higher than market price.
  3) Dividend income is recognized to have the right to receive after the disclosure the dividend payment.

- **Necessity and Rationality of Transactions**

  The Company and its subsidiaries have a policy to conduct any related party transactions in a transparent manner with emphasis on fairness and achieving maximum benefits to the Company and its subsidiaries in the same manner as general practice applied to external parties in accordance with the rules and regulations of the Office of Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand. The related party transactions are summarized as follows:

1) Purchase of Products, Raw Materials and Others

The purchase of products must be for certain products insufficiently produced or supplied by the Company and its subsidiaries but required by customers which is necessary to supply and deliver to customers in order to maintain the Company's customer base and its subsidiaries. Therefore, the purchase was made with the subsidiary or any related companies. However, there has been a policy to control the purchase of goods in such cases by making purchases at the price according to the policy set and a summary of the details of the purchase of such products will be reported to the Audit Committee and the Board of Directors for consideration quarterly for transparency reason as the connected transactions with subsidiaries and related companies will continue to exist in the future. Therefore, the Board of Directors has established a policy for pricing which is applicable to the pricing of the products sold to the Company and each subsidiary. The said policy will also apply to other related persons or companies, if any, in the future.

2) **Loan Transactions**

For purpose of transparency, the Company and its subsidiaries will use credit lines from financial institutes. However, the Company and its subsidiaries may occasionally borrow from one another when necessary.

3) **Collateral of Transactions**

The collateral for related party transactions must be between the Company and its subsidiaries only.

4) **Consultant Fees**

Consultant fees are charged based on agreed price.

5) **Transportation cost**

Transportation costs are charged based on agreed prices.

8.1.4 Corporate Governance Compliance and Follow-up

Operations for conflict of interest prevention over the past year

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

The conflict-of-interest protection

(GRI: 2-15)

A director and an executive will file with the company a report on his interest or a related person's interest in relation to management of the company or the subsidiary for the Company to have information to comply with provisions concerning with the connected transactions, by which conflicts of interest may arise and result in a transfer of interest of the Company and the subsidiary. Furthermore, the director and executive have below fiduciary duties to conduct themselves and make decisions without any direct or indirect interest

1. A director and an executive will file with the company a report on his interest or a related person's interest in relation to management of the company or the subsidiary in accordance with the rules, conditions and procedures as specified in the notification of the Capital Market Supervisory Board.(Section 89/14 of the Securities and Exchange Act stipulates that)
2. A company secretary will submit a copy of report on interest under Section 89/14 to the Chairman and the Chairman of audit committee within seven business days from the date on which the company has received such report. (Section 89/16 of the Securities and Exchange Act)
3. The board of directors is to establish details on the rules, conditions and procedures for reporting the conflict of interest by the director, executive and related person, in order to comply with Section 89/14, and disclose via the website of the Company. (Notification of the Capital Market Supervisory Board No. TorChor. 2/2552)
4. Section 88 of the Public Limited Company Act B.E. 2535 stipulates that a director will notify the company without delay in the following cases:

   A. having a direct or indirect interest in any contract which is made by the company during an accounting year, and will indicate the nature of the contract, names of the contracting party and interest of the director in the contract (if any);
   B. holding shares or debentures of the company or an affiliated company and will indicate the total number of shares increasing or decreasing during an accounting year (if any).

The Board of Directors has approved the policy and procedures for related party transactions. Therefore, the transactions with related individual person or juristic person which may have a potential conflict are done transparently and such that the interests of the Company are protected. The policy is summarized as follows:

Guidelines for Approval of Related Party Transactions or Transactions with Related Individual or Juristic Person.

Transactions between the Company and any of its directors, executives, or other related persons will be approved by a shareholder's meeting, unless such transactions involve a trade agreement in the manner that an ordinary person will generally make with his contractual party in the same situation with the trade negotiation power that he has from the position of director, executive, or related person, as the case may be, and is a trade agreement that is approved by the Board of Directors or conforms to the principles previously approved by the Board of Directors.

In order to approve the related party transaction between the Company and person who may have a conflict of interest or holding a stake in the Company, the Audit Committee will provide counsel regarding the necessity for the transaction and appropriateness in terms of the price of the transaction, taking into consideration various conditions to ensure the conformity to the ordinary course of business in the industry, and the Audit Committee will compare the price with a third party's price or the market price. If the Audit Committee does not have any expertise to consider the transaction that may occur, the Company will provide persons who have knowledge and expertise, such as an auditor, appraiser, or law firm, which is independent from the Company and the person who may have a conflict of interest to provide consultancy on such related party transactions, which will be used to supplement the consideration of the Audit Committee for their proposal to the meeting of the Board of Directors or shareholders, as the case may be; in which case, the director who holds the interest will not have the right to vote on the transaction. In addition, there will be a disclosure of related party transactions in the Notes to Financial Statements that are examined or audited by the Company's auditor. The Board of Directors of the Company will take care of the matter to ensure the conformity to the laws on securities and securities exchanges, regulations, announcements, orders, or the requirements of the Capital Market Supervisory Board and the Stock Exchange of Thailand and will observe the requirements regarding the disclosure of connected transactions and the acquisition or distribution of major assets of the Company, or its subsidiaries, as well as the accounting principles specified by the Federation of Accounting and Certified Public Accountant of Thailand.

To enter into the transactions with subsidiaries or the connected parties, the pricing policy is on the Arm's Length Principal basis means on a market price basis or on the agreed price as same as with other business partners and the pricing policy is regularly updated and review before approval by the Board. The general related transactions were detailed and disclosed in the report of internal control and connected transactions with connected parties according to the Notification of the Capital Market Supervisory Office No. Tor Chor. 21/2551 Re: Rules on Related Transactions of Listed Company. The company has prepared information in compliance with the criteria and requirements and disclosed it to the Stock Exchange of Thailand strictly.

At the Board of Directors' Meeting No. 5/2025, convened on 13 November 2025, the Board conducted a review and update of **the Conflict of Interest Prevention Policy**. The following summarizes the key principles and scope of the revised policy:

- Listed company regulations
- Director, executive, and staff guidelines
- Conflict of interest disclosure reporting
- Training materials and case studies to enhance understanding, including access to online training modules as part of the annual training program
- Whistleblower options and penalties
- Risk assessment and monitoring
- Complaint resolution process

Report on interest of directors and executives as of 31 December 2025

Golden Lime Public Company Limited Report on the interest of directors and executives		SECTION 89/14 (The Securities and Exchange Act.) and SECTION 88 (The Public Company Act.)		
		Conflict of interest	Interest of related person	Description of interest
Director				
1	Mr. Sripop Sarasas Independent Director	[None]	[None]	[None]
2	Mr. Ben Harrath Faouzi Director	[None]	TFL / CRT / CM	Nominated by major shareholder (the Carmeuse group as an indirect shareholder of CELT)
3	Miss Nishita Shah Director	[None]	[None]	Nominated by major shareholder; GP director / executives
4	Mr. Krishnan Subramanian Aylur Director	[None]	PEL/PTE	Nominated by major shareholder; GP director / executives
5	Mr. Sathis Kumar Pushparaj Director and Managing Director	[None]	TFL / CRT / CM	Nominated by major shareholder (the Carmeuse group as an indirect shareholder of CELT) - top executive appointed and designated by the major shareholder.
6	Mrs. Ladda Chatchaluay Independent Director	[None]	[None]	[None]
7	Mr. Timothe Arthur Maria Van Den Bossche Director	[None]	TFL / CRT / CM	Nominated by major shareholder (the Carmeuse group as an indirect shareholder of CELT)
8	Mrs. Vannee Abakaz Independent Director	[None]	[None]	[None]
Executives : Notification of Capital Market Supervisory Board TorChor 72/2564 Definition of "Executives" : refers to the manager or the first four top-ranking executives after the manager level as well as all other 4th ranking equivalent				
1	Dr. Manop Saengchamnong Deputy Managing Director , Thai Marble Corporation (Subsidiary)	[None]	[None]	[None]
2	Mr. Somchai Jaturanont Sales, Marketing Senior Executive Manager	[None]	[None]	[None]
3	Mrs. Sutharinee Chairatana Human resources Senior Executive Manager	[None]	[None]	[None]
4	Ms. Bunyawhad Thanasomboon Finance and Accounting Senior Executive Manager	[None]	CELT	Acts as the accounting controller for CE Lime (Thailand) Co., Ltd., the major shareholder. _CELT CELT is a holding business with no conflicting activities and operates in the same type of business as the company.
5	Ms. Amornpan Suwanrat Financial and Accounting Senior Manager and Accounting Control	[None]	[None]	[None]
6	Ms. Thidarat Sihawanlop Office Administration Senior Manager and Company Secretary	[None]	[None]	[None]
7	Mr. Sorawee Ruengtup Supply Chain Management and Customer Support Senior Manager	[None]	[None]	[None]

Number of conflicts of interest

	2023	2024	2025
Total number of conflicts of interest (cases)	0	0	0

Prevention of the use of inside information

Prevention of the use of inside information over the past year

Has the company taken steps to prevent the misuse of insider information for personal gain in the past year? : Yes

Prevention of Internal Information Usage and Penalty

At the Board of Directors' Meeting No. 5/2025, convened on 13 November 2025, the Board conducted a review and update of **Insider Trading Prevention Policy**. The following summarizes the key principles and scope of the revised policy:

- Insider Trading Prevention Guideline
- Reporting of securities holdings by directors and executives
- Blackout periods for trading company securities
- Communication channels and educational materials

The Board of Directors has established written guidelines for the preservation and prevention of the use of internal information by prohibiting all directors, executives and employees from using the Company's internal information for their own benefit therefore,

Establish guidelines to prevent the use of inside information and the penalties as follows;

1. The directors, executives and employees are forbidden from exploitation of inside information that has a significant impact on the Company's securities trading and the change in share price that has not yet been declared to the public for their personal or other's interest.
2. Directors, executives, employees, and external parties with insider information must:
   2.1) Protect insider information to prevent leaks.
   2.2) Avoid sharing insider information with anyone not involved in company duties to prevent misuse.
3. Ensuring the directors and executive officers of the Company including their spouse and minor children report the holding of securities and report the changes in the Company's securities holdings to SEC pursuant to Section 59 and penalty provisions under section 275 of the Securities and Exchange Act B.E.2535 (include the amendment) and send copies of this report to the Company the same day that the reports are submitted to SEC.the Securities transactions of directors and executives, Report on changes in securities trading and prevention of use of inside information.
4. The directors, executives as well as those in the executive positions of accounting or finance unit from the level of manager and above and employees in the unit where inside information is available must refrain from the Company's stock trading for one month prior to the date of announcement of operation results and financial statement or important information that have impact on the change in the Company's stock price until such information is declared to the public.
5. The directors, executives as well as those in the executive positions of accounting or finance unit from the level of manager and above will report ownership of all securities issued by the Company, pertaining to themselves, spouses and/or minor children to the Company Secretary within 30 days after formally assuming the position. Besides, the directors and high-ranking executives will report to the Board of Directors or the delegated person all of their securities trading at least 1 day in advance in order to notify SEC within three business day after transaction date as specified by the Securities and Exchange Act. More guidelines in the changes in securities and derivatives holding report
6. The Company secretary is to inform all the closed periods in the yearly meeting plan of the Board meeting announced in advance for directors, executives as well as those in the executive positions of accounting or finance unit from the level of manager and above and relevant employees to refrain from the Company's stock trading for one month prior to the date of announcement of operation results and financial statement

Securities transactions of directors and executives, Report on changes in securities

1. Directors and executives shall follow SECTION 59.5 identifying A director, manager, person who holds management position as specified in the notification of the SEC Office and an auditor of the securities issuing company under Section 32 or Section 33 shall have the duty to prepare and disclose reports to the SEC Office on

each person holding securities and derivatives and the changes to such holding as well as the holding and changes to the holding of their spouse, cohabiting couple and minor children in accordance with the rules and procedures as specified in the notification of the SEC Office.

2. Directors and executives shall follow the Notification of Capital Market Supervisory Board Sor. Jor 38/2551 in reporting securities holdings pursuant to section59 of the Securities and Exchange Act B.E.2535 as an initial supervisory of their securities transactions as identified as a piece of inside information.
3. The Directors, executives and management in accordance with the definition of SEC, shall report the Board of Directors or responsible person on their Change of Management's Securities Holding (Form 59)at least one (1) day prior to the trading day. The Board prescribes a company secretary shall submit a copy of report to the SEC Office within three business days and within 30 days for a new director from the date on which the company has received such report.

Directors, executives and employees who violate the policy of the Internal Information Usage must be disciplined and/or punished by law taking into account the intent of the behavior and the seriousness of the offence considering case by case.

In the year 2025, the Company adhered to the policy on the use of inside information and did not face any disciplinary action or legal punishment. Additionally, there were no changes in securities holding of directors and executives of the Company during the year.

No.	Directors and executives required to submit Form 59.	Common Shares (Shares) As on 31 December 2025		
		Direct/ Own	Indirect/ Spouse or Underage Child	Increase (Decrease) during the year
1	Mr. Sripop Sarasas , Independent Director	-No-	-No-	-No-
2	Mr. Ben Harrath Faouzi , Executive Director	-No-	-No-	-No-
3	Ms. Nishita Shah, Executive Director	-No-	-No-	-No-
4	Mr. Krishnan Subramanian Aylur , Executive Director	-No-	-No-	-No-
5	Mr. Sathish Kumar Pushparaj Managing Director/ Chairman of the Executive Committee	-No-	-No-	-No-
6	Mrs. Ladda Chatchaluay , Independent Director	175,000.-	-No-	-No-
7	Mr. Timothe Arthur Maria Van Den Bossche Executive Director	-No-	-No-	-No-
8	Mrs. Vannee Abakaz , Independent	25,000-	-No-	-No-
9	Dr. Manop Saengchamnong , Deputy Managing Director , Thai Marble Corporation (Subsidiary)	-No-	-No-	-No-
10	Mr. Somchai Jaturanont Sales, Marketing Senior Executive Manager	4,250	-No-	-No-
11	Mrs. Sutharinee Chairatana Human resources Senior Executive Manager	-No-	-No-	-No-
12	Ms. Bunyawhad Thanasomboon Finance and Accounting Senior Executive Manager	1,250.-	-No-	-No-
13	Ms. Amornpan Suwanrat Finance and Accounting Senior Manager	-No-	-No-	-No-
14	Ms. Thidarat Sihawanlop , Company Secretary and Office Administration Senior Manager	20,006	100	-No-
15	Mr. Sorawee Ruengtup , Supply Chain Management and Customer Support Senior Manager	-No-	-No-	-No-
Total		225,506	100	-None-
As of December 31th, 2025, based on 362,393,057 fully paid-up shares		225,606 (0.06%)		

Remark: 1. Golden Lime Public Company Limited has registered capital of THB 375,000,000, paid-up capital of THB 362,393,057. On 31 December 2025, the Company has total common share of 362,393,057 shares.
2. The information of shareholding may change, if any director, spouse or underage child buys stock after the mentioned date.

Number of the use of inside information

	2023	2024	2025
Total number of the use of inside information (cases)	0	0	0

Anti-Corruption action (GRI:205-1)

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 anti-corruption implementation, 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 compliance with the anti-corruption policy, Review of the completeness and adequacy of the process by the Audit Committee or auditor

Anti-Corruption

The Company conducted its annual policy review by updating and expanding the content, as well as establishing communication guidelines and providing access to online training materials on anti-corruption. The updated manual includes an anti-corruption assessment form in the appendix to identify potential risks within the Company's business processes. The revised policy and manual were presented to the Board of Directors' Meeting No. 1/2026 on 26 November 2026 for review and approval.

The Board has designated personnel at all levels to implement anti-corruption measures and encourage current and future Business Partners, alliances and subsidiaries to be involved in anti-corruption practices.

The Company participates the Office of the National Anti-Corruption Commission as a pilot company of the morality and transparency of operations project of private-sector agencies and no complaints are found regarding corruption from stakeholders.
The Company policy aims to comply with the laws and set guidelines to ensure compliance with anti-corruption policies continuously. The Company is committed to supporting and supervise its executive, employees, agents, partners, and contractors to be aware of potential corruption and anti-corruption policies by showing its leadership in being anti-corruption. As the Company is a member of Partnership against Corruption for Thailand (PACT Network), it thus acts within the scope of definitions given by the Company as follows:

Corruption refers to actions taken to seek unlawful benefits, including acts or omissions of duty and/or abuse of authority, violations of laws, ethics, regulations, or company policies to obtain improper advantages in various forms. These include soliciting, receiving, offering, or giving property, goods, or any other rewards, including other benefits, cash or non-cash equivalents, bribery to government officials or individuals who do business with the company, as well as corruption between private entities for business benefit. Fraud, as defined under Section 341 of the Criminal Code, encompasses making false statements or concealing information that is required to be disclosed, with the intent to deceive another individual into transferring property or providing benefits.

Political contributions are defined as financial or other forms of support provided to political activities. These may include lending money, offering personnel assistance, supplying goods or services, running advertisements to back political parties, purchasing fundraising tickets, or donating to organizations closely connected to political parties, among other actions. The anti-corruption model with;

Bribery **|** According to the Criminal Code Sections 144 and 167 and the Anti-Corruption Act, bribery refers to giving, requesting, or accepting property or any other benefit as an inducement for a government official or any person to perform improperly or refrain from performing their duties properly.

Concealment and Obstruction of Justice **|** Under the Criminal Code Sections 142 and 184, this refers to destroying, concealing, or hiding evidence, or taking any action to obstruct investigations or court proceedings.

***Conflict of Interest* |** As defined in Section 126 of the Anti-Corruption Act, this occurs when a government official has a vested interest in a contract or activity related to their official duties without disclosure as required by law. For this handbook, it covers cases where directors, executives, or employees have undisclosed interests in contracts or activities linked to their duties.

***Embezzlement* |** Under Criminal Code Section 352, embezzlement refers to the act of a person lawfully possessing another person's property and then dishonestly appropriating it for themselves or others.

Money Laundering | According to the Anti-Money Laundering Act B.E. 2542, money laundering involves the concealment or conversion of funds or assets derived from illegal activities in order to present them as lawful.

Trading in Influence refers to requesting or receiving money or other advantages by suggesting that one can sway government officials' decisions or actions, as defined in Section 123/5 of the Anti-Corruption Act. In this manual, it also includes seeking or accepting benefits by claiming the ability to influence people with authority in an organization or company to make certain decisions or refrain from acting in their official capacities.

Guidelines for Good Practice

1. The Company encourages employees at all levels to realize and be conscious of the anti-fraud and corruption campaign. It also provides internal control in a bid to prevent corruption and bribery extant in every country in which the Company makes an investment.
2. The Company should create conscience, instill morality and stimulate a positive attitude among the employees requiring them to honestly adhere to the law and regulations.
3. The Company should create an efficient and effective internal control system with audits and appropriate use of power to prevent employees from any involvement in corruption.
4. The Company's directors, executives and employees refrain from any behavior relating to the demand or acceptance of assets or any other benefit or from condoning corruption for themselves or families, friends and acquaintance or others which may influence toward misconduct, cause dereliction of duties or cause harm to the Company.
5. The Company's directors, executives and employees refrain from offering assets or any other benefits to external parties with the intent of influencing such parties to engage in misconduct or abandon their duties or to pay a bribe for the benefit of the business.
6. The Company reports its financial statements accurately and transparently.
7. The Company provides communication channels for employees and related parties for whistleblowing, on condition that whistle-blowers will be given complete protection. The Company will also appoint officers to investigate such claims.
8. In order to clarify how the operation is of high corruption risk; the Company stipulates the administrators and all staff members to strictly adhere to the guidelines as follows;

8.1) Political contributions refer to financial aid or otherwise in order to support political activities such as money lending, personnel support, providing goods or services, advertising to promote or support the political parties, buying tickets for raising funds or donating money to an organization with close ties to political parties. However, it does not include the employees who join the activities on their own right; nevertheless, they cannot present themselves as Company representatives or use any Company assets, devices or instruments for political purposes. The Company insists on political neutrality. The Company will never provide a political party, politicians or a party's candidates with financial assistance for the benefit of the Company.

8.2) Charitable contributions, donations and aid grants may result in risk to the Company as such an activity is concerned with payment without obvious profit, used as an excuse to prevent a charitable contribution with concealed purposes. The Company stipulates policy and regulation as follows:
The Company is determined to provide donations for foundations, including associations, public charity, nursing homes, schools, Red Cross society and temples all of which are registered with the government Revenue Department, and these donations can be used as a tax deduction. It also scrutinizes the donations provided for annual activities organized by either the Company or the temples under the allocated amount in the budget. In the case of an emergency caused by a public hazard or natural disaster, a donation can be made after obtaining

approval from the administrators. However, in order to closely monitor and scrutinize the donation, extensive details and photographs must be attached together with the donation proposal.

8.3) Sponsorships are a way to publicize the Company's business reputation which is different from donations for charity. This may be done for the purpose of business, brand or reputation of the Company which is risk because it is a payment for services or benefits that are difficult to measure and track. Sponsorships may be linked to bribery. The Company has established policies and guidelines regarding sponsorship, process to review and control, details as follows:

(1) The sponsorships must be examined or proved that activities are truly carried out for social benefit or as an act of corporate social responsibility. In this case, various necessary documents including receipts, project details and logo photo must also be attached.

(2) The sponsorships can be calculated, such as a contribution of accommodations and food, which is not related to the benefits for individuals or any agencies except as a decoration of honor traditionally practiced.

(3) The sponsorships can be made only if the payee is specifically identified together with the requested document so as to obtain approval from the Company's administration.

8.4) Funding expenses provided to welcome customers and other hospitality expenses.

The Company realizes how good relations with its business allies can lead to continual achievement. It therefore allows staff members to either give or receive gifts, hospitality or other benefits within conditions specified by the Company as follows:

(1) The activities are carried out in line with the sales promotion policy, the trade conditions or the counselling service. It also includes the expenses of travelling, accommodations, food or gifts provided by customers or any expenses provided to welcome the customers, the investors or the shareholders who visit and observe the Company's business management. This includes the gifts occasionally provided on annual festivals.

(2) The expense funding is in accordance with related law.

(3) The expense funding is for the benefit of the Company and for not the personal benefit of the employees.

(4) The expense funding is not a kind of cash gift or equivalent to cash such as gifts or present readily exchangeable for cash.

(5) Gifts or hospitality are offered in line with appropriate tradition or festivals.

(6) Gifts or hospitality must not be offered, especially during a bidding or procurement.

(7) They are openly offered and not contrary to procurement ethics.

9. Anti-corruption policy covers the personnel management process including personnel selection, the promotion, the training, the working evaluation and bonus. For this reason, superiors in all levels are required to create a right understanding among the employees and urge them to strictly adhere to this policy. They also have to closely monitor implementation of the policy to ensure operations are carried out efficiently.

10. The Company will provide justice and protection for any employee, or others, who provide notification regarding the whereabouts of, or evidence related to corruption in the Company and its group company, including any employees who object to said corruption. They will be given protection under the protection measures as regulated in the whistleblower policy.

11. Those who are involved in fraud and corruption, which are considered as offenses within the regulations of personnel management, are to face disciplinary punishment or legal punishment if the acts prove to be legal offenses.

12. The Company will regularly examine the guidelines and operational measures in order to comply with any legal changes and the business conditions.

13. In order to closely monitor the operations in line with the anti-corruption policy, the Company administration are required to afford an annual self-assessment.

14. The Company requires all staff members, including the Board of Directors, the executives and employees, to strictly adhere to anti-fraud and corruption measures and also urges its business partners to jointly carry out these measures. The co-company or sub-company, if likely to be set up in the future, is also to adhere to this policy.

Responsibilities and Control

- The Board of Directors is required to comply with anti-corruption policy and put the policy into practice.
- The Board of Directors has authorized the Managing Director to set up sub-committees. At present, the Managing Director has established sub- committees including a Safety and Health management committee, Energy preservation management committee, Quality management committee, and Management Committee. These committee members are authorized to jointly deliberate different fields of work and assign administrators in each agency to monitor and supervise operations in order to ensure good corporate governance policy.

- The Audit Committee consists of independent directors who are responsible for reviewing the internal control system and giving their opinion about internal control systems, as well as ensuring that the Company complies with related laws.
- The Audit Committee is in charge of assigning an internal auditor to review the internal control system. If the internal auditor is an external agent, the Audit Committee will appoint a person who can coordinate with the internal auditor or assign the Committee's secretary to act as the coordinator.
- The Audit Committee is in charge of assigning an internal auditor to review the internal control system. If the internal auditor is an external agent, the Audit Committee will appoint a person who can coordinate with the internal auditor or assign the Committee's secretary to act as the coordinator.
- The Internal Audit Coordinator will be responsible for receiving any complaints or claims and coordinate with the internal auditor to review and report to the supervisor or Manager or Audit committee about complaints.

The Board of Directors establishes anti-corruption guidelines covering:
- Corruption risk assessment processes
- Governance and control practices to prevent risks
- Monitoring and evaluation procedures, reviewed by the Audit Committee

Procedure of the Assessment of Corruption Risk

The Company has regulated the risk management system based on business operation in a bid to prevent and suppress corruption or any activities of high risk from corruption likely to occur as a result of the Company's business operation. It also evaluates the risk level including occurrence and impact as well as regulates the anti-corruption measures based on evaluated risk including the achievement evaluation and resources to be used to lessen the risk and follow up on the performance appraisal.

Guidelines to Monitor Corruption Risk

The Company has regulated guidelines to monitor, supervise and monitor the risk on fraud and corruption as follows:

1. Procedures, including an internal control system and risk management, which cover important work systems such as the sales and marketing system, procurement, control, budget management, account record and payment. This aims to prevent as well as monitor the risk on fraud and corruption and provide appropriate suggestions for solutions.
2. To conduct a risk assessment for fraud and corruption in the business supply chain process (CS20220801_Form) with stakeholders and perform an annual review.
3. Provide a channel of receiving information, evidence, complaint of a legal offense or a violation of the Company's business ethics, as well as guidelines to prevent any involvement in corruption, suspicions on the financial report or the internal control system. The Company is to provide protection for those who submit information or evidence. The information is to be treated as confidential. The Company must exercise disciplinary or legal punishment. Protection will be granted to those who submit evidence or complaint by means of written statement.

Heads of each department are in charge of monitoring the operations and informing the persons in authority.

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 and Complaint-Filling

(GRI: 2-26)

Operations related to whistleblowing over the past year

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

Whistleblowing and Complaint-Filling

To supervise a mechanism for receiving complaints and taking action in the below topics through the complaint channel on the website where people find suspicions or offensive can notify the company through the channels provided

Whistle-blowing or Complaint-making matters

- Found fraud and/or concerns within the Company
- Meet operations / activities that are not transparent to Shareholders
- Personal data privacy
- Code of conduct
- Human Right
- Discrimination
- Sexual harassment
- Non – sexual harassment
- money laundering
- violations to the laws
- misconduct of employees
- Detecting anomalies in financial statements, insufficient internal control system, various potential risks
- Reputational damage and loss of credibility
- financial damage and damages to infrastructure and assets
- Others

Any of the complaints mentioned above done by personnel can be reported by employees and stakeholders including inaccurate financial reports I, flaws of internal control in order to involve personnel as well as stakeholders in monitoring efficiently.

Filing a complaint

Filing a complaint should back up with as much provable fact or information as to be considered as complete complaint filing for further investigation process taken by the Company. The complete and acceptable complaint shall be composed of;

Basic facts mean facts of the situation that may, in fact, be extremely important in getting complaint correctly investigated and resolved. Basic facts should be as accurate as possible in order to establish complaint credibility so basic facts should include:

- Time and date
- Place
- The individual(s) or group(s) involved which may comprise not only those who are responsible for actions, policies of the Company, etc., but also subcontractors or operators involved in the complaint, potential witnesses, and others who may be needed to supply testimony or information.
- Relevant addresses, phone numbers, e-mail addresses, websites, etc.
- The number of incidents, and/or the duration of the problem, if it's ongoing.

Besides, during investigation process, in case a complaint lacks essential information, the Company will seek and request for any of the following forms of additional details.

- Photographs
- Testimony of whistleblowers or other eyewitnesses
- Testimony of people affected by the subject of the complaint
- Legally obtained memos, letters, e-mails, or other documents confirming the substance and details of complaint
- Logs, or audio- or video records of conversations
- The testimony of experts - psychologists, environmental scientists, economists, public officials, etc.

Others channel by SUTHA

complainants are

1. victims of human rights violations /their representatives
2. A witness is a person who, being present when a human rights violation occurred.

through the company's complaints channel

-Telephone
-Facsimile or email
-the Company website

Complainant's Contact Information:

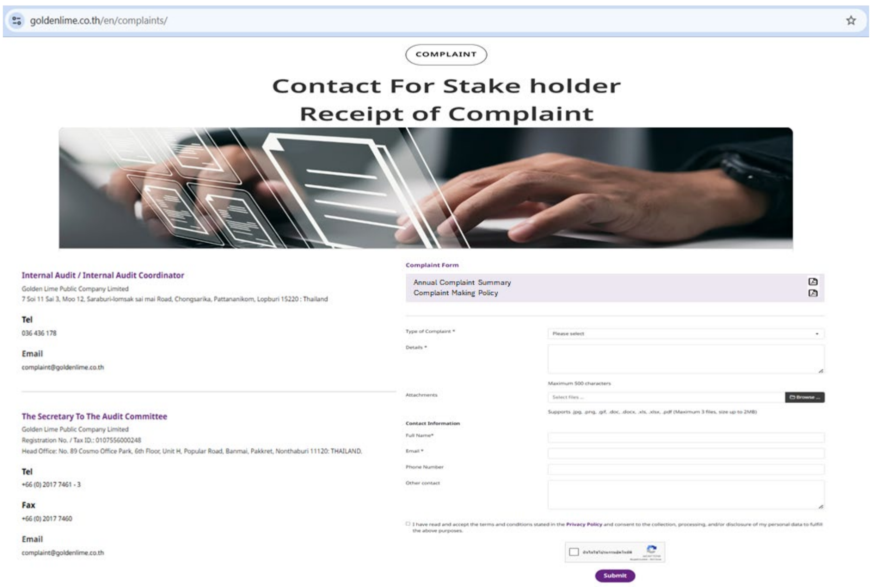
Name and reachable address
Telephone number / Email address

Specify the details of the actions or incidents that constitute a violation.

GOLDEN LIME PUBLIC COMPANY LIMITED
Internal Auditor/Internal Auditor Coordinator
- 7 Soi 11, Sai 3, Moo 12, New Saraburi-Lom Sak
- Chong Sarika Subdistrict Phatthana Nikhom District Lopburi 15220
- Phone: 036-436 178
- Email: complaint@goldenlime.co.th

The secretary to the audit committee
89, Cosmo Office Park, 6th Floor, Unit H, Popular Road,Banmai Sub-district, Pakkret District, Nonthaburi Province 11120
Tel. 0 2017 7461-3 Fax.0 2017 7460
E-mail : complaint@goldenlime.co.th
website : www.goldenlime.co.th

Complaint submission channel via website
https://goldenlime.co.th/en/complaints/



Process for complaints handling	Responsible persons
receive and register complaint	relevant sector or secretary to the relevant sector/committee
acknowledgment and review	head of department related to the impact
investigate (Proceed with fair investigation process)	Managing Director to assign responsible persons and those responsible for relevant matters to conduct a fair investigation
report and response	The assigned coordinator is to respond and contact with a said victim or his representative.
corrective action	The responsible unit taking corrective action in accordance with the measures already discussed with all stakeholders to reduce the impact or compensate as a remedy to those affected or victim.
appeal – reconcile/ compensation process	
Follow-up and closing a complaint	The responsible unit is to report to all parties involved after completion of corrective action to close a complaint.

- **Responsibility and follow-ups**

1. Board of Directors is responsible for formulating a policy and supervising anti-corruption process to ensure that the management recognizes and places importance on corporate governance in order to ensure transparency for shareholders and co-investors as well as relevant stakeholders.
2. The Board of Directors, executives and personnel including all stakeholders are required to comply with anti-corruption policies, and put these policies into practice.
3. The Board of Directors has authorized the Managing Director to set up sub-committees. At present, the Managing Director has established sub-committees including a Safety and Health management committee 5S,the sustainability development committee, the environment management committee ,the energy preservation management committee, Quality management committee, and Management Committee and working groups to manage various projects by assigning duties to help each other consider various aspects of work to ensure that operations and practices are in line with the good corporate governance policy.

4. The Audit Committee consists of independent directors who are responsible for reviewing internal control system and giving their opinion about internal control system, as well as ensuring that the Company complies with related laws.
5. The Audit Committee is in charge of assigning an internal auditor to review the internal control system. If the internal auditor is an external agent, the Audit Committee shall appoint a person who can coordinate with the internal auditor or assign the Committee's secretary to act as the coordinator.
6. The Audit Committee is in charge of assigning an internal auditor to review the internal control system. If the internal auditor is an external agent, the Audit Committee shall appoint a person who can coordinate with the internal auditor or assign the Committee's secretary to act as the coordinator.
7. The Internal Audit Coordinator shall be responsible for receiving any complaints or any claims and coordinate with the internal auditor to review and report to the supervisor or Manager or Audit committee about complains.
8. Receipt of Complaints and Whistleblower
   - Independent website provider receives complaints through the complaints channel on the website by forwarding to complaint@goldenlime.co.th
   - Supervisor / Supervisor in each department that employees trust
   - Company Secretary or Secretary to the Audit Committee
   - Coordinator with internal auditors or financial control manager
   - Human Resources Department
   - Public relations officer

The follow-up process starts with receiving issues from the responsible unit to notify the chief or supervisors. Then in case the issue is considered a high-risk or high-severity issue, it must be reported in order from the department level, to the Managing Director to the meeting of the executive committee or any relevant committees depending on the impact and severity of the issue. If the issue is considered high or very high risk causing a big impact on outsiders, its impact and damage should be brought into the mitigation plan for implementing correction, mitigation, and remedies, compensation to provide relief to those affected or to have corrective action to get back to normal state or the risk level is reduced to an acceptable level. In the case of a complaint related to fraud or violating the code of conduct, there will be a process to investigate and verify the issue, If true, an employee shall be subject to penalties and reported. If the Company can contact those who address a complaint, the Company should report the complaint treatment status within 30 days. If the complaint closure requires longer days than previously identified, the Company shall report continuously until its closure.

- **Protective Measures for Whistleblowers and Investigative Participants.**

To provide appropriate protection measures for whistleblowers, the following guidelines have been established.

> The complainant can choose to remain anonymous for safety reasons. On the contrary, the Company can report progress and clarify the facts.

> A Complaint Recipient shall

> Set up a database for the confidential information of whistle-blowers and establish punitive measures against the officers in charge of keeping such a database if the confidential information is leaked.

> This database must be made accessible to executives at the level of senior executive management only.

> The Committee is determined to provide protection for the administrators or employees who report corruption or who adhere to anti-fraud and anti-corruption policy, which may otherwise result in the loss of business opportunity. It also seeks prevention for the employees from any penalty or position downgrade as a result of strictly adhering to the guidelines.

> It falls under the authority of the superiors or supervisors of all those accused to give proper directives to protect whistle-blowers, witnesses, and those who provide evidence to the investigation to keep them out of danger, difficulties, or unfairness due to their making complaints, serving as witnesses, or giving information.

- **Questions or Recommendations**
  Any question or recommendation on corporate governance and anti-corruption policies should be addressed to the Secretary to the Audit Committee and Secretary to the Board of Directors, Telephone Number 0 2 017 7461-3 or Email: complaint@goldenlime.co.th

- **Punitive Measures**
  a. Those found guilty of serious misconduct will be dismissed from the Company and face legal punishment if they are found to be guilty of legal misconduct. Those found guilty of minor offences will face score reduction or a suspension from duties without any wages. They will also face a score reduction for job evaluation as well as the restriction from promotion and the restructure of income rate.
  b. The superiors are to reprimand those found in violation of the Company's ethics including by score reduction for job evaluation, restriction from promotion or the restructure of income rate.
  c. Those found in violation of the Company's regulation will receive a written reprimand from the Human Resources Department including score reduction for job evaluation, restriction from promotion or the restructure of income rate.
  d. In case the offenders are the high-ranking administrators or on a Company committee, findings of the investigation must be forwarded to the Board of Directors in order to determine the penalty. The penalty will be based on legal considerations and good corporate governance.

GRI : 2-27)

Number of cases from whistleblowing

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

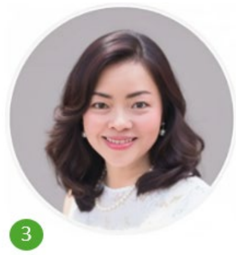
(GRI:2-18)

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

The Audit Committee consisting of 3 Independent Directors, during the **year 2025**, attended all 4 times the Audit Committee Meeting with the Audit committee members, Managing Directors, Management of Financing and Accounting, Company Secretary and Assistant to company secretary and auditors. In each meeting, a complete quorum of the audit committee was present. The Audit Committee member list name was below:


1
Mr. Sripop Sarasas
Independent Director
Chairman of Audit Committee


2
Mrs.Ladda Chatchaluay
Independent Director
Audit Committee member


3
Mrs. Vannee Abakaz
Independent Director
Audit Committee member

8.2.1 Meeting attendance of audit committee

All three independent directors were qualified with their knowledge and experience to serve as the Audit Committee, Mrs. Ladda Chatchaluay possesses sufficient knowledge and experience to review the credibility of financial statements according to the requirements of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET).

The Audit Committee has performed all duties assigned by the Board of Directors, as indicated in the Audit Committee Charter, which completely aligns with the SEC and the SET requirements. These include the review of financial reports, internal control and internal audit and risk assessments, the review of connected party transactions and the review of compliance with Securities and Exchange Laws, the regulations of the SET and other relevant regulations or laws including regularly review the Audit Committee Charter for all updates and appropriateness.

Auditors and accounting executives were invited to attend a meeting to discuss the accuracy of the financial statements. Following this, internal control auditors were invited to attend to discuss the agenda regarding internal control audit. The Company secretary acted as the secretary to the audit and ensured that each member of the audit committee received complete and timely information. The meeting agendas, supporting documents, and invitations were sent to the members at least 7 days or not less than 5 business days before the meeting date. In case of any updates, the attendees were informed via email, so they could study and consider the updates before giving feedback and voting.

Meeting attendance of audit committee (times) 4

List of Directors	Meeting attendance of audit committee			Average percentage meeting attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mr. Sripop Sarasas (Chairman of the Audit Committee)	4	/	4	4/4 (100.00%)
2. Mrs. Ladda Chatchaluay (member of the Audit Committee)	4	/	4	4/4 (100.00%)
3. Mrs. Vannee Abakaz (member of the Audit Committee)	4	/	4	4/4 (100.00%)
Average Attendance Rate				100.00%

Ms. Thidarat Sihawanlop – Secretary to Audit Committee

The performance summary report of the Audit Committee in the previous year:

1. **Review of Financial Statement:** The Audit Committee co-reviewed the quarter and annual financial statements of **2025** with the Financial and Accounting Manager involving the executives from various functions; operations, sales and marketing and logistics who collectively addressed the feedback provided by the auditors and the management team to ensure that the Company reports be accurate and complete financial statements that are credible, compliant with generally accepted accounting principles, and contain adequate and timely disclosure of information for the benefit of investors and other users of the statement. The external auditor agreed with the Audit Committee that the financial statements were found credible and compliant with generally accepted accounting principles. The Company's financial statements for the year 2025 have been approved and certified unconditionally by the auditor with none of the remarks made to the financial statements.

2. **Review of Internal Control, Internal Audit and Risk Assessment, Fraud risk assessment**
   According to the Audit Committee meeting No. 1/2025 (21 February 2025) ,the Audit Committee reviewed the sufficiency of the internal control system, based on an annual evaluation by six executives, following COSO guidelines. The system was found adequate and concise, with minor improvements suggested. The results of the internal control system audit for Thai Marble Corporation Limited (TMC) were presented in the Meeting No. 2/2025 (8 May 2025), following the COSO 2013 framework. Six medium-risk issues were identified, with corrective actions scheduled for completion by Q4/2025. The internal control audit plan for 2025 was also resolved as presented, with Carmeuse Group as the appointed auditor for internal control auditor for 2025, with fees not exceeding the contract rate.

   The Audit Committee by the Chairman of the Audit Committee conducted a fraud risk assessment as requested by the auditor in accordance with Auditing Standard No. 240. The results of the assessment indicated no identified fraud-related risks. In addition, the Committee acknowledged the report from the whistleblowing channels, which revealed no fraud-related complaints.

3. **Compliance with Securities and Exchange Laws, SET Requirements, and Relevant Laws**: The Audit Committee reviewed and supervised strict compliance with Securities and Exchange laws, Securities and Exchange Commission regulations, SET requirements, and relevant laws, as well as provided advice in respect to the Principles of Good Corporate Governance in order to ensure adequate and appropriate operation.

4. **Consideration to Appointments of Auditors in 2025:** The Audit Committee considered the selection of appropriate auditors from ANS Audit Company Limited to be the auditor to the Company and its subsidiaries by considering the amount of work and independence as well as the remuneration, and expressed their opinions that ANS Audit Company Limited has offered reasonably appropriate audit fees justified with their experience, quality of their audit, consultancy and recommendations they provided as well as their period to complete financial statements found as planned, the audit committee agreed to be proposing to the Board of Directors an appointment of 4 auditors. A list of the names of the Auditors is as follows:

Name of Auditors	Certified Public Accountant No.	Auditing years for the Company during the past 7 years	
○ Mr. Sathien Vongsnan	3495	(7 years : the year 2019-2025)	and/or
○ Mr. Atipong Atipongsalul	3500	-	and/or
○ Ms. Panita Chotesaengmaneekul	9575	-	and/or
○ Ms. Wanpen Sakpibunrat	11015	(3 years : the year 2023-2025)	

The appointed auditors maintain no relationships or conflicts of interest with the Company, its subsidiaries, management, significant shareholders, or any associated individuals of these entities. The proposal from the ANS regarding its audit fees for the year 2025 is below.

The Audit Committee also proposed total audit fees of Golden Lime Public Company Limited only, excluding any audit of consolidated financial statements) amount to THB 1,580,000 (One Million Five hundred and eighty thousand Baht) and total audit fees (Golden Lime Public Company Limited and its subsidiary companies) is THB 2,145,000 (Two Million One Hundred Forty-Five Thousand Baht).

The audit fees of the Company and its subsidiaries above include compensation for auditing the annual financial statements, quarterly financial statements and the reporting package according to the group audit instruction. Other expenses, such as travel expenses and document expenses, will be invoiced as incurred. For 2025, the auditor has reduced the audit fee by THB 100,000 since services related to report preparation for the major shareholder's auditor will not be needed. As a result, the Company's audit fee is THB 1,480,000(One Million Four hundred and eighty thousand Baht), and the total fee for the Company and its subsidiary is THB 2,045,000 (Two Million Forty-Five Thousand Baht).

If any issues arise with the auditors on the proposed list that hinder their ability to fulfill their responsibilities for the upcoming year, the auditing firm may seek alternative auditors it considers suitable. These new auditors must meet the necessary qualifications and will be proposed to the company to serve in place of the original auditors, contingent upon the audit fee being presented to and approved by the shareholders' meeting. The company will provide this information to the shareholders at the subsequent shareholder's meeting.

5. **Review of related transactions or any transaction that may lead to a conflict of interest:** The Audit Committee reviewed the disclosure of related transactions of the Company that may cause a conflict of interest according to the announcements of the SEC and the SET. The results showed that the Company had conducted its business with fairness, and validity for the Company's advantage without a conflict of interest. Also, the Company provided adequate disclosure of information by adhering to the Principles of Good Corporate Governance in compliance with the announcements of the SET. The Chairman of the Audit Committee is to be notified of any updates regarding the report on the interests of the directors and executives, which will be prepared by the Company Secretary. This notification will include a summary of the interests report as well as details concerning any changes in the securities holdings of the directors and executives for the year.

6. **Review of the Audit Committee Charter:** The information pertaining to the delivery schedule of the meeting invitation has been modified to comply with the revised Public Company Act.

- **Meeting of Audit Committee with none of the Company executives attending for Y2025**

The meeting took place on November 12, 2025, with three independent directors and audit committee members participating electronically. During the session, they conferred with the individuals responsible for accounting and finance, without any other executives present. The independent directors in attendance were:

Name List	Position	Meeting Attendance (times)
1. Mr. Sripop Sarasas	Chairman of the Audit Committee	1/1
2. Mrs. Ladda Chatchaluay	Audit Committee	1/1
3. Mrs. Vannee Abakaz	Audit Committee	1/1
% of the attendance		100%

The meeting was conducted in a way of exchanging facts, opinions and recommendations, leading to consensus based on the audit committee's experience. These insights offered guidance for areas such as accounting management, internal controls, asset and inventory management, including handling slow- or non-moving stock recording and relevant standards. The responsible parties have taken these points into account for future actions and implementation to maintain compliance with control and accounting standards.

(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

8.3.2 The Nomination Remuneration and Corporate Governance Committee's Report

The Nomination and Remuneration Committee (NR) is comprised of 4 members: 2 independent directors and 2 executive directors.

1 

Mrs. Ladda Chatchaluay
Chairman of Nomination Remuneration and Corporate Governance Committee

2 

Mr. Timothe Arthur Maria Van Den Bossche
Nomination Remuneration and Corporate Governance Director

3 

Mr. Krishnan Subramanian Aylur
Nomination Remuneration and Corporate Governance Director

4 

Mrs. Vannee Abakaz
Nomination Remuneration and Corporate Governance Director

Ms. Thidarat Sihawanlop and Ms. Panchalee Sombutrasarn acting as secretaries of the Nomination Remuneration and Corporate Governance committee to support the data preparations for the performance of the committee.

The Nomination Remuneration Committee's Report

In 2025, there were 3 NRC Meetings, a quorum of the NRC was completed as per below;

Meeting Nomination Remuneration Committee (times) : 3

List of Directors	Meeting attendance Nomination Remuneration Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mrs. Ladda Chatchaluay (The chairman of the subcommittee, Independent director)	3	/	3	3/3 (100.00%)
2. Mr. Timothe Arthur Maria Van Den Bossche (Member of the subcommittee)	2	/	3	2/3 (66.67%)
3. Mr. Krishnan Subramanian Aylur (Member of the subcommittee)	3	/	3	3/3 (100.00%)
4. Mrs. Vannee Abakaz (Member of the subcommittee)	3	/	3	3/3 (100.00%)
Average Meeting Attendance Rate				91.67 %

The Nomination and Remuneration Committee performed its duties in accordance with the Nomination and Remuneration Committee Charter by participating in and considering various information through e-mail communication channels including meetings by performing duties and responsibilities as follows:

1) Ensure the Board of Directors' structure, size and composition appropriate and relevant to the Company business operation and changing business environment.

2) Review criterion for the nomination of the Company's director to screen the right candidate with a transparent nomination process to propose to the shareholder meeting for approval of appointment.

The Company also granted the minority shareholders the right to propose nominated directors by notifying the schedule identifying open period during October 16 – December 30, 2025, via the information dissemination system of the Stock Exchange of Thailand as well as the Company's website. After the said time, there was no minority shareholder nominating a person as the nominated director.

For the year 2025, the criteria for determining directors subject to retirement by rotation require that one-third of the longest-serving directors step down. Accordingly, Mr. Sripop Sarasas, Ms. Nishita Shah, and Mr. Geza Emil Perlaki are scheduled to retire this year.

The retiring individuals have been nominated to the Board of Directors and the shareholders' meeting for consideration of reappointment for another term. One independent director has served a tenure exceeding nine years; in such cases, justification for his continued appointment was additionally provided for review.

Name of Directors	Date in Position	Term begins on the first appointed date and lasts for (Year).				
		Board of Director	Independent Director	Executive Director's	Audit Committee	RM/SD Committee
1. Mr. Sripop Sarasas	2 Apr 2014	11 Years	11 Years	-	11 Years	-
2. Ms. Nishita Shah	29 Sep 2016	8 Years 6 Months	-	8 Years 6 Months	-	-
3. Mr. Geza Emil Perlaki	5 April 2017	8 Years	-	8 Years	-	2 Years

The nominated director above is an independent director, namely Mr. Sripop Sarasas who is fully qualified according to qualifications or prohibitions of the director following the Limited Public Company Act., Laws of securities and securities exchange, and Announcement of the Capital Market Supervisory Board as well as related announcement. Also, the Company's Board of Directors will consider and select the Independent Director from the expertise, considering the working experiences and other suitability requirements. The qualifications of the independent director will conform to the Notification of the Capital Market Supervisory Board No. TorChor. 28/2551 Re: Application for and Approval of Offer for Sale of Newly Issued Shares, dated 15 December B.E. 2551 (including its amendment).

3) Screen and select a qualified candidate with a transparent process for the position of Managing Director to propose to the Board for approval and appointment.

During Y2025, the Nomination, Remuneration, and Corporate Governance (NR_CG) Committee of Golden Lime Public Company Limited strategically advanced the leadership succession plan by thoroughly reviewing and endorsing the appointment of Mr. Sathish Kumar Pushparaj as the new Managing Director, effective July 1, 2025, succeeding Mr. Geza Emil Perlaki. The Nomination, Remuneration, and Corporate Governance (NR_CG) Committee confirmed Mr. Pushparaj's strong operational background, leadership capabilities, and alignment with the company's strategic needs, particularly in operations, while acknowledging his development path in commercial areas supported by a robust commercial team. The Committee proposed that Mr. Sathish Kumar Pushparaj be appointed Director, Authorized Signatory Director, Chairman of the Executive Committee, and Chairman of the Risk Management & Sustainability Development Committee, serving the remaining term of his predecessor. The transition plan includes a structured onboarding process and advisory support from the outgoing Managing Director to ensure continuity. The Nomination, Remuneration, and Corporate Governance (NR_CG) Committee also approved a competitive compensation package, benchmarked against industry standards, and ensured compliance with regulatory and governance requirements. The agenda and recommendations were unanimously resolved for Board approval, reflecting a well-governed, forward-looking approach to executive succession and organizational stability.

4) Develop succession plan for the Managing Director position and regularly review the plan and its progress.
The Nomination, Remuneration, and Corporate Governance (NR_CG) resolution reflects a commitment to safeguarding and strengthening Golden Lime PLC's core operational, strategic, and governance functions through a

carefully managed leadership transition, in line with the major shareholder's vision and best practices in succession planning.

5) Design a fair and sensible remuneration plan and related criteria for the Company's directors, members of each committee and the Company's Managing Director by considering referenced information of compensation in other companies in the same or similar industries. For the Managing Director's remuneration, the NRCG provided its recommendations to the Board for approval. For the remuneration of the directors and members of sub-committees, the NRCG submits the proposed remuneration plan to the Board for endorsement before presenting it to the Shareholders' Meeting for approval.
6) Evaluate the performance of the Company's Managing Director/CEO using an evaluation form and criteria pre-approved by the non-executive directors, which may be linked to key performance indicators (KPIs) aligned with the strategic plan and annual work plans. Evaluation topics will cover leadership, financial performance, human resource management, organizational culture, stakeholder relations, ESG advancements, safety standards, and succession planning. The evaluation results will be a component in determining the Managing Director's compensation and benefits, ensuring transparency and fairness, as well as providing input on compensation decisions for other employees and executives.
7) in order to view and comment on the remuneration package to determine renumeration and benefits to employees and the management.
8) Reviewing the Nomination and Remuneration Committee Charter , the last time in 2024 includes adjusting the timeframe for sending meeting invitations to comply with the revised schedule as per the Public Company Act.
9) Perform other duties assigned by the Board of Directors.

Remark : (1) The NRCG director in item 2 resides abroad, making it difficult to attend meetings due to time zone differences. Nonetheless, the director acknowledges agendas and shares opinions through internal communication, with all materials sent via email.

▪ The Corporate Governance Committee's Report

The Corporate Governance Committee (CG) is comprised of 4 members; 2 independent directors and 2 executive directors. In 2025, there were 3 CG Meetings, a quorum of the CGC was completed as per below;

Meeting Corporate Governance Committee (times) : 3

List of Directors	Meeting attendance Corporate Governance Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
5. Mrs. Ladda Chatchaluay (The chairman of the subcommittee, Independent director)	3	/	3	3/3 (100.00%)
6. Mr. Timothe Arthur Maria Van Den Bossche (Member)	2	/	3	2/3 (66.67%)
7. Mr. Krishnan Subramanian Aylur (Member)	3	/	3	3/3 (100.00%)
8. Mrs. Vannee Abakaz (Member)	3	/	3	3/3 (100.00%)
Average Meeting Attendance Rate				91.67 %

The results of duty performance of Corporate Governance Committee

The Corporate Governance Committee performed its duties in accordance with the Corporate Governance Committee Charter by attending and considering various information through e-mail communication channels including meetings with the following responsibilities;

1) Consider and specify the policies/guidelines relating to good corporate governance, morale and business ethics as well as the policies and guidelines relating to sustainable business and presentation thereof to the Board of Directors including the review of the charter of the Board of Directors and sub-committees successfully revised/edited/added to propose to the Board of Directors' meeting for approval.

2) Supervise, advise, review, and evaluate the policies and guidelines for good corporate governance, morale, and business ethics including the guidelines relating to the implementation of sustainable business development, social responsibility, and environmental concerns with regular reviews to ensure practical and compliant with up-to-date standards and the Company's business operations. The Corporate Governance Committee has directed and followed up to review and improve to ensure compliance with rules, and regulations based on the corporate governance evaluation criterion, and its annual results.

3) Reviewing the appropriateness of the Corporate Governance Committee Charter for 2024 includes adjusting the timeframe for sending meeting invitations to comply with the revised schedule as per the Public Company.
4) Perform other duties assigned by the Board of Directors.

The policies developed and assessed throughout 2025 were submitted to the Board of Directors for review, with the Corporate Governance Committee actively involved in the review process as detailed below:

2025 Policies reviewed/established are:						
No	Policy, Manuals	Date	Revision	Achieved	Version	Board resolution
1	Human Right Policy - Expand human rights framework with partners. - Detail support for youth (interns) with guidelines to prevent child labor law violations and promote educational opportunities. - Provide guidelines for foreign/migrant labor.	21/2/2025	Rev.2	Revised	TH/EN	1/2025 (21/2/2025)

2025 Policies reviewed/established are:

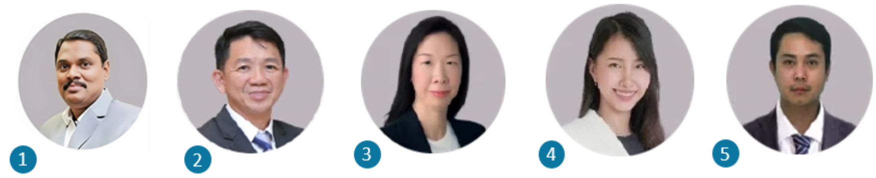
No	Policy, Manuals	Date	Revision	Achieved	Version	Board resolution
	- Outline safety practices covering partners, society, and community, and partner development. - Detail product responsibility, including pollution control, compliance with industrial regulations, and mitigating community complaints.					
2	Human Rights Assessment Checklist -Establish systematic methods aligned with human rights management processes - Supports the disclosure framework of the eOne Report Data Platform and SET ESG Rating.	21/2/2025	Rev.1	Revised	TH/EN	1/2025 (21/2/2025)
3	Corporate governance compliance policy -Support the eOne Report disclosure -Ensure framework aligns with internal controls and corporate governance	21/2/2025	CS202412 02	NEW	TH	1/2025 (21/2/2025)
4	Production Policy -For acknowledgment -Respond to the eOne Report Data	21/2/2025	eOne Report	NEW	TH/EN	1/2025 (21/2/2025)
5	Procurement Policy -For acknowledgment - Respond to the eOne Report Data -Add brief structure of PO/RO issue for assessment	21/2/2025	eOne Report	NEW	TH/EN	1/2025 (21/02/2025)
6	ESG, Sustainability development and Business Ethics Manual Updated the adjustment and new policies for communication to Employees and Stakeholder	21/2/2025	Rev.6	Revised		1/2025 (21/02/2025)
7	Human Right Policy - Expand human rights framework with partners. - Detail support for youth (interns) with guidelines to prevent child labor law violations and promote educational opportunities. - Provide guidelines for foreign/migrant labor. - Outline safety practices covering partners, society, and community, and partner development. - Detail product responsibility, including pollution control, compliance with industrial regulations, and mitigating community complaints.	21/2/2025	Rev.2	Revised	TH/EN	1/2025 (21/2/2025)
8	Human Rights Assessment Checklist -Establish systematic methods aligned with human rights management processes - Supports the disclosure framework of the eOne Report Data Platform and SET ESG Rating.	21/2/2025	Rev.1	Revised	TH/EN	1/2025 (21/2/2025)
9	Corporate governance compliance policy -Support the eOne Report disclosure -Ensure framework aligns with internal controls and corporate governance	21/2/2025	CS202412 02	NEW	TH	1/2025 (21/2/2025)
10	Production Policy -For acknowledgment -Respond to the eOne Report Data	21/2/2025	eOne Report	NEW	TH/EN	1/2025 (21/2/2025)
11	Procurement Policy -For acknowledgment -Respond to the eOne Report Data -Add brief structure of PO/RO issue for assessment	21/2/2025	eOne Report	NEW	TH/EN	1/2025 (21/02/2025)
12	ESG, Sustainability development and Business Ethics Manual Updated the adjustment and new policies for communication to Employees and Stakeholder	21/2/2025	Rev.6	Revised		1/2025 (21/02/2025)

Meeting attendance Risk Management Committee

The Board of Directors appointed a sub-committee, the Risk Management and the Sustainability Development (RM&SD Committee) Committee.

To ensure that the committee's responsibilities, as outlined in its charter, are managed efficiently and in alignment with its objectives. The Risk Management and Sustainable Development Committee's meeting concluded that it would be appropriate to propose the appointment of additional members to the sub-committee to enhance its effectiveness and support the assigned tasks and business operations as mandated by the committee.

As of December 31st, 2025, the RM&SD Committee is now composed of 5 members and 2 persons support of work as follows:



Mr. Sathish Kumar Pushparaj Chairman of Risk Management and Sustainable Development Committee	Mr. Somchai Jaturanont Risk Management and Sustainable Development Committee member	Mrs. Sutharinee Chairatana Risk Management and Sustainable Development Committee member	Ms. Bunyawhad Thanasomboon Risk Management and Sustainable Development Committee member	Mr. Sorawee Ruangtup Risk Management and Sustainable Development Committee member

Coordinators, and secretaries to the Risk Management and Sustainability Development Committee

Ms Thidarat Sihawanlop
Senior Manager
Office Administration
& Company Secretary

Miss Panchalee Sombutrasarn
Executives Secretary &
Assistant to Company Secretary

Meeting Risk Management Committee (times) : 2

List of Directors	Meeting attendance Risk Management Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mr. Sathish Kumar Pushparaj (The chairman)	1	/	1	2/2 (100.00%)
2. Mr. Somchai Jaturanont (Member)	2	/	2	2/2 (50.00%)
3. Mrs. Sutharinee Chairatana (Member)	2	/	2	2/2 (100.00%)
4. Ms. Bunyawhad Thanasomboon (Member)	2	/	2	2/2 (100.00%)
5. Mr. Sorawee Ruangtup (Member)	2	/	2	2/2 (100.00%)
6. Mr. Geza Emil Perlaki (The resigning chairman)	1	/	1	1/1 (100.00%)
7. Mr. Keetawit Malanon (The resigning Member)	2	/	2	2/2 (100.00%)
Average Meeting Attendance Rate				100.00 %

The results of duty performance of Risk Management Committee

Risk management culture: Establishing a risk management culture throughout the organization to integrate risk management into all processes.

SUTHA's Enterprise Risk Management Culture	The Risk Management Committee set the 2025 risk assessment and reporting activities as follows:
The executive team and board establish corporate governance and promote risk and crisis management across all departments. Leaders collaborate to identify, assess, and manage significant risks, prioritizing key issues and maintaining clear communication. Effective coordination enhances understanding and encourages systematic practices, fostering a culture focused on risk management.	• Updated the 2024 risk assessment form and presented it at the meeting in August. RM_SD members were tasked with collaborating across departments to review risks, summarize findings, prioritize residual risks, and develop the annual risk management plan. • Reviewed and assessed key risks in the 2025 Risk Management Report before Board submission.

The Risk Management Committee performs its duties in accordance with the scope, authority, and responsibilities as defined in the Risk Management Committee Charter, as follows:

1. Establish and review the risk Management policy and the guidelines to manage the Company's business crises.
   The committee reviewed and approved the disclosure of the Y2025 risk management and sustainability report, discussed inventory and raw material risks, and agreed to update the risk assessment action plan to ensure it accurately reflects current conditions. Additionally, the Committee acknowledged the sustainability criteria and indicators established by the Stock Exchange for disclosure in Y2026, accepted the material sustainability issues and 2025 performance, and presented the report on risk management activities and risk factors to the Board of Directors for their acknowledgment.
2. Drive all risk management implementation practices; risk assessment, risk treatment, identifying emerging risks.
3. Determine Risk Appetite aligned with corporate strategy and value.
4. Supervise and support the implementation of enterprise risk management to be in line with the sustainability business strategy, internal controls, ESG risks including the crises and changes that may affect the business operations.
5. Suggest and follow-up to evaluate the potential risk management including the guidelines or the measure of prevention, control or mitigation (Mitigation Plan) for the development of risk management system continuously.
6. Supervise to assign the Management to implement the ESG sustainability risk and enterprise risk management plan to minimize the impact including follow-up, review to ensure sufficient and appropriate organizational risk management plan.
7. Support and develop the risk management to cover all levels both internal and external as well as to build relationships with relevant Stakeholders to jointly to reduce risks that may affect the business.
8. In the case of any significant strategic risks, financial risks, ESG sustainability risks, operational risks, the Risk Committee shall report to the Board of Directors and the management. For example, if there is an urgent matter it can be reported via email.
9. Perform other duties assigned by the Board of Directors.

Remark : [(1)] *1) At the Board of Directors' Meeting No. 4/2025 on Friday 8 August 2025, a resolution was passed approving the appointment of Mr. Sathish Kumar Pushparaj - Directors, Managing Director as the Chairman to the Risk Management and Sustainability Development Committee. Mr. Sathish Kumar Pushparaj also serves as a key figure responsible for risk assessment and sustainability business development in relation to manufacturing operations.*
2) Members of the Risk Management and Sustainability Development Committee, as listed in the meeting attendance no. 6 resigned effective 8 August 2025, and 7, resigned effective 18 September 2025.

▪ The Sustainability Development Committee 's Report

The Sustainability Development Committee consists of the same members and support team as the Risk Management Committee.

Meeting Sustainable Development Committee (times) : 2

List of Directors	Meeting attendance Sustainable Development Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mr. Sathish Kumar Pushparaj (The chairman)	1	/	1	2/2 (100.00%)
2. Mr. Somchai Jaturanont (Member)	2	/	2	2/2 (50.00%)
3. Mrs. Sutharinee Chairatana (Member)	2	/	2	2/2 (100.00%)
4. Ms. Bunyawhad Thanasomboon (Member)	2	/	2	2/2 (100.00%)
5. Mr. Sorawee Ruangtup (Member)	2	/	2	2/2 (100.00%)
6. Mr. Geza Emil Perlaki (The resigning chairman)	1	/	1	1/1 (100.00%)
7. Mr. Keetawit Malanon (Member)	2	/	2	2/2 (100.00%)
Average Meeting Attendance Rate				100.00 %

The results of duty performance of Sustainable Development Committee

To align with the sustainability framework, the Sustainability Development Oversight Committee performs its duties in accordance with the scope, authority, and responsibilities defined in the Sustainability Development Oversight Committee Charter, as follows:

1 Evaluate the sustainability development operational framework established by the major shareholder group to adopt and establish the relevant policies including the targets to propose to the Board as well as lead the company in the direction of sustainability regarding economic, social, and environmental factors following relevant policies to propose to the Board of Directors.
The committee reviewed and approved the disclosure of the Y2025 risk management and sustainability report, discussed inventory and raw material risks, and agreed to update the risk assessment action plan to ensure it accurately reflects current conditions. Additionally, the Committee acknowledged the sustainability criteria and indicators established by the Stock Exchange for disclosure in Y2026, accepted the material sustainability issues and 2025 performance, and proposed draft report to the Board for acknowledgment.

2 Encourage sustainability development implementation/ involvement in all areas to facilitate growth and execution. Each department aligns with the sustainability mission: "We contribute to a better world.
Key decisions included the annual review and acknowledgment of the risk management policy and sustainability development policy, with core additions to the ESG policy such as enhanced air quality management, monitoring

dust and gas control, noise mitigation, wastewater quality management, and thermal management measures, all aimed at minimizing environmental impact and promoting sustainability.

3 Supervise, advise, review and evaluate the policies and guidelines for sustainability development with social responsibility and environmental concern and ensure such policies continue to be appropriate and compliant with up-to-date standards

The committee conducted a comprehensive review of strategic, operational, compliance, financial, and ESG risks, though risk owners policies and actions plan established. Additional compliance regarding anti-corruption was maintained through acknowledgment of the anti-corruption program and questionnaire, with an action plan update required. Sustainability topics were discussed, including the materiality matrix and KPI tracking system, and a common template is set to be implemented. Regulatory readiness was reinforced as the Board was briefed on IFRS S1/S2 and SASB standards, with transition steps outlined.

4 Encourage and support employees across all levels to collaborate and implement strategies for assessing and handling ESG risks, adding value for stakeholders, and fostering business growth alongside key stakeholders.

The CSR budget and activities were reviewed, and new initiatives such as student training were suggested for future consideration.

5 Supervise and assign relevant personnel to perform duties and coordinate in accordance with the specified strategies.

6 Supervise and ensure that relevant personnel operate within the scope of the value chain by mitigating impacts rising from material sustainability issues that may affect the business and stakeholders.

7 Review, change and amend this Charter to keep up with the changing situation and propose revisions to the Board of Directors for consideration and approval.

8 Perform other duties assigned by the Board of Directors.

To align with sustainability guidelines and assessment frameworks, to ensure compliance with regulations, laws, and standard operating procedures, while also improving corporate governance and operations within the sustainability framework (ESG Rating).

The established, revised, reviewed policies

Risk Management Policy
ESG and CSR Policy

- Addition of Economics dimension pertaining to asset management and capex Control for maximizing benefits, minimizing losses, eliminating waste, preventing depreciation and loss.
- Addition of Environmental dimension pertaining to mitigation and controls of Air Quality management, noise, water management including wastewater management, thermal management

The Assessment of Corruption Risk is added to assess and control fraud and corruption.