



ESG Performance Report for Listed Companies in 2025

PanelesMatic Solutions Public Company Limited

Fiscal Year End 31 December 2025



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ESG Performance

Company Name : PanelesMatic Solutions Public Company Limited Symbol : PANEL

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

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

- Environmental policy and guidelines : Yes
- Environmental guidelines : Electricity management, Fuel management, Water resources and water quality management, Waste management, Greenhouse gas and climate change management

The Company prioritizes environmental quality management, concurrently promoting the prevention and reduction of environmental impacts stemming from its operations, including waste management, wastewater, and greenhouse gases. This commitment extends to engaging with other societal sectors in organizing activities aimed at preserving and enhancing environmental quality. Moreover, the Company emphasizes and encourages the efficient utilization of resources and energy, alongside establishing guidelines and methods for reducing resource and energy consumption, which includes conducting some meetings via electronic media to mitigate energy usage.

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

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

- Review of environmental policies, guidelines, and/or goals over the past year : Yes
- Changes in environmental policies, guidelines, and/or goals : Electricity management, Fuel management, Water resources and water quality management, Waste management, Greenhouse gas and climate change management

The Company prioritizes environmental quality management and promotes the prevention and reduction of environmental impacts arising from its operations, such as electricity management, fuel management, water resource management, waste management, and greenhouse gas management. Furthermore, it participates with other sectors of society in organizing activities to preserve and improve environmental quality, while also emphasizing and promoting the efficient use of resources and energy, and establishing guidelines and methods for reducing resource and energy consumption.

Information on compliance with environmental management principles and standards

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

Information on incidents related to legal violations or negative environmental impacts

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

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

Energy management

Disclosure boundary in energy management in the past years

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

Information on energy management

Energy management plan

The company's energy management plan : No

The Company prioritizes the proper use of electricity and has established procedures for managing electricity consumption within the organization. This is achieved by educating employees and by providing recommendations and posting signs encouraging energy reduction at various locations within the Company, aiming for maximum efficiency in electricity usage and preventing unnecessary energy waste.

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

Does the company set goals for electricity and/or fuel management : No

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : No

The Company is committed to maximizing the value of resource utilization to ensure future sustainability. To this end, the Company has introduced electric vehicles for trial operation to support sustainable development and mitigate environmental impact.

Information on electricity management

Company's electricity consumption^(*)

| | 2023 | 2024 | 2025 |
|--|------|------------|------------|
| Total electricity consumption within the organization (Kilowatt-Hours) | N/A | 174,555.00 | 174,253.00 |
| Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours) | N/A | 174,555.00 | 174,253.00 |
| Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours) | N/A | 0.00 | 0.00 |
| Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year) | N/A | 2,644.77 | 2,234.01 |

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

Electricity Consumption Intensity

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Intensity of total electricity consumption within the organization (Kilowatt-Hours / m ²) | N/A | N/A | N/A |

Electricity Expense ^(*)

| | 2023 | 2024 | 2025 |
|--|--------------|--------------|--------------|
| Total electricity expense (Baht) | 1,014,317.95 | 1,165,338.67 | 1,142,778.28 |
| Percentage of total electricity expense to total expenses (%) ^(**) | 0.93 | 0.92 | 0.88 |
| Percentage of total electricity expense to total revenues (%) ^(**) | 0.76 | 0.77 | 0.76 |
| Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year) | 14,700.26 | 17,656.65 | 14,651.00 |

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

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

Information on fuel management

Company's fuel consumption

| | 2023 | 2024 | 2025 |
|-------------------|------|-----------|-----------|
| Diesel (Litres) | N/A | 24,229.75 | 25,756.74 |
| Gasoline (Litres) | N/A | N/A | 8,786.67 |

Additional explanation : Not include external fuel consumption

Company's fuel expense ^(*)

| | 2023 | 2024 | 2025 |
|--|--------------|------------|--------------|
| Total fuel expense (Baht) | 1,096,127.02 | 790,015.15 | 1,120,325.43 |
| Percentage of total fuel expense to total expenses (%) ^(**) | 1.00 | 0.63 | 0.86 |
| Percentage of total fuel expense to total revenues (%) ^(**) | 0.83 | 0.52 | 0.75 |

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

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

Information on total energy management (electricity + fuel)

Water management

Disclosure boundary in water management over the past years

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

Information on water management plan

Water management plan

The Company's water management plan : No

The Company is committed to reducing wasteful water consumption and aims to utilize water most efficiently. This is achieved by providing training to employees on the value of water and how to use it with maximum efficiency, as well as posting signs encouraging water conservation and implementing internal controls to prevent wasteful water usage.

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management : No

Details of setting goals for water management

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : No

Information on water management

Water withdrawal by source

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

| | 2023 | 2024 | 2025 |
|---|------|----------|----------|
| Total water withdrawal (Cubic meters) | N/A | 2,453.00 | 2,999.00 |
| Water withdrawal by third-party water (cubic meters) | N/A | 2,453.00 | 2,999.00 |
| Water withdrawal by surface water (cubic meters) | N/A | 0.00 | 0.00 |
| Water withdrawal by groundwater (cubic meters) | N/A | 0.00 | 0.00 |
| Water withdrawal by seawater (cubic meters) | N/A | 0.00 | 0.00 |
| Water withdrawal by produced water (cubic meters) | N/A | 0.00 | 0.00 |
| Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year) | N/A | 37.17 | 38.45 |
| Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*) | N/A | 0.02 | 0.02 |

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

Water consumption

| | 2023 | 2024 | 2025 |
|--|------|----------|----------|
| Total water consumption (Cubic meters) | N/A | 2,453.00 | 2,999.00 |

Recycled water consumption

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Total recycled water for consumption (Cubic meters) | N/A | 0.00 | 0.00 |

Water Consumption Intensity

| | 2023 | 2024 | 2025 |
|--|------|------------|------------|
| Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*) | N/A | 0.01621882 | 0.02003694 |

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

Water withdrawal expenses

| | 2023 | 2024 | 2025 |
|---|-----------|-----------|-----------|
| Total water withdrawal expense (Baht) | 14,847.70 | 16,925.81 | 18,393.90 |
| Percentage of total water withdrawal expense to total expenses (%) ^(*) | 0.01 | 0.01 | 0.01 |
| Percentage of total water withdrawal expense to total revenues (%) ^(*) | 0.01 | 0.01 | 0.01 |
| Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year) | 215.18 | 256.45 | 235.82 |

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

Waste management

Disclosure boundary in waste management over the past years

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

Information on waste management plan

Waste management plan

The company's waste management plan : No

The company manages waste and discarded materials as follows:

1. Reduce waste generation, refuse, and pollution from printing processes. This is achieved by encouraging employees to reduce the use of materials and office supplies to minimize waste that may arise from various office equipment. Therefore, the Company promotes and drives paperless work at its headquarters, implementing an online data storage system to facilitate agile, efficient, and environmentally friendly collaboration. This also includes the use of various applications such as Microsoft Office and Google Drive for work. The Company promotes the use of technology in relevant processes to minimize waste generation and manages generated waste or refuse through appropriate methods to ensure the least possible pollution to society.
2. Reducing waste from the production process In order to maximize the efficiency of the production process and minimize waste, the Company continuously improves its work processes, focusing on using raw materials efficiently, reducing unnecessary losses, and developing production techniques that reduce the amount of waste. This not only reduces production costs, but also reduces the impact on the environment.

Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management : No

Details of setting goals for waste management

Information on performance and outcomes of waste management

Performance and outcomes of waste management

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

The company reduces waste from its production processes by collecting wood scraps, metal scraps, and aluminum to sell as scrap for further production, to be used as fuel, and/or to be recycled depending on the nature of the waste.

Information on waste management

Waste reuse and recycling

| | 2023 | 2024 | 2025 |
|---|------|------|----------|
| Total reused/recycled waste (Kilograms) ⁽¹⁾ | N/A | N/A | 5,749.00 |

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

Remark: ⁽¹⁾ waste from the production process

Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

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

Information on greenhouse gas management plan

Greenhouse gas management plan

The company's greenhouse gas management plan : No

The Company has studied information concerning the development of a plan for greenhouse gas emission reporting. Implementation will commence upon the completion of planning and construction of the new factory.

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management : No
goals

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas : No
management

Information on greenhouse gas management

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

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

Verification of the company's greenhouse gas : No
emissions

Information on reduction and absorption of greenhouse gas

Absorption and removal of Greenhouse Gas

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent) | N/A | 0.00 | N/A |

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ESG Performance

Company Name : PanelesMatic Solutions Public Company Limited Symbol : PANEL

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

Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

Social and human rights policy and guidelines : Yes

Social and human rights guidelines : Employee Rights, Migrant/foreign labor, Child Labor, Safety and occupational health at work

The Company promotes participation in community and social development to foster strength and sustainability. This involves engaging in various activities, including education, religion, sports, human resource development, employment promotion, and the organization of diverse community development projects. The Company also provides care for communities surrounding its facilities and all stakeholder groups, aiming to create a harmonious coexistence, facilitate the exchange of ideas, and earnestly collaborate to resolve all issues. Furthermore, the Company prioritizes sustainable social development and actively cooperates and coordinates with communities, various governmental organizations, business partners, and external agencies interested in sustainable development approaches, thereby striving to set a positive example.

- Fair Employee Compensation The Company has established a compensation structure that aligns with minimum wage standards in each area and is appropriate for the profession, position, and experience of personnel. This aims to enhance the organization's competitiveness within the industry and support the stable growth of both personnel and the organization. Furthermore, the Company is committed to providing compensation sufficient for personnel's livelihood and ensures that remuneration is fair, transparent, and consistent with the same standards for work of equal nature. A clear performance evaluation system is in place, linked to compensation criteria and career advancement opportunities, to foster work motivation.
- Employee Training and Development The Company prioritizes the development of potential for employees and personnel at all levels by organizing training sessions, seminars, and workshops, as well as sending personnel to participate in various academic seminars and training programs. This is to enhance skills, knowledge, and abilities that will improve work efficiency and potential, through both in-house training and external training programs.
- Promoting Employee Relations and Engagement The Company places importance on fostering good relationships within the organization, promoting employee engagement and commitment, which are crucial foundations for the organization's strength and sustainable growth. Therefore, the Company has established operational plans focused on providing appropriate welfare benefits, as well as organizing activities that offer opportunities for personnel at all levels to participate and build positive relationships with each other, leading to a better quality of life and shared happiness.
- Migrant/Foreign Workers The Company places importance on employment based on principles of fairness, equality, and non-discrimination due to race, nationality, ethnicity, skin color, ancestry, language, religion, social status, age, gender, sexual orientation, disability or infirmity, political beliefs, marital status, or any other differences. The Company will conduct employment based on qualifications, abilities, and experience suitable for the position, without discriminating against applicants for any reasons unrelated to their ability to perform the job, in order to create a professional and sustainable working environment.
- Child Labor The Company will not employ child labor below the legal age. It will not hire children under 15 years of age for any work or activities, even with parental consent.
- Occupational Safety and Health The Company recognizes the importance of occupational safety and health, strictly adhering to relevant laws and standards to mitigate legal risks and prevent accidents and illnesses that may

occur in the workplace. This ensures the well-being and safety of personnel, while also fostering a positive work culture within the organization.

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

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

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

Changes in social and human rights policies, guidelines, and/or goals : Employee Rights, Migrant/foreign labor, Child Labor

PanelesMatic Solutions Public Company Limited ("the Company") operates its business in accordance with good corporate governance principles and recognizes the importance of respecting human rights with equality and fairness, considering human dignity and individual freedom. The Company prohibits discrimination based on origin, race, nationality, skin color, gender, age, language, religion, culture, social class, disability, marital status, physical and health status, personal status, economic or social standing, social beliefs, education, or political opinions, and other factors, in accordance with the fundamental principles of international human rights law. Furthermore, the Company values life, body, and property, and aims to ensure the quality of life of its employees, enabling them to work happily. Therefore, policies and guidelines have been established for all directors, executives, and employees to treat each other with respect and fairness.

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

Human rights management principles and standards : Thai Labour Standard: Corporate Social Responsibility of Thai Businesses (TLS 8001-2010) by the Ministry of Labour

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : No

Information on other social management

Plans, performance, and outcomes related to other social management

PenelesMatic Solutions Public Company Limited participated as one of the sponsors for the ASA9 Asa Kao 2025 Charity Run event, organized by ASA Phuket, the Southern Architects Committee, Phuket Center, at Saphan Hin Public Park, Phuket Province. All proceeds, after deducting expenses, will be donated to fund the construction of an operating room at Chalong Hospital, aiming to enhance treatment capabilities for the community in Phuket Province.



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

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

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

Fair labor practice

Disclosure boundary in fair labor practice in the past years

| | | |
|------------------------------|---|---------|
| Boundary type | : | Company |
| Data disclosure coverage (%) | : | 0.00 |

Information on employees and labor management plan

Employees and labor management plan

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

- 1. Fair Employee Compensation** The Company has established a compensation structure that aligns with minimum wage standards in each area and is appropriate for the profession, position, and experience of personnel. This aims to enhance the organization's competitiveness within the industry and support the stable growth of both personnel and the organization. Furthermore, the Company is committed to providing compensation sufficient for personnel's livelihood and ensures that remuneration is fair, transparent, and consistent with the same standards for work of equal nature. A clear performance evaluation system is in place, linked to compensation criteria and career advancement opportunities, to foster work motivation.
- 2. Employee Training and Development** The Company prioritizes the development of potential for employees and personnel at all levels by organizing training sessions, seminars, and workshops, as well as sending personnel to participate in various academic seminars and training programs. This is to enhance skills, knowledge, and abilities that will improve work efficiency and potential, through both in-house training and external training programs.
- 3. Promoting Employee Relations and Engagement** The Company places importance on fostering good relationships within the organization, promoting employee engagement and commitment, which are crucial foundations for the organization's strength and sustainable growth. Therefore, the Company has established operational plans focused on providing appropriate welfare benefits, as well as organizing activities that offer opportunities for personnel at all levels to participate and build positive relationships with each other, leading to a better quality of life and shared happiness.
- 4. Migrant/Foreign Workers** The Company places importance on employment based on principles of fairness, equality, and non-discrimination due to race, nationality, ethnicity, skin color, ancestry, language, religion, social status, age, gender, sexual orientation, disability or infirmity, political beliefs, marital status, or any other differences. The Company will conduct employment based on qualifications, abilities, and experience suitable for the position, without discriminating against applicants for any reasons unrelated to their ability to perform the job, in order to create a professional and sustainable working environment.
- 5. Child Labor** The Company will not employ child labor below the legal age. It will not hire children under 15 years of age for any work or activities, even with parental consent.

6. **Occupational Safety and Health** The Company recognizes the importance of occupational safety and health, strictly adhering to relevant laws and standards to mitigate legal risks and prevent accidents and illnesses that may occur in the workplace. This ensures the well-being and safety of personnel, while also fostering a positive work culture within the organization.

Information on setting employee and labor management goals

Setting employee and labor management goals

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

Details of setting goals for employee and labor management

| Target(s) | Indicator(s) | Base year(s) | Target year(s) |
|---|--|--------------|---|
| • Others : Controlling employee resignations. | Not exceeding 2 percent per month and/or not exceeding 24 percent per year. ผลลัพธ์ (อังกฤษ) 2: | - | 2025: Control employee turnover to a maximum of 2% per month or 24% per year. |

Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor : Yes
management

1. **Fair employee compensation** The company operates according to its plan by compensating employees based on a compensation structure that aligns with minimum wage standards and is appropriate for their profession, position, and experience.
2. **Employee training and development** The company operates according to its plan by providing employee training as appropriate for the organization.
3. **Promoting employee relations and engagement** The company operates according to its plan by organizing various activities to promote employee relations and engagement within the organization, such as New Year's events.
4. **Migrant/foreign workers** The company operates according to its plan by employing migrant/foreign workers, with employment rates in compliance with legal requirements.
5. **Child labor** The company operates according to its plan by not employing child labor below the legal age.
6. **Occupational safety and health** The company operates according to its plan by strictly adhering to relevant laws and standards.

Diagram of performance and outcomes for employee and labor management

บริษัท เพเนลส์มาติก โซลูชันส์ จำกัด (มหาชน)
ร่วมกับ
โรงพยาบาลวิภาราม ปากเกร็ด

เชิญชวนพนักงานเข้ารับบริการตรวจสุขภาพประจำปี 2568

ในวันที่ 23 พฤษภาคม 2568


- สำหรับพนักงาน สำนักงานใหญ่
ตั้งแต่เวลา 08.00 - 10.00 น.

ในวันที่ 24 พฤษภาคม 2568

- สำหรับพนักงาน สาขาโรงงาน
ตั้งแต่เวลา 08.00 - 10.00 น.

- กรรณางคน้ำจืดอาหาร 8 - 12 ชม.
- เตรียมสำเนาบัตรประชาชน 1 ใบ
พร้อมเซ็นสำเนาถูกต้อง และเบอร์โทรศัพท์



ติดต่อสอบถามเพิ่มเติม : 02 092 4900 ต่อ 324 



Information on employment

Employment

| | 2023 | 2024 | 2025 |
|---|--------|--------|--------|
| Total Employment (Person) | 69 | 66 | 78 |
| Percentage of employees to total employment (%) | 100.00 | 100.00 | 100.00 |

| | 2023 | 2024 | 2025 |
|------------------------------------|-------|-------|-------|
| Total employees (persons) | 69 | 66 | 78 |
| Male employees (persons) | 47 | 40 | 52 |
| Percentage of male employees (%) | 68.12 | 60.61 | 66.67 |
| Female employees (persons) | 22 | 26 | 26 |
| Percentage of female employees (%) | 31.88 | 39.39 | 33.33 |

Number of employees categorized by age

| | 2023 | 2024 | 2025 |
|--|------|------|-------|
| Total number of employees under 30 years old (Persons) | N/A | N/A | 17 |
| Percentage of employees under 30 years old (%) | N/A | N/A | 21.79 |
| Total number of employees 30-50 years old (Persons) | N/A | N/A | 53 |
| Percentage of employees 30-50 years old (%) | N/A | N/A | 67.95 |
| Total number of employees over 50 years old (Persons) | N/A | N/A | 8 |
| Percentage of employees over 50 years old (%) | N/A | N/A | 10.26 |

Number of male employees categorized by age

| | 2023 | 2024 | 2025 |
|---|------|------|-------|
| Total number of male employees under 30 years old (Persons) | N/A | N/A | 13 |
| Percentage of male employees under 30 years old (%) | N/A | N/A | 25.00 |
| Total number of male employees 30-50 years old (Persons) | N/A | N/A | 34 |

| | 2023 | 2024 | 2025 |
|--|------|------|-------|
| Percentage of male employees 30-50 years old (%) | N/A | N/A | 65.38 |
| Total number of male employees over 50 years old (Persons) | N/A | N/A | 5 |
| Percentage of male employees over 50 years old (%) | N/A | N/A | 9.62 |

Number of female employees categorized by age

| | 2023 | 2024 | 2025 |
|---|------|------|-------|
| Total number of female employees under 30 years old (Persons) | N/A | N/A | 4 |
| Percentage of female employees under 30 years old (%) | N/A | N/A | 15.38 |
| Total number of female employees 30-50 years old (Persons) | N/A | N/A | 19 |
| Percentage of female employees 30-50 years old (%) | N/A | N/A | 73.08 |
| Total number of female employees over 50 years old (Persons) | N/A | N/A | 3 |
| Percentage of female employees over 50 years old (%) | N/A | N/A | 11.54 |

Number of employees categorized by position

| | 2023 | 2024 | 2025 |
|--|-------|-------|-------|
| Total number of employees in operational level (Persons) | 57 | 58 | 65 |
| Percentage of employees in operational level (%) | 82.61 | 87.88 | 83.33 |

| | 2023 | 2024 | 2025 |
|---|-------|------|-------|
| Total number of employees in management level (Persons) | 8 | 5 | 10 |
| Percentage of employees in management level (%) | 11.59 | 7.58 | 12.82 |
| Total number of employees in executive level (Persons) | 4 | 3 | 3 |
| Percentage of employees in executive level (%) | 5.80 | 4.55 | 3.85 |

Number of male employees categorized by position

| | 2023 | 2024 | 2025 |
|---|-------|-------|-------|
| Total number of male employees in operational level (Persons) | 38 | 36 | 45 |
| Percentage of male employees in operational level (%) | 80.85 | 90.00 | 86.54 |
| Total number of male employees in management level (Persons) | 6 | 2 | 5 |
| Percentage of male employees in management level (%) | 12.77 | 5.00 | 9.62 |
| Total number of male employees in executive level (Persons) | 3 | 2 | 2 |
| Percentage of male employees in executive level (%) | 6.38 | 5.00 | 3.85 |

Number of female employees categorized by position

| | 2023 | 2024 | 2025 |
|---|-------|-------|-------|
| Total number of female employees in operational level (Persons) | 19 | 22 | 20 |
| Percentage of female employees in operational level (%) | 86.36 | 84.62 | 76.92 |

| | 2023 | 2024 | 2025 |
|--|------|-------|-------|
| Total number of female employees in management level (Persons) | 2 | 3 | 5 |
| Percentage of female employees in management level (%) | 9.09 | 11.54 | 19.23 |
| Total number of female employees in executive level (Persons) | 1 | 1 | 1 |
| Percentage of female employees in executive level (%) | 4.55 | 3.85 | 3.85 |

Significant changes in the number of employees

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

Number of male employees working in Thailand

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Total male employees working in Thailand (Person) | N/A | N/A | 52 |
| Bangkok Metropolitan (Person) | N/A | N/A | 52 |
| Northern (Person) | N/A | N/A | 0 |
| Central (Person) | N/A | N/A | 0 |
| Northeastern (Person) | N/A | N/A | 0 |
| Southern (Person) | N/A | N/A | 0 |
| Eastern (Person) | N/A | N/A | 0 |

Number of female employees working in Thailand

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Total female employees working in Thailand (Person) | N/A | N/A | 26 |
| Bangkok Metropolitan (Person) | N/A | N/A | 25 |
| Northern (Person) | N/A | N/A | 0 |
| Central (Person) | N/A | N/A | 0 |
| Northeastern (Person) | N/A | N/A | 0 |
| Southern (Person) | N/A | N/A | 1 |
| Eastern (Person) | N/A | N/A | 0 |

Number of employees working abroad

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

Employment of workers with disabilities

| | 2023 | 2024 | 2025 |
|--|------|------|------|
| Total employment of workers with disabilities (persons) | 0 | 0 | 0 |
| Percentage of disabled workers to total employment (%) | 0.00 | 0.00 | 0.00 |
| Total number of employees with disabilities (Persons) | 0 | 0 | 0 |
| Total male employees with disabilities (persons) | 0 | 0 | 0 |

| | 2023 | 2024 | 2025 |
|--|------|------|------|
| Total female employees with disabilities (persons) | 0 | 0 | 0 |
| Percentage of disabled employees to total employees (%) | 0.00 | 0.00 | 0.00 |
| Total number of workers who are not employees with disabilities (persons) | 0 | 0 | 0 |
| Contributions to empowerment for persons with disabilities fund | No | No | No |

Information on compensation of employees

Employee remuneration by gender

| | 2023 | 2024 | 2025 |
|---|---------------|---------------|---------------|
| Total employee remuneration (baht) | 24,490,000.00 | 26,057,000.00 | 32,182,291.14 |
| Total male employee remuneration (baht) | 16,460,000.00 | 16,232,000.00 | 19,012,415.85 |
| Percentage of remuneration for male employees (%) | 67.21 | 62.29 | 59.08 |
| Total female employee remuneration (baht) | 8,030,000.00 | 9,825,000.00 | 13,169,875.29 |
| Percentage of remuneration for female employees (%) | 32.79 | 37.71 | 40.92 |
| Average of remuneration of employees (Baht/persons) | 354,927.54 | 394,803.03 | 412,593.47 |
| Average of remuneration for male employees (Baht/persons) | 350,212.77 | 405,800.00 | 365,623.37 |
| Average of remuneration for female employees (Baht/persons) | 365,000.00 | 377,884.62 | 506,533.65 |
| Rate of average of remuneration between female employees and male employees | 1.04 | 0.93 | 1.39 |

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

The Company announces the establishment of provident fund project towards objectives in providing security to the employees when they retire or resign from work.

Overview of methods for determining employee and employer contribution Rates

The Company established a registered provident fund under the management of SCB Asset Management Co., Ltd., which is a fund manager under the Provident Fund Act B.E. 2530 (including any amendments thereof), effective from September 22, 2022. Employees participating in the provident fund shall contribute to the fund at a whole number rate starting from 3% of each employee's monthly salary, and the Company shall contribute to the provident fund at the same rate as each employee's contribution rate.

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

Participation in provident fund membership

Details of provident fund participation

Number of employees joining in PVD (persons)

| | 2023 | 2024 | 2025 |
|--|-------|-------|-------|
| Number of employees eligible to participate in PVD (persons) | 64 | 48 | 60 |
| Number of employees joining in PVD (persons) | 35 | 32 | 35 |
| Number of PVD members / Total employees (%) | 50.72 | 48.48 | 44.87 |
| Number of PVD members / Total eligible employees (%) | 54.69 | 66.67 | 58.33 |

Amount of provident fund

| | 2023 | 2024 | 2025 |
|---|------------|------------|------------|
| Total amount of provident fund contributed by employer (baht) | 395,836.12 | 324,758.34 | 366,136.98 |

| | 2023 | 2024 | 2025 |
|---|------------|------------|------------|
| Total amount of provident fund contributed by employee (baht) | 636,514.64 | 518,406.20 | 857,005.42 |

Summary of employee PVD participation over the past year

| Company name | Employees participating in PVD (Yes/No) | Total number of employees (persons) | Number of employees eligible to participate in PVD (persons) | Number of employees joining in PVD (persons) | Number of PVD members / Total employees (%) | Number of PVD members / Total eligible employees (%) |
|---|---|-------------------------------------|--|--|---|--|
| PanelesMatic Solutions Public Company Limited | Yes | 78 | 60 | 35 | 44.87 | 58.33 |

Policy and guidelines on promoting savings through the provident fund for non-participating employees

Policy and guidelines on promoting savings : Other promotional measures through the provident fund for non-participating employees (PVD)

Other promotional measures

The company promotes membership in the provident fund for employees and executives.

The company is conducting promotional activities to encourage employees and executives to join the provident fund, in order to create savings for future retirement.

Information on employee development

Employee training and development

| | 2023 | 2024 | 2025 |
|--|------|------|------|
| Employee development plans as part of annual performance reviews | No | No | No |
| Average employee training hours (Hours / Person / Year) | 0.00 | 2.44 | 3.41 |

| | 2023 | 2024 | 2025 |
|--|----------|-----------|------------|
| Total amount spent on employee training and development (Baht) | 0.00 | 19,600.00 | 155,377.58 |
| Percentage of training and development expenses to total expenses (%) ^(*) | 0.000000 | 0.000155 | 0.001197 |
| Percentage of training and development expenses to total revenue (%) ^(*) | 0.000000 | 0.000130 | 0.001038 |

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

Information on safety, occupational health, and work environment

Number of working hours

| | 2023 | 2024 | 2025 |
|---|------|------|------------|
| Total number of hours work (Hours) | N/A | N/A | 180,948.00 |
| Total number of hours worked by employees (Hours) | N/A | N/A | 180,948.00 |

Statistic of accident and injuries of employees from work

| | 2023 | 2024 | 2025 |
|--|------|------|------|
| Total number of lost time injury incidents by employees (Cases) | 0 | 0 | 0 |
| Total number of employees that lost time injuries for 1 day or more (Persons) | 0 | 0 | 0 |
| Percentage of employees that lost time injuries for 1 day or more (%) | 0.00 | 0.00 | 0.00 |
| Total number of employees that fatalities as a result of work-related injury (Persons) | 0 | 0 | 0 |

| | 2023 | 2024 | 2025 |
|--|------|------|------|
| Percentage of employees that fatalities as a result of work-related injury (%) | 0.00 | 0.00 | 0.00 |
| Lost time injury frequency rate (LTIFR) (*) (Persons / 1 million-manhours) | N/A | N/A | 0.00 |
| Lost time injury frequency rate (LTIFR) (**) (Persons / 200,000 manhours) | N/A | N/A | 0.00 |

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

(**) The company with the total number of employees less than or equal to 100

Information on promoting employee relations and participation

Employee engagement

| | 2023 | 2024 | 2025 |
|--|-------|-------|-------|
| Total number of employee turnover leaving the company voluntarily (persons) | 19 | 29 | 27 |
| Total number of male employee turnover leaving the company voluntarily (persons) | 11 | 18 | 15 |
| Total number of female employee turnover leaving the company voluntarily (persons) | 8 | 11 | 12 |
| Proportion of voluntary resignations (%) | 27.54 | 43.94 | 34.62 |
| Percentage of male employee turnover leaving the Company voluntarily (%) | 57.89 | 62.07 | 55.56 |
| Percentage of female employee turnover leaving the Company voluntarily (%) | 42.11 | 37.93 | 44.44 |

| | 2023 | 2024 | 2025 |
|--|------|------|------|
| Evaluation result of employee engagement | No | No | No |

Employee internal groups

Employee internal groups : No

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

- Consumer data privacy and protection policy and guidelines : Yes
- Consumer data privacy and protection guidelines : Collection of personal data, Retention and storage duration of personal data
- Reference link to consumer data privacy and protection policy and guidelines : https://www.panelesmatic.com/wp-content/uploads/2024/12/20.-PANEL_%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%84%E0%B8%B8%E0%B9%89%E0%B8%A1%E0%B8%84%E0%B8%A3%E0%B8%AD%E0%B8%87%E0%B8%82%E0%B9%89%E0%B8%AD%E0%B8%A1%E0%B8%B9%E0%B8%A5%E0%B8%AA%E0%B9%88%E0%B8%A7%E0%B8%99%E0%B8%9A%E0%B8%B8%E0%B8%84%E0%B8%84%E0%B8%A5-PDPA_signed.pdf

Responsible sales and marketing policy and guidelines

- Responsible sales and marketing policy and guidelines : No
- Reference link for responsible sales and marketing policy and guidelines :
- Page number of the reference link :

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

- Policy and guidelines on communicating the impact of products and services to customers / consumers : No

Information on customer management plan

Customer management plan

- Company's customer management plan : Yes
- Customer management plan implemented by the company in the past year : Responsible production and services for customers, Communication of product and service impacts to customers / consumers, Development of customer satisfaction and customer relationship, Consumer data privacy and protection

The Company is committed to building satisfaction and confidence among customers and the public that they will receive good, quality products and services at appropriate prices, as well as maintaining good, sustainable relationships, with the following guidelines established:

1. Committed to building customer satisfaction and confidence to ensure they receive good, quality products and services at appropriate prices, by continuously and seriously raising standards.
2. Disclose complete, accurate, and timely information about products and services without distorting facts, and maintain good, sustainable relationships.
3. Provide warranties for products and services under appropriate terms and conditions.
4. Establish a system for customers and the public to file complaints regarding products and services, and take the best possible action to ensure customers and the public receive a prompt response.
5. Do not overcharge when compared to the quality of products or services of the same type or category, and do not impose unfair trade conditions on customers.
6. Strictly adhere to all conditions agreed upon with customers and the public. If unable to comply, promptly inform customers and the public in advance to jointly consider and find solutions.
7. Seriously and consistently maintain customer confidentiality, and refrain from using information for personal gain or for the benefit of related parties.

Reference link for company's customer management plan : https://www.panelesmatic.com/wp-content/uploads/2024/12/2.-PANEL_%E0%B8%88%E0%B8%A3%E0%B8%A3%E0%B8%A2%E0%B8%B2%E0%B8%9A%E0%B8%A3%E0%B8%A3%E0%B8%93%E0%B8%98%E0%B8%B8%E0%B8%A3%E0%B8%81%E0%B8%B4%E0%B8%88-Code-of-Conduct_signed.pdf

Page number of the reference link : 3

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : Yes

Details of setting customer management goals

| Target(s) | Indicator(s) | Base year(s) | Target year(s) |
|---|-------------------------|--------------|--|
| <ul style="list-style-type: none"> • Responsible production and services for customers • Communication of product and service impacts to customers/consumers • Development of customer satisfaction and customer relationship • Others : Delivery on time as scheduled. | % Customer satisfaction | - | 2025: Equal to or greater than 85 percent per month. |

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : No

The Company has integrated all related services with the sale of each project to provide a comprehensive One-Stop Service for customers in interior decoration. This includes a team of experts ready to offer various services such as consultation, design, transportation, installation, training, and delivery of user manuals to users, as well as product warranty, after-sales care, and repair. Additionally, after the warranty period has expired, customers of all projects have the option to purchase supplementary preventive maintenance services, which involve engaging experts for further upkeep of products and equipment.

Customer satisfaction

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Evaluation results of customer satisfaction | Yes | Yes | Yes |

Channels for receiving complaints from customers/consumers

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

Telephone : 02-965-5578-80,82-84

Fax : -

Email : sales@panelesmatic.com

Company's website : <https://www.panelesmatic.com>

Address : 36 Moo 7, New Samakkhi road, Bang Talat, Pak Kret
Nonthaburi 11120

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies : No

Information on community and social management plan

Community and social management plan

Company's community and social management plan : No

Community and social management plan : Employment and professional skill development,
implemented by the company over the past year Occupational health, safety, health, and quality of life

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social : No
management goals

Information on outcomes and results of community and social management

Performance and outcomes of community and social management

Performance and outcomes of community and : Yes
social management

PanelesMatic Solutions Public Company Limited organized a corporate social responsibility (CSR) activity under the project "One Hand to Give, One Heart to Share" on April 19, 2025. The company donated essential items to Pakkred Babies' Home to support the care and enhance the quality of life for underprivileged children. We believe that "giving" not only transforms the lives of recipients but also enriches the hearts of givers.

Diagram of performance and outcomes in community and social management





ร่วมช่วยเหลือ



ผู้ประสบภัยน้ำท่วม

ขอเชิญชวนพนักงานทุกท่านร่วมบริจาคสิ่งของ
ช่วยเหลือพี่น้องผู้ประสบภัยน้ำท่วมภาคใต้





สิ่งของที่ต้องการบริจาค (Needs Section)

- อาหารแห้งและน้ำดื่ม **(ต้องมีสัญลักษณ์ “ฮาลาล”)**
- อาหารกระป๋อง (ปลากระป๋อง) , บะหมี่กึ่งสำเร็จรูป, นมกล่อง, น้ำดื่มบรรจุขวด



ช่องทางการรับบริจาค (Drop-off Section)

กำหนดการ: ตั้งแต่วันที่ 29 พ.ย. 2568 ถึง วันที่ 3 ธ.ค. 2568

สถานที่รับบริจาค :

- สำนักงานใหญ่ ชั้น 3 ติดต่อคุณ تیم
- โรงงาน ติดต่อคุณสาว ณ ออฟฟิศโรงงาน

Benefit from implementing social development project

Financial benefits

Does the company measure the financial benefits : No
from social development?

Non-financial benefits

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

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ESG Performance

Company Name : PanelesMatic Solutions Public Company Limited Symbol : PANEL

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

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

PanelesMatic Solutions Public Company Limited (the Company) recognizes the importance of conducting business in accordance with the principles of good corporate governance. We help promote the company's operations for sustainable growth and add value to shareholders, employees, customers, partners and all stakeholders. We ensure that stakeholders are confident that the company has the ability to compete and can adapt to various changing factors. At the same time, the company takes into account ethics in conducting business and impact on society and environment in the long term.

In this regard, the Company's Board of Directors Meeting No. 1/2025 on February 25, 2025 resolved to approve a policy of good corporate governance to covers various aspects of the organization's operations and comprises eight key categories as follows:

Principles 1 Establish Clear Leadership Role and Responsibilities of the Board

Principles 2 Define Objectives that Promote Sustainable Value Creation

Principles 3 Strengthen Board Effectiveness

Principles 4 Ensure Effective CEO and People Management

Principles 5 Nurture Innovation and Responsible Business

Principles 6 Strengthen Effective Risk Management and Internal Control

Principles 7 Ensure Disclosure and Financial Integrity

Principles 8 Ensure Engagement and Communication with Shareholders

Reference link for the full version of corporate governance policy and guidelines : https://www.panelesmatic.com/wp-content/uploads/2025/12/1.-PANEL_%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%81%E0%B8%B3%E0%B8%81%E0%B8%B1%E0%B8%9A%E0%B8%94%E0%B8%B9%E0%B9%81%E0%B8%A5%E0%B8%81%E0%B8%B4%E0%B8%88%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%97%E0%B8%B5%E0%B9%88%E0%B8%94%E0%B8%B5_signed.pdf

Policy and guidelines related to the board of directors

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

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

Determination of director remuneration

The Board of Directors has assigned the Nomination and Remuneration Committee to review and evaluate the policy and criteria for director compensation. This includes ensuring that the compensation is appropriate for the duties and responsibilities of the directors and benchmarking it against similar industries and companies of comparable size. The committee will present its recommendations to the Board of Directors before seeking approval from the shareholders' meeting.

Reference link for Determination of director remuneration : https://www.panelesmatic.com/wp-content/uploads/2025/02/1.-PANEL_%E0%B8%81%E0%B8%8E%E0%B8%9A%E0%B8%B1%E0%B8%95%E0%B8%A3%E0%B8%84%E0%B8%93%E0%B8%B0%E0%B8%81%E0%B8%A3%E0%B8%A3%E0%B8%A1%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%9A%E0%B8%A3%E0%B8%B4%E0%B8%A9%E0%B8%B1%E0%B8%97.pdf

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Director development

New directors will be introduced to the overall organization, company operations, strategic plans, annual work plans, legal requirements, regulations, and codes of conduct relevant to their role. This information will be presented by senior executives and the Corporate Secretary before the new directors attend their first board meeting.

The Company also encourages directors and senior executives to participate in various training and development programs, such as seminars, lectures, and off-site visits, to enhance their knowledge and gain new, up-to-date experiences. These initiatives aim to align with changing circumstances and contribute to more effective performance in their roles.

Reference link for Director development : https://www.panelesmatic.com/wp-content/uploads/2025/02/1.-PANEL_%E0%B8%81%E0%B8%8E%E0%B8%9A%E0%B8%B1%E0%B8%95%E0%B8%A3%E0%B8%84%E0%B8%93%E0%B8%B0%E0%B8%81%E0%B8%A3%E0%B8%A3%E0%B8%A1%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%9A%E0%B8%A3%E0%B8%B4%E0%B8%A9%E0%B8%B1%E0%B8%97.pdf

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Board performance evaluation

The Board of Directors has a policy to conduct annual performance evaluations of the Board, subcommittees, and individual directors. These evaluations serve as a framework for assessing whether the Board has adhered to good practices and provide an opportunity to enhance its performance. Additionally, they allow for a review of any issues or challenges encountered throughout the year. The evaluation results will be utilized to further improve the effectiveness of the Boards duties.

Reference link for Board performance evaluation : https://www.panelesmatic.com/wp-content/uploads/2024/12/1.-PANEL_%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%81%E0%B8%B3%E0%B8%81%E0%B8%B1%E0%B8%9A%E0%B8%94%E0%B8%B9%E0%B9%81%E0%B8%A5%E0%B8%81%E0%B8%B4%E0%B8%88%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%97%E0%B8%B5%E0%B9%88%E0%B8%94%E0%B8%B5_signed.pdf

Corporate governance of subsidiaries and associated companies

The Board of Directors has established a framework and mechanisms for overseeing the operations of subsidiaries and joint ventures, ensuring that governance is appropriate for each entity. This is to ensure that subsidiaries and joint ventures have a clear and consistent understanding of corporate policies. To this end, the Company has developed a written investment policy and governance framework for subsidiaries and joint ventures, covering the following key areas:

1. Appointment of individuals as directors, executives, or persons with control authority in subsidiaries, with the Board of Directors being responsible for such appointments.
2. Defining the roles and responsibilities of representatives acting on behalf of the Company, ensuring that they align with the policies of the subsidiary. In cases where the subsidiary has other investors, the Board will establish guidelines for the Company's representatives to act in the best interests of the subsidiary while maintaining alignment with the parent company's policies.
3. Implementing an adequate and effective internal control system for subsidiaries, ensuring that all transactions comply with legal and regulatory requirements.
4. Disclosure of financial status and operating results, transactions with related parties, acquisitions or disposals of assets, significant transactions, capital increases or reductions, and subsidiary dissolutions.

Furthermore, in cases where the Company engages in significant investments such as acquiring voting rights of 20% to 50% and when the investment amount or potential future investment is substantial the Board of Directors will ensure that a shareholders' agreement or other relevant agreements are established. This is to clarify management authority, participation in key decision-making, and performance monitoring, ensuring that financial reporting meets the required standards and deadlines.

Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders : Yes

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

Shareholder

The Company is committed to responsibility and maximizing shareholder satisfaction by ensuring sustainable growth and providing consistent and appropriate returns. Additionally, the Company operates with transparency, maintains a reliable accounting system, and strictly adheres to the following principles:

1. Sustainable Growth of the Company
 - Conduct business with integrity and fairness toward all shareholders, ensuring the overall best interests.
 - Manage the Company by applying knowledge and management skills to the fullest extent in all situations, making decisions with diligence and prudence.
 - Avoid any actions that may create conflicts of interest with the Company.
2. Information Disclosure
 - Provide shareholders with equal, regular, and accurate updates on the Company's status and future outlook.
 - Refrain from using undisclosed company information for personal gain or the benefit of related parties and avoid disclosing confidential information to external parties.

Reference link for Shareholder : <https://www.panelesmatic.com/wp->

content/uploads/2024/12/2.-PANEL_%E0%B8%88%E0%B8%A3%E0%B8%A3%E0%B8%A2%E0%B8%B2%E0%B8%9A%E0%B8%A3%E0%B8%A3%E0%B8%93%E0%B8%98%E0%B8%B8%E0%B8%A3%E0%B8%81%E0%B8%B4%E0%B8%88-Code-of-Conduct_signed.pdf

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Employee

The Company considers employees as a key factor in achieving success. Therefore, it is committed to fostering a positive work culture and environment while promoting teamwork. To ensure employee confidence, the Company has established the following guidelines:

1. Provide fair compensation to employees in the form of salaries and/or bonuses.
2. Maintain a safe working environment to protect employees' lives and property.
3. Ensure fairness and integrity in employee appointments, transfers, rewards, and disciplinary actions, based on knowledge, capability, suitability, and individual performance.
4. Emphasize employee development by facilitating knowledge transfer and providing equal and consistent opportunities for growth.
5. Listen to feedback and suggestions from employees at all levels with fairness and equality.
6. Strictly comply with all laws and regulations related to employees.
7. Manage operations in a fair manner, avoiding any actions that may negatively impact employees' job security.

Reference link for Employee : https://www.panelesmatic.com/wp-content/uploads/2024/12/2.-PANEL_%E0%B8%88%E0%B8%A3%E0%B8%A3%E0%B8%A2%E0%B8%B2%E0%B8%9A%E0%B8%A3%E0%B8%A3%E0%B8%93%E0%B8%98%E0%B8%B8%E0%B8%A3%E0%B8%81%E0%B8%B4%E0%B8%88-Code-of-Conduct_signed.pdf

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Customer

The Company is committed to ensuring customer satisfaction and confidence by providing high-quality products and services at fair prices while maintaining long-term relationships. To achieve this, the Company has established the following guidelines:

1. Strive to enhance customer satisfaction and confidence by delivering high-quality products and services at reasonable prices, continuously improving standards with dedication.
2. Provide complete, accurate, and timely information about products and services without distortion while maintaining long-term relationships.
3. Offer product and service warranties under appropriate time conditions.
4. Establish a system that allows customers and the public to submit complaints about products and services, ensuring prompt and effective resolution.
5. Avoid excessive profit margins compared to similar products or services and refrain from imposing unfair trading conditions on customers.
6. Strictly adhere to all commitments made to customers and the public. If obligations cannot be met, the Company must notify customers in advance to discuss and find solutions together.
7. Maintain strict confidentiality of customer information and refrain from using such information for personal or related parties gain.

Reference link for Customer : https://www.panelesmatic.com/wp-content/uploads/2024/12/2.-PANEL_%E0%B8%88%E0%B8%A3%E0%B8%A3%E0%B8%A2%E0%B8%B2%E0%B8%9A%E0%B8%A3%E0%B8%A3%E0%B8%93%E0%B8%98%E0%B8%B8%E0%B8%A3%E0%B8%81%E0%B8%B4%E0%B8%88-Code-of-Conduct_signed.pdf

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Business competitor

The Company upholds equality and integrity in business operations, ensuring mutual benefits with business partners. Business partners are expected to strictly comply with laws and regulations and adhere to ethical business practices. In competitive business environments, the Company follows fair competition principles and maintains transparency and fairness in borrowing and loan repayments. To uphold these principles, the Company has established the following guidelines:

1. Relationship with Business Partners

- Do not solicit, accept, or offer any dishonest benefits in business dealings with partners.
- Strictly comply with all contractual agreements with partners.
- In cases where contractual obligations cannot be met, notify partners in advance to jointly find reasonable solutions.

2. Relationship with Competitors

- Conduct business within the framework of fair competition.
 - Refrain from damaging competitors' reputations through false accusations or defamatory statements.
- #### Relationship with Creditors
- Adhere strictly to all contractual obligations with creditors, including repayment terms, collateral management, and other conditions. Ensure that borrowed funds are used for their intended purpose as per the loan agreement.
 - Provide creditors with honest and transparent financial reports.
 - Notify creditors in advance if the Company is unable to meet contractual obligations and work together to find appropriate solutions.

Reference link for Business competitor : https://www.panelesmatic.com/wp-content/uploads/2024/12/2.-PANEL_%E0%B8%88%E0%B8%A3%E0%B8%A3%E0%B8%A2%E0%B8%B2%E0%B8%9A%E0%B8%A3%E0%B8%A3%E0%B8%93%E0%B8%98%E0%B8%B8%E0%B8%A3%E0%B8%81%E0%B8%B4%E0%B8%88-Code-of-Conduct_signed.pdf

Page number of the reference link : 4

Business partner

The Company considers employees as a key factor in achieving success. Therefore, it is committed to fostering a positive work culture and environment while promoting teamwork. To ensure employee confidence, the Company has established the following guidelines:

1. Provide fair compensation to employees in the form of salaries and/or bonuses.
2. Maintain a safe working environment to protect employees' lives and property.
3. Ensure fairness and integrity in employee appointments, transfers, rewards, and disciplinary actions, based on knowledge, capability, suitability, and individual performance.
4. Emphasize employee development by facilitating knowledge transfer and providing equal and consistent opportunities for growth.
5. Listen to feedback and suggestions from employees at all levels with fairness and equality.
6. Strictly comply with all laws and regulations related to employees.
7. Manage operations in a fair manner, avoiding any actions that may negatively impact employees' job security.

Reference link for Business partner : https://www.panelesmatic.com/wp-content/uploads/2024/12/2.-PANEL_%E0%B8%88%E0%B8%A3%E0%B8%A3%E0%B8%A2%E0%B8%B2%E0%B8%9A

Page number of the reference link : 5

Creditor

The Company upholds equality and integrity in business operations, ensuring mutual benefits with business partners. Business partners are expected to strictly comply with laws and regulations and adhere to ethical business practices. In competitive business environments, the Company follows fair competition principles and maintains transparency and fairness in borrowing and loan repayments. To uphold these principles, the Company has established the following guidelines:

1. Relationship with Business Partners

- Do not solicit, accept, or offer any dishonest benefits in business dealings with partners.
- Strictly comply with all contractual agreements with partners.
- In cases where contractual obligations cannot be met, notify partners in advance to jointly find reasonable solutions.

2. Relationship with Competitors

- Conduct business within the framework of fair competition.
- Refrain from damaging competitors' reputations through false accusations or defamatory statements.
- Relationship with Creditors
- Adhere strictly to all contractual obligations with creditors, including repayment terms, collateral management, and other conditions. Ensure that borrowed funds are used for their intended purpose as per the loan agreement.
- Provide creditors with honest and transparent financial reports.
- Notify creditors in advance if the Company is unable to meet contractual obligations and work together to find appropriate solutions.

Reference link for Creditor : https://www.panelesmatic.com/wp-content/uploads/2024/12/2.-PANEL_%E0%B8%88%E0%B8%A3%E0%B8%A3%E0%B8%A2%E0%B8%B2%E0%B8%9A%E0%B8%A3%E0%B8%A3%E0%B8%93%E0%B8%98%E0%B8%B8%E0%B8%A3%E0%B8%81%E0%B8%B4%E0%B8%88-Code-of-Conduct_signed.pdf

Page number of the reference link : 4

Community and society

The Company is committed to social safety, the quality of life of the public, and the conservation of natural resources while promoting efficient energy use. The Company has established the following guidelines:

1. Consider alternative ways to utilize natural resources with minimal negative impact on society, the environment, and the quality of life of the public.
2. Allocate a portion of profits to support social and environmental initiatives on a continuous basis.
3. Foster a sense of social and environmental responsibility among employees at all levels.
4. Prioritize transactions with partners who share the Company's commitment to social and environmental responsibility.
5. Implement energy conservation as a core policy to benefit future generations.
6. Comply with and actively support the enforcement of laws and regulations issued by regulatory authorities.
7. Recognize community and social engagement as a fundamental responsibility, focusing on sustainable development, natural resource conservation, educational support for youth, and public benefit initiatives to empower underprivileged communities towards self-sufficiency.

8. Uphold democratic principles and encourage employees to exercise their voting rights as per the Constitution. The Company maintains a strict policy of not providing direct or indirect financial support to any politician or political party for personal or political gain.

Reference link for Community and society : https://www.panelesmatic.com/wp-content/uploads/2024/12/2.-PANEL_%E0%B8%88%E0%B8%A3%E0%B8%A3%E0%B8%A2%E0%B8%B2%E0%B8%9A%E0%B8%A3%E0%B8%A3%E0%B8%93%E0%B8%98%E0%B8%B8%E0%B8%A3%E0%B8%81%E0%B8%B4%E0%B8%88-Code-of-Conduct_signed.pdf

Page number of the reference link : 5-6

Code of Ethics on Conflict of Interest

The interests of customers and the organization must take precedence over the personal interests of all employees and stakeholders. To perform their duties impartially and without bias arising from conflicts of interest between themselves and customers and/or the organization, employees must conduct themselves in a manner that ensures there is no, or even no apparent, conflict of interest between their personal interests and their duties to the organization, or to customers, investors, and other stakeholders. Employees must avoid any actions that may create such a conflict of interest. Furthermore, all employees must disclose materially whether they or their family own any business, have a stake in the interests of customers and/or the organization, and/or competitors, or other stakeholders. If there is any doubt about whether an action may create a conflict of interest, they should seek advice from their direct supervisor or the internal oversight and audit department.

Code of Ethics on the Use of Internal Information

Employees should refrain from using inside information for their own benefit in buying or selling the company's stock, or providing inside information to others for the purpose of buying or selling the company's stock. Employees should also refrain from buying or selling the company's stock in the period prior to the release of financial statements or the disclosure of the company's status, including other important information.

Managers or employees who are informed of substantial internal information affecting the price changes of securities shall suspend the securities trading of the company within one month before the financial statements or internal information are disclosed to the public, prohibit the disclosure of such substantial information to others, and abide by the regulatory policies of the company on the use of internal information.

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

PaneleMatics Solutions Public Company Limited ("the Company") has established a code of conduct for its Board of Directors, management, and employees. This code serves as a guideline for all stakeholders to perform their duties in accordance with the Company's mission with honesty, integrity, and fairness, in their dealings with both the Company and all stakeholder groups. Furthermore, the Company has established a monitoring system to ensure regular adherence to these guidelines.

Reference link for the full version of business code of conduct : https://www.panelesmatic.com/wp-content/uploads/2025/12/2.-PANEL_%E0%B8%88%E0%B8%A3%E0%B8%A3%E0%B8%A2%E0%B8%B2%E0%B8%9A%E0%B8%A3%E0%B8%A3%E0%B8%93%E0%B8%98%E0%B8%B8%E0%B8%A3%E0%B8%81%E0%B8%B4%E0%B8%88-Code-of-Conduct_signed.pdf

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of Conflicts of Interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Prevention of Misuse of Inside Information, Information and IT system security, Environmental management, Human rights

Prevention of Conflicts of Interest

The interests of customers and the organization must take precedence over the personal interests of all employees or stakeholders. To perform duties impartially, free from bias arising from conflicts between their own interests and those of customers and/or the organization, employees must conduct themselves in a manner that ensures and demonstrates no conflict, or even the appearance of a conflict, between their personal interests and their duties to the organization, or to customers, investors, and other parties involved with the organization's business. Employees must avoid any actions that could lead to such conflicts of interest. Furthermore, all employees must disclose any material information regarding themselves or their families owning businesses or having a vested interest in the benefits of customers and/or the organization and/or the organization's competitors, as well as parties related to the organization. If there is any doubt as to whether an action may create a conflict of interest, advice should be sought from the direct supervisor or the Compliance and Internal Audit Department.

Reference link for Prevention of Conflicts of Interest : https://www.panelesmatic.com/wp-content/uploads/2024/12/2.-PANEL_%E0%B8%88%E0%B8%A3%E0%B8%A3%E0%B8%A2%E0%B8%B2%E0%B8%9A%E0%B8%A3%E0%B8%A3%E0%B8%93%E0%B8%98%E0%B8%B8%E0%B8%A3%E0%B8%81%E0%B8%B4%E0%B8%88-Code-of-Conduct_signed.pdf

Page number of the reference link : 6

Anti-corruption

PanelesMatic Solutions Public Company Limited ("the Company") is committed to conducting business with transparency, social responsibility, and accountability to stakeholders. The Company recognizes the importance of combating all forms of corruption, both direct and indirect, whether monetary or non-monetary, including the giving and receiving of bribes. Furthermore, the Company emphasizes fostering an organizational culture where all personnel are aware of the dangers of corruption. Therefore, an anti-corruption policy has been established to serve as a guideline for the conduct of directors, executives, and employees, and to comply with good corporate governance principles.

Reference link for Anti-corruption : https://www.panelesmatic.com/wp-content/uploads/2024/12/11.-PANEL_%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%95%E0%B9%88%E0%B8%AD%E0%B8%95%E0%B9%89%E0%B8%B2%E0%B8%99%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%97%E0%B8%B8%E0%B8%88%E0%B8%A3%E0%B8%B4%E0%B8%95%E0%B8%84

E0%B8%AD%E0%B8%A3%E0%B9%8C%E0%B8%A3%E0%B8%B1%E0%B8%9B%E0%B8%8A%E0%B8%B1%E0%B8%99_signed.pdf

Whistleblowing and Protection of Whistleblowers

PanelesMatic Solutions Public Company Limited ("the Company") places importance on corporate governance in compliance with laws, business ethics, and good corporate governance principles, including providing opportunities for employees and all internal and external stakeholders to contact or report practices that are in conflict or suspected of being illegal, violating business ethics, infringing rights, inaccurate financial reporting, and any other matters causing distress or damage. Therefore, the Company has established this policy to define channels for receiving whistleblowing reports or complaints, operational procedures, and measures to protect whistleblowers or complainants acting in good faith, and to serve as a guideline for the conduct of all directors, management, and employees of the Company, as well as all stakeholders.

Reference link for Whistleblowing and Protection of Whistleblowers : https://www.panelesmatic.com/wp-content/uploads/2024/12/12.-PANEL_%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%A3%E0%B8%B1%E0%B8%9A%E0%B9%81%E0%B8%88%E0%B9%89%E0%B8%87%E0%B9%80%E0%B8%9A%E0%B8%B2%E0%B8%B0%E0%B9%81%E0%B8%AA%E0%B8%AB%E0%B8%A3%E0%B8%B7%E0%B8%AD%E0%B8%82%E0%B9%89%E0%B8%AD%E0%B8%A3%E0%B9%89%E0%B8%AD%E0%B8%87%E0%B9%80%E0%B8%A3%E0%B8%B5%E0%B8%A2%E0%B8%99_signed.pdf

Prevention of Misuse of Inside Information

Employees should avoid using inside information for their own benefit in buying or selling the company's shares, or providing inside information to other persons for the benefit of buying or selling the company's shares. Employees should refrain from buying or selling the company's shares during the period before the release of financial statements, or the release of the company's status, including other important information.

Executives or employees who have received material inside information that affects the price of securities must suspend trading the company's securities within 1 month before the financial statements or such inside information is disclosed to the public, and are prohibited from disclosing such material information to other persons, and must comply with the company's policy on the supervision of the use of inside information.

Reference link for Prevention of Misuse of Inside Information : https://www.panelesmatic.com/wp-content/uploads/2024/12/7.-PANEL_%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B9%83%E0%B8%8A%E0%B9%89%E0%B8%82%E0%B9%89%E0%B8%AD%E0%B8%A1%E0%B8%B9%E0%B8%A5%E0%B8%A0%E0%B8%B2%E0%B8%A2%E0%B9%83%E0%B8%99_signed.pdf

Information and IT system security

The Company recognizes the importance of information technology system security. Therefore, it has planned to establish this Information Technology Security Policy and Guidelines to ensure that the Company's information systems have robust internal controls, are secure, accurate, reliable, can operate continuously, and can protect the Company's confidential information systems, customer data, and other personal information. This policy and guidelines will serve as a framework for all employees within the Company to understand their respective responsibilities and cooperate in

the efficient use and preservation of data, systems, and information technology equipment in compliance with legal requirements.

Reference link for Information and IT system security : https://www.panelesmatic.com/wp-content/uploads/2024/12/18.-PANEL_%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B9%81%E0%B8%A5%E0%B8%B0%E0%B9%81%E0%B8%99%E0%B8%A7%E0%B8%9B%E0%B8%8F%E0%B8%B4%E0%B8%9A%E0%B8%B1%E0%B8%95%E0%B8%B4%E0%B9%83%E0%B8%99%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%A3%E0%B8%B1%E0%B8%81%E0%B8%A9%E0%B8%B2%E0%B8%84%E0%B8%A7%E0%B8%B2%E0%B8%A1%E0%B8%A1%E0%B8%B1%E0%B9%88%E0%B8%99%E0%B8%84%E0%B8%87-IT_signed.pdf

Environmental management

The Company recognizes and is concerned about the safety of society and the quality of life of the public, as well as emphasizing the conservation of natural resources and promoting efficient energy use, by establishing the following guidelines:

1. The Company will consider options for utilizing natural resources to minimize adverse impacts on society, the environment, and the quality of life of the public.
2. Regularly return a portion of profits for activities that contribute to society and the environment.
3. Continuously instill a sense of social and environmental responsibility among employees at all levels.
4. Prioritize conducting transactions with partners who share the Company's commitment to social and environmental responsibility.
5. The Company considers efficient energy conservation as a key policy for the benefit of future generations.
6. Comply with and cooperate in strictly enforcing the spirit of laws and regulations issued by regulatory bodies.
7. The Company considers it a duty and a key policy to prioritize community and social activities, focusing on creative development and natural resource conservation, as well as supporting education for youth and public benefit activities for underprivileged communities to become strong and self-reliant communities.
8. The Company adheres to democratic principles and encourages its personnel to exercise their voting rights as per the constitution. The Company has no policy to provide financial support, whether directly or indirectly, to any politician for the benefit of that politician or political party.

Human rights

The company recognizes that human rights are fundamental principles and basic rights that should be protected, recognized, or safeguarded. Therefore, the company has announced the implementation of a human rights policy and guidelines for its directors, executives, employees, and business partners. The company adheres to the essence of the United Nations Guiding Principles on Business and Human Rights (UNGPR), which consist of three pillars, as follows:

Pillar 1: The State Duty to Protect Human Rights (Protect) refers to the state's duty to protect against human rights abuses related to business operations, whether by state entities themselves or by business enterprises.

Pillar 2: The Corporate Responsibility to Respect Human Rights (Respect) refers to the responsibility of individuals and organizations engaged in business, regardless of their type or size, to respect human rights.

Pillar 3: Access to Remedy (Remedy) refers to the process of rectifying, restoring, or compensating when impacts or human rights violations occur as a result of business operations. Both state and business sectors must have effective grievance mechanisms.

The company is committed to applying all three pillars in its business operations, as well as incorporating the second and third pillars into the development of the company's human rights policy to ensure that the company conducts its business without violating human rights.

Reference link for Human rights : https://www.panelesmatic.com/wp-content/uploads/2024/12/15.-PANEL_%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%AA%E0%B8%B4%E0%B8%97%E0%B8%98%E0%B8%B4%E0%B8%A1%E0%B8%99%E0%B8%B8%E0%B8%A9%E0%B8%A2%E0%B8%8A%E0%B8%99_signed.pdf

Promotion of compliance with the business code of conduct

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

PanelesMatic Solutions Public Company Limited has established a code of conduct for its Board of Directors, management, and employees to serve as a guideline for all stakeholders in performing their duties in accordance with the company's mission with honesty, integrity, and fairness in their dealings with both the company and all stakeholder groups, as well as establishing a regular monitoring system to ensure adherence to these guidelines.

Participation in anti-corruption networks

Participation or declaration of intent to join anti-corruption networks : No

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

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

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

Material changes and developments in policy and guidelines over the past year : No

The Board of Directors recognizes the importance of developing the company's corporate governance level for the organization's sustainability. Therefore, the Board of Directors annually reviews the suitability and adequacy of the company's good corporate governance policies and practices and business ethics. This is to ensure alignment with evolving business models and environments, including laws, regulations, and various practices. At the Board of Directors Meeting No. 1/2025 held on February 25, 2025, the "Corporate Governance & Code of Conduct Manual" was considered, reviewed, and approved. A key update summarized is the addition of an email address for receiving tips and complaints regarding misconduct.

Implementation of the CG Code for listed companies

Implementation of the CG Code as prescribed by the : Fully implement
SEC

The Company's Board of Directors has established a Corporate Governance Policy based on the principles and guidelines of the Corporate Governance Code for listed companies 2017 issued by the Securities and Exchange Commission ("SEC"). This policy serves as a framework for the Board of Directors, executives, and employees to adhere to and implement, exercising authority fairly within defined boundaries to foster a vision of good corporate governance practices, create sustainable value for the business, and promote an efficient, transparent, and auditable organization in its operations, in addition to building confidence among shareholders, investors, and stakeholders. The key aspects of the Corporate Governance Policy can be divided into 8 principles as follows:

Principle 1: Recognizing the role and responsibilities of the Board of Directors as organizational leaders who create sustainable value for the business

Principle 2: Defining the main objectives and goals of the business for sustainability

Principle 3: Strengthening an effective Board of Directors

Principle 4: Recruitment and development of senior executives and human resource management

Principle 5: Promoting innovation and responsible business conduct

Principle 6: Ensuring appropriate risk management and internal control systems

Principle 7: Maintaining financial credibility and information disclosure

Principle 8: Supporting shareholder engagement and communication

Other corporate governance performance and outcomes

Corporate Governance Structure

Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 1 Jan 2025

Corporate governance structure diagram



Information on the board of directors

Information on the board of directors

Composition of the board of directors

| | 2023 | | 2024 | | 2025 | |
|---|-------------------|---------------------|-------------------|---------------------|-------------------|---------------------|
| | Male (persons) | Female (persons) | Male (persons) | Female (persons) | Male (persons) | Female (persons) |
| Total directors | 8 | | 8 | | 8 | |
| | 5 | 3 | 5 | 3 | 5 | 3 |
| Executive directors | 4 | | 4 | | 3 | |
| | 2 | 2 | 2 | 2 | 2 | 1 |
| Non-executive directors | 4 | | 4 | | 5 | |
| | 3 | 1 | 3 | 1 | 3 | 2 |
| Independent directors | 3 | | 3 | | 3 | |
| | 2 | 1 | 2 | 1 | 2 | 1 |
| Non-executive directors who have no position in independent directors | 1 | | 1 | | 2 | |
| | 1 | 0 | 1 | 0 | 1 | 1 |

| | 2023 | | 2024 | | 2025 | |
|---|----------|------------|----------|------------|----------|------------|
| | Male (%) | Female (%) | Male (%) | Female (%) | Male (%) | Female (%) |
| Total directors | 100.00 | | 100.00 | | 100.00 | |
| | 62.50 | 37.50 | 62.50 | 37.50 | 62.50 | 37.50 |
| Executive directors | 50.00 | | 50.00 | | 37.50 | |
| | 25.00 | 25.00 | 25.00 | 25.00 | 25.00 | 12.50 |
| Non-executive directors | 50.00 | | 50.00 | | 62.50 | |
| | 37.50 | 12.50 | 37.50 | 12.50 | 37.50 | 25.00 |
| Independent directors | 37.50 | | 37.50 | | 37.50 | |
| | 25.00 | 12.50 | 25.00 | 12.50 | 25.00 | 12.50 |
| Non-executive directors who have no position in independent directors | 12.50 | | 12.50 | | 25.00 | |
| | 12.50 | 0.00 | 12.50 | 0.00 | 12.50 | 12.50 |

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

| | 2023 | | 2024 | | 2025 | |
|-----------------------------------|--------------|----------------|--------------|----------------|--------------|----------------|
| | Male (years) | Female (years) | Male (years) | Female (years) | Male (years) | Female (years) |
| Average age of board of directors | 48 | | 49 | | 50 | |
| | 50 | 44 | 51 | 45 | 52 | 46 |

The information on each director and controlling person

List of the board of directors

| List of directors | Position | First appointment date of director | Skills and expertise |
|--|---|------------------------------------|--|
| <p>1. Mr. PISET CHIYASAK Gender: Male Age : 61 years Highest level of education : Doctoral degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> | <p>Chairman of the board of directors (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Existing director</p> | <p>8 May 2023</p> | <p>Law, Corporate Social Responsibility, Corporate Management, Change Management, Governance/ Compliance</p> |

| List of directors | Position | First appointment date of director | Skills and expertise |
|---|--|------------------------------------|---|
| <p>2. Mrs. JULIA W. PETPAISIT Gender: Female Age : 62 years Highest level of education : Master's degree Study field of the highest level of education : International business Thai nationality : No Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 57,832,400 Shares (30.438105 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 14,040,000 Shares (7.389474 %) | <p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p> | <p>8 May 2023</p> | <p>Business Administration, Engineering</p> |

| List of directors | Position | First appointment date of director | Skills and expertise |
|--|--|------------------------------------|---|
| <p>3. Mr. AUNGSURUS AREEKUL Gender: Male Age : 65 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 62,050,000 Shares (32.657895 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) | <p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p> | 8 May 2023 | Business Administration, Construction Materials, Construction Services, Engineering, Leadership |

| List of directors | Position | First appointment date of director | Skills and expertise |
|---|--|------------------------------------|---|
| <p>4. Mr. AMORN KITKRUA Gender: Male Age : 59 years Highest level of education : Bachelor's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 14,040,000 Shares (7.389474 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 57,651,400 Shares (30.342842 %) | <p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p> | 8 May 2023 | Business Administration, Project Management, Leadership |

| List of directors | Position | First appointment date of director | Skills and expertise |
|--|--|------------------------------------|--|
| <p>5. Mr. SOMSAK PRIKBOONCHAN Gender: Male Age : 39 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 230,000 Shares (0.121053 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) | <p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p> | <p>8 May 2023</p> | <p>Finance & Securities, Accounting, Finance, Negotiation, Risk Management</p> |

| List of directors | Position | First appointment date of director | Skills and expertise |
|---|---|------------------------------------|--|
| <p>6. Mr. KARN CHUSATAKARN Gender: Male Age : 35 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 552,700 Shares (0.290895 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) | <p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p> | 8 May 2023 | Accounting, Finance, Risk Management, Internal Control, Governance/ Compliance |

| List of directors | Position | First appointment date of director | Skills and expertise |
|--|--|------------------------------------|---|
| <p>7. Ms. YANIDA AREEKUL Gender: Female Age : 29 years Highest level of education : Master's degree Study field of the highest level of education : Environmental Technology Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) | <p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p> | 8 May 2023 | Construction Services, Human Resource Management, Sustainability, Data Analysis, Project Management |

| List of directors | Position | First appointment date of director | Skills and expertise |
|--|---|------------------------------------|--|
| <p>8. Ms. SUNEERAT WUTTICHINDANON Gender: Female Age : 48 years Highest level of education : Doctoral degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) | <p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p> | 8 May 2023 | Accounting, Corporate Social Responsibility, Sustainability, Risk Management, Governance/ Compliance |

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

Diagram of list of the board of directors

Board of Directors



Mr. Piset Chiyasak

Independent Director
Chairman / Independent Director
Audit Committee



Mr. Karn Chusatakarn

Independent Director
Chairman of Audit Committee



Assoc.Prof.Dr.
Suneerat Wuttichindanon

Independent Director
Audit Committee



Mrs. Julia W Petpaisit

Director
Chief Executive Officer



Mr. Amorn Kitkrua

Director
Managing Director



Mr. Aungsurus Areekul

Director



Miss Yanida Areekul

Director



Mr. Somsak Prikboonchan

Director

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

List of the board of directors by position

| List of the board of directors | Position | Executive directors | Non-executive directors | Independent directors | Non-executive directors who have no position in independent directors | Authorized directors as per the companys certificate of registration |
|--------------------------------|----------|---------------------|-------------------------|-----------------------|---|--|
| Total (persons) | | 3 | 5 | 3 | 2 | 4 |

| List of the board of directors | Position | Executive directors | Non-executive directors | Independent directors | Non-executive directors who have no position in independent directors | Authorized directors as per the companys certificate of registration |
|--------------------------------|------------------------------------|---------------------|-------------------------|-----------------------|---|--|
| 1. Mr. PISET CHIYASAK | Chairman of the board of directors | | ✓ | ✓ | | |
| 2. Mrs. JULIA W. PETPAISIT | Director | ✓ | | | | ✓ |
| 3. Mr. AUNGSURUS AREEKUL | Director | | ✓ | | ✓ | ✓ |
| 4. Mr. AMORN KITKRUA | Director | ✓ | | | | ✓ |
| 5. Mr. SOMSAK PRIKBOONCHAN | Director | ✓ | | | | |
| 6. Mr. KARN CHUSATAKARN | Director | | ✓ | ✓ | | |
| 7. Ms. YANIDA AREEKUL | Director | | ✓ | | ✓ | ✓ |
| 8. Ms. SUNEERAT WUTTICHINDANON | Director | | ✓ | ✓ | | |
| Total (persons) | | 3 | 5 | 3 | 2 | 4 |

Overview of director skills and expertise

| Skills and expertise | Number (persons) | Percent (%) |
|---------------------------|------------------|-------------|
| 1. Finance & Securities | 1 | 12.50 |
| 2. Construction Materials | 1 | 12.50 |

| Skills and expertise | Number (persons) | Percent (%) |
|------------------------------------|------------------|-------------|
| 3. Construction Services | 2 | 25.00 |
| 4. Law | 1 | 12.50 |
| 5. Accounting | 3 | 37.50 |
| 6. Finance | 2 | 25.00 |
| 7. Corporate Social Responsibility | 2 | 25.00 |
| 8. Human Resource Management | 1 | 12.50 |
| 9. Sustainability | 2 | 25.00 |
| 10. Data Analysis | 1 | 12.50 |
| 11. Negotiation | 1 | 12.50 |
| 12. Project Management | 2 | 25.00 |
| 13. Corporate Management | 1 | 12.50 |
| 14. Engineering | 2 | 25.00 |
| 15. Change Management | 1 | 12.50 |
| 16. Leadership | 2 | 25.00 |
| 17. Risk Management | 3 | 37.50 |
| 18. Internal Control | 1 | 12.50 |
| 19. Governance/ Compliance | 3 | 37.50 |
| 20. Business Administration | 3 | 37.50 |

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

| | 2023 | 2024 | 2025 |
|--|------|------|------|
| The chairman of the board and the highest-ranking executive are from the same person | - | No | No |

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

Additional explanation :

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

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

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

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

Methods of balancing power between the board of directors and Management : Others : The chairman of the board is an independent director.

The Chairman of the Board is not the same person as the Chairman of the Executive Committee, the Chief Executive Officer, or the Managing Director to ensure a clear separation of roles and a balance of power in management.

Reference link for the measures for balancing the power between the board of directors and the management : https://www.panelesmatic.com/wp-content/uploads/2024/12/1.-PANEL_%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%81%E0%B8%B3%E0%B8%81%E0%B8%B1%E0%B8%9A%E0%B8%94%E0%B8%B9%E0%B9%81%E0%B8%A5%E0%B8%81%E0%B8%B4%E0%B8%88%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%97%E0%B8%B5%E0%B9%88%E0%B8%94%E0%B8%B5_signed.pdf

Page number of the reference link : 5

Information on the roles and duties of the board of directors

Board charter : Have

The Corporate Board Charter is a set of regulations that defines the roles, duties, and responsibilities of the Board of Directors as the organization's leadership. It plays a crucial role in setting the company's direction, policies, and business

strategies to generate value, investment returns, and wealth for shareholders. Additionally, the Board is responsible for overseeing and evaluating the performance of management and senior executives to ensure that business operations align with the established plans, ethical standards, and corporate codes of conduct. The Charter also emphasizes good corporate governance principles and sustainable growth. Furthermore, it mandates the Board to comply with legal requirements, stock exchange regulations, and the Securities and Exchange Commission (SEC) guidelines, thereby enhancing the quality of corporate governance. This ensures that the Board's roles, duties, and responsibilities align with international standards and legal frameworks while taking into account the social and environmental impact. Such governance practices meet the current expectations of shareholders, investors, and stakeholders.

Reference link for the board charter : https://www.panelesmatic.com/wp-content/uploads/2025/02/1.-PANEL_%E0%B8%81%E0%B8%8E%E0%B8%9A%E0%B8%B1%E0%B8%95%E0%B8%A3%E0%B8%84%E0%B8%93%E0%B8%B0%E0%B8%81%E0%B8%A3%E0%B8%A3%E0%B8%A1%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%9A%E0%B8%A3%E0%B8%B4%E0%B8%A9%E0%B8%B1%E0%B8%97.pdf

Page number of the reference link : 1-15

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Audit Committee

Role

- Audit of financial statements and internal controls

Scope of authorities, role, and duties

The Audit Committee's role is to oversee and review the accuracy and reliability of financial reports, internal control systems, internal audits, and risk prevention and management controls. It also aims to support and promote the company's efficient, transparent, reliable, and auditable operations, taking into account environmental, social, and governance (ESG) considerations. Furthermore, the Audit Committee monitors compliance with relevant laws, regulations, charters, work procedures, regulatory requirements, and ethical standards.

Reference link for the charter

-

Executive Committee

Role

- Others
- To oversee the management and monitor the company's operations.

Scope of authorities, role, and duties

To oversee the management and monitoring of the company's operations in accordance with its direction, policies, strategies, and business plans effectively and efficiently, under good corporate governance and sustainable development, and to present findings to the Board of Directors for their information or consideration, as initiated by the Executive Committee or within the authority, duties, and responsibilities assigned to them.

Reference link for the charter

-

Risk Management Committee

Role

- Risk management

Scope of authorities, role, and duties

The Risk Management Committee is responsible for establishing risk management policies across the entire organization, overseeing risk management systems to control and mitigate risks, defining preventive measures, and monitoring compliance with those measures appropriately. This charter is intended to help the Risk Management Committee understand its roles, responsibilities, and to serve as a guideline for performing its duties effectively.

Reference link for the charter

-

Nomination and Remuneration Committee

Role

- Director and executive nomination
- Remuneration

Scope of authorities, role, and duties

The Nomination and Remuneration Committee is responsible for screening and selecting individuals with the knowledge, skills, experience, and appropriate qualifications to fill key positions in the Company. This is done through standardized and transparent recruitment criteria and processes, as well as ensuring fair and reasonable compensation that is competitive with similar businesses in the market and consistent with good governance principles ("Nomination"). The Nomination Committee will cover positions including Company Directors, sub-committee members, and executives.

Reference link for the charter

-

Information on each subcommittee

List of audit committee

| List of directors | Position | Appointment date of audit committee member | Skills and expertise |
|--|---|--|---|
| <p>1. Mr. KARN CHUSATAKARN (*)</p> <p>Gender: Male Age : 35 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p> | <p>Chairman of the audit committee (Non-executive directors, Independent director)</p> <p>Director type : Existing director</p> | 8 May 2023 | Accounting, Finance, Risk Management, Internal Control, Governance/ Compliance |
| <p>2. Ms. SUNEERAT WUTTICHINDANON (*)</p> <p>Gender: Female Age : 48 years Highest level of education : Doctoral degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p> | <p>Member of the audit committee (Non-executive directors, Independent director)</p> <p>Director type : Existing director</p> | 8 May 2023 | Accounting, Corporate Social Responsibility, Sustainability, Risk Management, Governance/ Compliance |
| <p>3. Mr. PISET CHIYASAK</p> <p>Gender: Male Age : 61 years Highest level of education : Doctoral degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No</p> | <p>Member of the audit committee (Non-executive directors, Independent director)</p> <p>Director type : Existing director</p> | 8 May 2023 | Law, Corporate Social Responsibility, Corporate Management, Change Management, Governance/ Compliance |

Additional explanation :

(*) Directors with expertise in accounting information review

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

List of executive committee members

| List of committee members | Position | Appointment date of executive committee member |
|---|---|--|
| <p>1. Mrs. JULIA W. PETPAISIT Gender: Female Age : 62 years Highest level of education : Master's degree Study field of the highest level of education : International business Thai nationality : No Residence in Thailand : Yes</p> | The chairman of the executive committee | 8 May 2023 |
| <p>2. Mr. AMORN KITKRUA Gender: Male Age : 59 years Highest level of education : Bachelor's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes</p> | Member of the executive committee | 8 May 2023 |
| <p>3. Ms. YANIDA AREEKUL Gender: Female Age : 29 years Highest level of education : Master's degree Study field of the highest level of education : Environmental Technology Thai nationality : Yes Residence in Thailand : Yes</p> | Member of the executive committee | 8 May 2023 |

| List of committee members | Position | Appointment date of executive committee member |
|---|-----------------------------------|--|
| 4. Mr. SOMSAK PRIKBOONCHAN Gender: Male Age : 39 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes | Member of the executive committee | 8 May 2023 |

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

Other Subcommittees

| Subcommittee name | Name list | Position |
|---------------------------------------|-----------------------------|--|
| Risk Management Committee | Ms. SUNEERAT WUTTICHINDANON | The chairman of the subcommittee (Independent director) |
| | Mr. KARN CHUSATAKARN | Member of the subcommittee (Independent director) |
| | Mrs. JULIA W. PETPAISIT | Member of the subcommittee |
| | Mr. SOMSAK PRIKBOONCHAN | Member of the subcommittee |
| Nomination and Remuneration Committee | Mr. KARN CHUSATAKARN | The chairman of the subcommittee (Independent director) |
| | Ms. SUNEERAT WUTTICHINDANON | Member of the subcommittee (Independent director) |
| | Mr. AMORN KITKRUA | Member of the subcommittee |

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

Information on the executives

Information on the executives

List and positions of the executive

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

| List of executives | Position | First appointment date | Skills and expertise |
|---|---|------------------------|--|
| <p>1. Mrs. JULIA W. PETPAISIT Gender: Female Age : 62 years Highest level of education : Master's degree Study field of the highest level of education : International business Thai nationality : No Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p> | <p>Chief Executive Officer (The highest-ranking executive)</p> | <p>8 May 2023</p> | <p>Business Administration, Engineering</p> |
| <p>2. Mr. AMORN KITKRUA Gender: Male Age : 59 years Highest level of education : Bachelor's degree Study field of the highest level of education : Finance Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p> | <p>Managing Director</p> | <p>8 May 2023</p> | <p>Business Administration, Project Management, Leadership</p> |

| List of executives | Position | First appointment date | Skills and expertise |
|---|-----------------------------------|------------------------|--|
| 3. Mr. SOMSAK PRIKBOONCHAN ^(*) Gender: Male Age : 39 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : No | Chief Financial Officer | 8 May 2023 | Finance & Securities, Accounting, Finance, Negotiation, Risk Management |
| 4. Ms. Siriporn Thongtalung (**) Gender: Female Age : 35 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : Yes | Finance and Accounting Manager | 17 Jun 2019 | Accounting, Finance |

Additional Explanation :

() Highest responsibility in corporate accounting and finance*

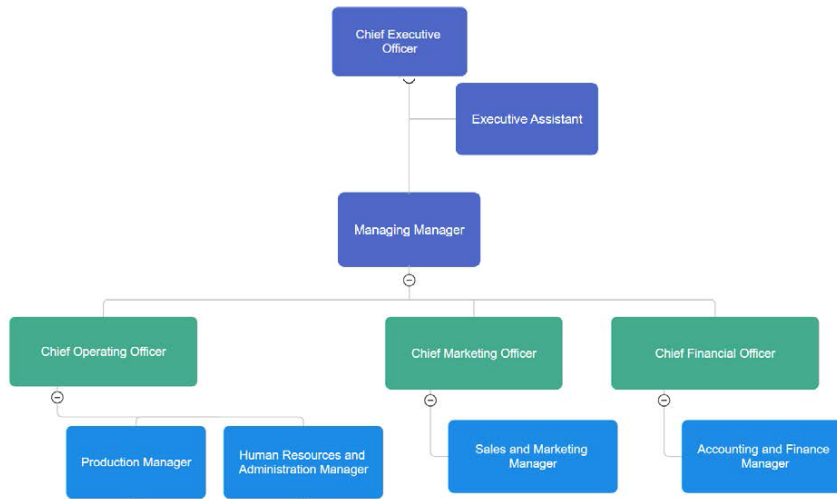
*(**) Accounting supervisor*

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

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

Organization structure of the highest-ranking : 1 Jan 2025
executive and the next four executives as of date

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



Remuneration policy for executive directors and executives

How to evaluate performance and consider performance evaluation, including determining the compensation of the CEO or senior management based on the terms of the employment contract, and submitting it to the board of directors for review.

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

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

| | 2023 | 2024 | 2025 |
|--|--------------|--------------|--------------|
| Total remuneration of executive directors and executives (baht) | 7,020,000.00 | 6,990,000.00 | 7,270,000.00 |
| Total remuneration of executive directors (baht) | 0.00 | 0.00 | 0.00 |
| Total remuneration of executives (baht) | 7,020,000.00 | 6,990,000.00 | 7,270,000.00 |

Executive directors receive no compensation beyond their executive salaries.

Other remunerations of executive directors and executives

| | 2023 | 2024 | 2025 |
|--|-----------|-----------|-----------|
| Company's contribution to provident fund for executive directors and executives (Baht) | 97,200.00 | 69,325.50 | 61,241.31 |
| Employee Stock Ownership Plan (ESOP) | No | No | No |
| Employee Joint Investment Program (EJIP) | No | No | No |

Outstanding remuneration or benefits of executive directors and executives

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

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

| General information | Email | Telephone number |
|-----------------------------|---------------------------|------------------|
| 1. Ms. Siriporn Thongtalung | siriporn@panelesmatic.com | - |

List of the company secretary

| General information | Email | Telephone number |
|----------------------|----------------------------|------------------|
| 1. Ms. Jutamas Malai | jutamas.m@panelesmatic.com | - |

List of the head of internal audit or outsourced internal auditor

| General information | Email | Telephone number |
|--------------------------|--------------------------|------------------|
| 1. Mr. Khamnung Sarisara | khamnung@kasadvisory.com | 081-171-3546 |

List of the head of the compliance unit

Head of investor relations

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

List of the head of investor relations

| General information | Email | Telephone number |
|----------------------------|---------------------|------------------------------|
| 1. Mr. SOMSAK PRIKBOONCHAN | ir@panelesmatic.com | 0-2965-5578-80,82-84 Ext.408 |

Company's auditor**Details of the companys auditor**

| Audit firms | Audit fee (Baht) | Other service fees | Names and general information of auditors |
|--|------------------|--------------------|--|
| KARIN AUDIT COMPANY LIMITED 72 CAT TELECOM TOWER, FLOOR 24,CHAROEN KRUNG ROAD, BANGRAK, BANGKOK. 10500 THAILAND BANG RAK BANG RAK Bangkok 10500 Telephone number +66 2105 4661 | 1,060,000.00 | - | 1. Ms. BONGKOTRAT SUAMSIRI Email: bongkotrat@karinaudit.co.th License number: 13512 |

Assigned personnel in case of a foreign company

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

List of designated individuals as representatives in Thailand

Performance Report on Corporate Governance

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

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

In 2025, the Board of Directors fulfilled its duties as stipulated in the charter and monitored the company's progress towards achieving its set goals, including the adequacy of internal control systems and organizational risk management, as well as providing other opinions beneficial to business development. Furthermore, the corporate governance principles, the Board of Directors' charter, and the charters of sub-committees were reviewed for future implementation. Performance evaluation forms for both individual and board members were also developed to ensure effective operation and achievement of objectives.

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

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

| List of directors | Position | First appointment date of director | Skills and expertise |
|-----------------------------|----------|------------------------------------|--|
| Mr. AUNGSURUS AREEKUL | Director | 8 May 2023 | Business Administration, Construction Materials, Construction Services, Engineering, Leadership |
| Mr. SOMSAK PRIKBOONCHAN | Director | 8 May 2023 | Finance & Securities, Accounting, Finance, Negotiation, Risk Management |
| Ms. SUNEERAT WUTTICHINDANON | Director | 8 May 2023 | Accounting, Corporate Social Responsibility, Sustainability, Risk Management, Governance/ Compliance |

List of newly appointed director to replace the ex-director

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

Selection of independent directors

Criteria for selecting independent directors

The criteria for selecting independent directors shall comply with the composition of the company's board of directors and the qualifications for independent directors as stipulated by the company, in accordance with the principles set forth in the Securities and Exchange Commission's announcement. These proposals shall be submitted to the company's board of directors and/or shareholders' meeting for consideration in appointing independent directors. The qualifications and selection process for independent directors are as follows:

Qualifications of an Independent Director

1. Holds no more than 1% of the total voting shares of the Company, including shares held by related persons of that independent director.
2. Is not and has not been a director involved in management, an employee, staff member, salaried advisor, or a person with control authority in the Company, unless at least two years have passed since ceasing such roles.
3. Has no blood or legal relationship with any other director, executive, major shareholder, person with control authority, or any individual nominated to be a director, senior executive, or person with control authority in the Company or its subsidiaries.
4. Has no business relationship with the Company that may interfere with independent judgment, and has never been a significant shareholder or person with control authority over a business related to the Company, unless at least two years have passed since ceasing such status.
5. Is not and has not been an auditor of the Company and is not a significant shareholder, person with control authority, or partner of an audit firm that provides services to the Company, unless at least two years have passed since ceasing such status.
6. Is not and has not been a professional service provider, including a legal or financial advisor, receiving fees exceeding 2 million baht per year from the Company. Additionally, is not a significant shareholder, person with control authority, or partner in such professional service providers, unless at least two years have passed since ceasing such status.
7. Is not appointed as a representative of the Company's directors, major shareholders, or any shareholder related to a major shareholder.
8. Does not engage in any business that is of the same nature and significantly competitive with the Company or its subsidiaries. Additionally, does not hold a significant partnership in a partnership business, serve as a director involved in management, an employee, staff member, salaried advisor, or hold more than 1% of the total voting shares in another company that engages in a business of the same nature and significantly competes with the Company or its subsidiaries.
9. Has no other characteristics that may prevent the ability to provide independent opinions on the Company's operations.

Business or professional relationships of independent directors over the past year

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

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

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

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

Number of directors from major shareholders

Number of directors from each group of major shareholders over the past year (persons) : 4

Rights of minority shareholders on director appointment

The Board of Directors, in accordance with good corporate governance principles regarding equal treatment of shareholders, has therefore provided an opportunity for individual or multiple minority shareholders holding a combined total of at least 5% of the company's voting shares to nominate individuals for appointment as company directors in advance of the Annual General Meeting. Shareholders are also given the opportunity to propose agenda items and submit questions in advance of the meeting during the months of October to December each year. Any proposal of agenda items or nomination of individuals for directorship must comply with all applicable laws, company regulations, and established criteria.

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

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

| List of directors | Participation in training in the past financial year | History of training participation |
|---|--|---|
| 1. Mr. PISET CHIYASAK (Chairman of the board of directors, Independent director) | Non-participating | Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2015: Director Certification Program (DCP) • 2015: Risk Management Program for Corporate Leaders (RCL) |
| 2. Mrs. JULIA W. PETPAISIT (Director) | Non-participating | Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2024: ESG in the Boardroom: A Practical Guide for Board (ESG) • 2023: Director Accreditation Program (DAP) |
| 3. Mr. AUNGSURUS AREEKUL (Director) | Non-participating | Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2006: Director Accreditation Program (DAP) |
| 4. Mr. AMORN KITKRUA (Director) | Non-participating | Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2023: Director Accreditation Program (DAP) |
| 5. Mr. SOMSAK PRIKBOONCHAN (Director) | Non-participating | Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2023: Director Accreditation Program (DAP) |
| 6. Mr. KARN CHUSATAKARN (Director, Independent director) | Non-participating | Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2021: Advanced Audit Committee Program (AACP) • 2021: Director Accreditation Program (DAP) |
| 7. Ms. YANIDA AREEKUL (Director) | Non-participating | Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2023: Director Accreditation Program (DAP) |
| 8. Ms. SUNEERAT WUTTICHINDANON (Director, Independent director) | Non-participating | Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2023: Director Accreditation Program (DAP) |

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

The performance evaluation of the Board of Directors is conducted once a year for both the Board of Directors and its sub-committees. This evaluation aims to assess the effectiveness of the Boards operations in accordance with good corporate governance principles. It also allows the Board to review its performance, issues, and obstacles encountered during the past year. The evaluation results are then used to improve the Boards performance and enhance its effectiveness.

The Board of Directors conducts self-assessments both on a collective basis and an individual basis. The criteria for the collective evaluation include the following areas: (1) Board structure and qualifications, (2) Roles, duties, and responsibilities of the Board, (3) Board meetings, (4) Board dynamics, (5) Relationship with management, and (6) Director development. The assessment uses a 5-point rating scale as follows: 4 = Excellent; 3 = Good; 2 = Fair; 1 = Slight; 0 = Not performed. The evaluation results are calculated as a percentage of the total score for each item, with the following interpretation: above 85% = Excellent, 75-85% = Good, 65-75% = Fair, 50-65% = Satisfactory, and below 50% = Needs improvement. The Company Secretary is responsible for summarizing and reporting the evaluation results to the Board of Directors.

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

In 2024, the overall board evaluation averaged 97.23%, classified as excellent, with individual director evaluations averaging 96.95%, also in the excellent range.

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

How to evaluate performance and consider performance evaluation, including determining the compensation of the CEO or senior management based on the terms of the employment contract, and submitting it to the board of directors for review.

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the : 4
past year (times)

Date of AGM meeting : 23 Apr 2025

EGM meeting : No

Details of the board of directors' meeting attendance

| Names of Board members | Meeting attendance of the board of directors | | | AGM meeting attendance | | | EGM meeting attendance | | |
|--|--|---|------------------------|------------------------|---|------------------------|------------------------|---|------------------------|
| | Attendance (times) | / | Meeting rights (times) | Attendance (times) | / | Meeting rights (times) | Attendance (times) | / | Meeting rights (times) |
| 1. Mr. PISET CHIYASAK (Chairman of the board of directors, Independent director) | 4 | / | 4 | 1 | / | 1 | | / | |
| 2. Mrs. JULIA W. PETPAISIT (Director) | 4 | / | 4 | 1 | / | 1 | | / | |
| 3. Mr. AUNGSURUS AREEKUL (Director) | 4 | / | 4 | 1 | / | 1 | | / | |
| 4. Mr. AMORN KITKRUA (Director) | 4 | / | 4 | 1 | / | 1 | | / | |
| 5. Mr. SOMSAK PRIKBOONCHAN (Director) | 4 | / | 4 | 1 | / | 1 | | / | |
| 6. Mr. KARN CHUSATAKARN (Director, Independent director) | 4 | / | 4 | 1 | / | 1 | | / | |
| 7. Ms. YANIDA AREEKUL (Director) | 4 | / | 4 | 1 | / | 1 | | / | |
| 8. Ms. SUNEERAT WUTTICHINDANON (Director, Independent director) | 4 | / | 4 | 1 | / | 1 | | / | |

Summary of the board of directors meeting attendance rate

| Names of directors | Board of directors meeting attendance rate | AGM meeting attendance rate | EGM meeting attendance rate |
|---|--|-----------------------------|-----------------------------|
| 1. Mr. PISET CHIYASAK (Chairman of the board of directors) | 4/4 (100.00%) | 1/1 (100.00%) | N/A |
| 2. Mrs. JULIA W. PETPAISIT (Director) | 4/4 (100.00%) | 1/1 (100.00%) | N/A |
| 3. Mr. AUNGSURUS AREEKUL (Director) | 4/4 (100.00%) | 1/1 (100.00%) | N/A |
| 4. Mr. AMORN KITKRUA (Director) | 4/4 (100.00%) | 1/1 (100.00%) | N/A |
| 5. Mr. SOMSAK PRIKBOONCHAN (Director) | 4/4 (100.00%) | 1/1 (100.00%) | N/A |
| 6. Mr. KARN CHUSATAKARN (Director) | 4/4 (100.00%) | 1/1 (100.00%) | N/A |
| 7. Ms. YANIDA AREEKUL (Director) | 4/4 (100.00%) | 1/1 (100.00%) | N/A |
| 8. Ms. SUNEERAT WUTTICHINDANON (Director) | 4/4 (100.00%) | 1/1 (100.00%) | N/A |
| Average meeting attendance rate | 100.00% | 100.00% | N/A |

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

Remuneration of the board of directors

Types of remuneration of the board of directors

In accordance with the directors remuneration policy, the Nomination and Remuneration Committee has considered the remuneration by taking into account its alignment with that of other listed companies in the same industry and of similar size, the Company's performance, the performance and responsibilities of the Board of Directors, as well as the overall economic conditions. The proposed remuneration has been submitted to the Board of Directors for consideration and endorsement, and will be further proposed to the 2024 Annual General Meeting of Shareholders for approval of the remuneration for the Board of Directors and the Company's sub-committees, as follows:

Remuneration Year of 2024

Board of Directors

Monthly Remuneration (Baht)

- Chairman of the Board of Directors = 10,000
- Non-executive directors = 5,000

The Audit Committee

Monthly Remuneration (Baht)

- Chairman of Audit Committee = 10,000
- Audit Committee Members = 5,000

Nomination and Remuneration Committee

Monthly Remuneration (Baht)

- Chairman of the Nomination Remuneration Committee = 10,000
- Member of Nomination and Remuneration Committee = 5,000

Risk Management Committee

Monthly Remuneration (Baht)

- Chairman of the Risk Management Committee = 10,000
- Member of Risk Management Committee = 5,000

Other Benefit

- None

Note: In this regard, directors who are executives or employees of the company or directors who are advisors to the company There will be no right to receive monthly compensation and meeting allowances for holding the position of director of the Company. including other sub-committees

Remuneration of the board of directors

Details of the remuneration of each director over the past year

| Names of directors / Board of directors | Company | | | | Total monetary remuneration from subsidiaries (Baht) |
|--|----------------------|-----------------------------------|------------------|------------------------------|---|
| | Meeting allowance | Other monetary remuneration | Total (Baht) | Non-monetary remuneration | |
| 1. Mr. PISET CHIYASAK (Chairman of the board of directors, Independent director) | | | 70,000.00 | | N/A |
| Board of Directors (Chairman of the board of directors) | 40,000.00 | 0.00 | 40,000.00 | No | |
| Audit Committee (Member of the audit committee) | 30,000.00 | 0.00 | 30,000.00 | No | |
| 2. Mrs. JULIA W. PETPAISIT (Director) | | | 0.00 | | N/A |
| Board of Directors (Director) | 0.00 | 0.00 | 0.00 | No | |
| Executive Committee (The chairman of the executive committee) | 0.00 | 0.00 | 0.00 | No | |
| Risk Management Committee (Member of the subcommittee) | 0.00 | 0.00 | 0.00 | No | |
| 3. Mr. AUNGSURUS AREEKUL (Director) | | | 20,000.00 | | N/A |
| Board of Directors (Director) | 20,000.00 | 0.00 | 20,000.00 | No | |

| Names of directors / Board of directors | Company | | | | Total monetary remuneration from subsidiaries (Baht) |
|---|----------------------|-----------------------------------|------------------|------------------------------|---|
| | Meeting allowance | Other monetary remuneration | Total (Baht) | Non-monetary remuneration | |
| 4. Mr. AMORN KITKRUA (Director) | | | 0.00 | | N/A |
| Board of Directors (Director) | 0.00 | 0.00 | 0.00 | No | |
| Executive Committee (Member of the executive committee) | 0.00 | 0.00 | 0.00 | No | |
| Nomination and Remuneration Committee (Member of the subcommittee) | 0.00 | 0.00 | 0.00 | No | |
| 5. Mr. SOMSAK PRIKBOONCHAN (Director) | | | 0.00 | | N/A |
| Board of Directors (Director) | 0.00 | 0.00 | 0.00 | No | |
| Executive Committee (Member of the executive committee) | 0.00 | 0.00 | 0.00 | No | |
| Risk Management Committee (Member of the subcommittee) | 0.00 | 0.00 | 0.00 | No | |
| 6. Mr. KARN CHUSATAKARN (Director, Independent director) | | | 65,000.00 | | N/A |

| Names of directors / Board of directors | Company | | | | Total monetary remuneration from subsidiaries (Baht) |
|--|-------------------|-----------------------------|------------------|---------------------------|--|
| | Meeting allowance | Other monetary remuneration | Total (Baht) | Non-monetary remuneration | |
| Board of Directors (Director) | 20,000.00 | 0.00 | 20,000.00 | No | |
| Audit Committee (Chairman of the audit committee) | 30,000.00 | 0.00 | 30,000.00 | No | |
| Nomination and Remuneration Committee (The chairman of the subcommittee) | 10,000.00 | 0.00 | 10,000.00 | No | |
| Risk Management Committee (Member of the subcommittee) | 5,000.00 | 0.00 | 5,000.00 | No | |
| 7. Ms. YANIDA AREEKUL (Director) | | | 20,000.00 | | N/A |
| Board of Directors (Director) | 20,000.00 | 0.00 | 20,000.00 | No | |
| Executive Committee (Member of the executive committee) | 0.00 | 0.00 | 0.00 | No | |
| 8. Ms. SUNEERAT WUTTICHINDANON (Director, Independent director) | | | 55,000.00 | | N/A |
| Board of Directors (Director) | 20,000.00 | 0.00 | 20,000.00 | No | |
| Audit Committee (Member of the audit committee) | 20,000.00 | 0.00 | 20,000.00 | No | |

| Names of directors / Board of directors | Company | | | | Total monetary remuneration from subsidiaries (Baht) |
|---|-------------------|-----------------------------|--------------|---------------------------|--|
| | Meeting allowance | Other monetary remuneration | Total (Baht) | Non-monetary remuneration | |
| Risk Management Committee (The chairman of the subcommittee) | 10,000.00 | 0.00 | 10,000.00 | No | |
| Nomination and Remuneration Committee (Member of the subcommittee) | 5,000.00 | 0.00 | 5,000.00 | No | |

Summary of the remuneration of each committee over the past year

| Names of board members | Meeting allowance | Other monetary remuneration | Total (Baht) |
|--|-------------------|-----------------------------|--------------|
| 1. Board of Directors | 120,000.00 | 0.00 | 120,000.00 |
| 2. Audit Committee | 80,000.00 | 0.00 | 80,000.00 |
| 3. Executive Committee | 0.00 | 0.00 | 0.00 |
| 4. Risk Management Committee | 15,000.00 | 0.00 | 15,000.00 |
| 5. Nomination and Remuneration Committee | 15,000.00 | 0.00 | 15,000.00 |

Summary of the remuneration of the board of directors

| | 2023 | 2024 | 2025 |
|------------------------------------|------------|------------|------------|
| Meeting allowance (Baht) | 320,000.00 | 245,000.00 | 230,000.00 |
| Other monetary remuneration (Baht) | 0.00 | 0.00 | 0.00 |
| Total (Baht) | 320,000.00 | 245,000.00 | 230,000.00 |

Remunerations or benefits pending payment to the board of directors

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

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated : No
companies
Mechanism for overseeing subsidiaries and : No / In progress
associated companies

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

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

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

The company has established a conflict of interest prevention policy based on the principle that any decision in conducting business activities must be in the best interest of the company and its shareholders, and that actions that may create a conflict of interest should be avoided. Specifically, any action where stakeholders or those with a vested interest directly or indirectly benefit or suffer a loss from entering into a transaction with the company or its subsidiaries should be avoided. Stakeholders are required to inform the company of their relationship or stake in such transaction and must not participate in the deliberation or have the authority to approve such transactions. The consideration of transactions with or that may involve conflicts of interest will be in accordance with the criteria set by the Securities and Exchange Commission and the Stock Exchange of Thailand. The Audit Committee will oversee strict compliance with relevant regulations and will compile and report a summary of transactions that may give rise to conflicts of interest to the Board of Directors quarterly.

1. The company requires strict adherence to rules, procedures, and information disclosure regarding related transactions as mandated by law or regulatory bodies, aligning with the company's commitment to good corporate governance.
2. The company requires that its directors, executives, and employees disclose any relationships, interests, or those of related individuals that may lead to conflicts of interest.
3. The company requires that directors, executives, and employees adhere to its regulations and business ethics to maintain trustworthiness and credibility with all stakeholders. It also ensures the dissemination of information and promotes understanding of company practices among employees.

4. The company requires that directors, executives, and employees refrain from engaging in transactions that could lead to conflicts of interest with the company or its subsidiaries. If such transactions are unavoidable, they must be disclosed to the Audit Committee for evaluation and recommendation before seeking approval from the Board of Directors. This policy aligns with principles of good corporate governance and regulations set forth by the Stock Exchange of Thailand, Capital Market Supervisory Board, and Securities and Exchange Commission.
5. The Company requires that the Board of Directors meticulously oversee transactions that may present conflicts of interest. Written procedures for approving such transactions have been established to ensure thorough and careful evaluation.
6. The company requires that directors and executives abstain from attending meetings or expressing opinions on matters where they have a direct or indirect conflict of interest. This ensures that decisions made by the Board of Directors and executives are independent, fair, and genuinely in the best interest of the Company and its shareholders.
7. The company requires that directors and executives refrain from holding shares or holding positions as directors, executives, or consultants in businesses that engage in similar activities as the company or its subsidiaries, or are competitors. However, exceptions may be made if such actions do not conflict with the Company's interests or affect their performance of duties. Additionally, compliance with relevant laws is required for such actions.
8. The company requires that the Audit Committee report to the Board of Directors any transactions that may pose conflicts of interest or are connected transactions on a quarterly basis.
9. The company mandates that in the event of a certain transaction deemed as related, information must be disclosed or approval must be sought from shareholders as per the regulations of the Stock Exchange of Thailand, the Capital Market Supervisory Board, and related rules. The company will disclose details such as names and relationships of related persons, the policy for determining the value of items, the reason for making the transaction, and the opinions of the Board of Directors regarding the said items to be clearly communicated to shareholders.
10. The company requires disclosure of significant related party transactions, including details such as the names of individuals with potential conflicts of interest, their relationships, transaction nature, terms, pricing policy, transaction value, and reasons for necessity. This information is to be included in the notes to the audited or reviewed financial statements, the Company's annual information display form, or the annual report (Form 56-1 One Report).
11. The company requires that directors and executives must disclose their personal interests and those of related parties that could influence the management of the company or its subsidiaries.

Number of cases or issues related to conflict of interest

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

Prevention of the use of inside information to seek benefits

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

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

PanelesMatic Solutions Public Company Limited (the Company) places great importance on the use of insider information and oversees such use in accordance with the principles of good corporate governance. The Company adheres to the principles of governance and integrity in business operations, and ensures that investors in the Companys securities receive reliable, equitable, and timely information. Accordingly, the Company has established internal regulations governing the use of insider information and securities trading for directors, executives, and employees, in compliance with the Securities and Exchange Act and with a focus on transparency in business operations.

Guidelines

1. The Company provides education to directors and executives, including those in accounting or finance positions at the managerial level or equivalent (as defined by the Capital Market Supervisory Board and the Stock Exchange of Thailand), on their duties to prepare and report their securities holdings in accordance with Section 59 and the penalties under Section 275 of the Securities and Exchange Act B.E. 2535 (1992) (including any amendments), as well as to report any acquisition or disposal of securities in accordance with Section 246 and the penalties under Section 298 of the said Act.
2. Disclosure of Securities Holdings Directors, executives, auditors, and accounting or finance managers (or equivalent) must prepare and disclose their securities holdings in the Company, including those of their spouses and minor children, in accordance with Section 59. Reports must be submitted upon initial appointment and upon any changes. These reports shall be submitted to the Company Secretary, who will forward them to the Securities and Exchange Commission (SEC) within the specified timeframe. The Company Secretary shall summarize such reports and present them to the Board of Directors every six (6) months.
3. Prohibition on Insider Trading Directors, executives, accounting or finance managers (or equivalent), and any personnel who have access to material non-public information that may impact the price of the Companys securities are prohibited from directly or indirectly buying, selling, offering to buy, offering to sell, or inducing others to trade the Companys shares or other securities prior to the public disclosure of financial statements or other performance-related information.
4. Misuse of Insider Information Directors, executives, and employees of the Company and/or its subsidiaries are prohibited from using insider information that may affect the price of the Companys securities which has not yet been disclosed to the public for their own benefit or that of others, through direct or indirect trading or by disclosing such information to others for such purposes, regardless of whether any personal gain is obtained.
5. Confidentiality Obligations Directors, executives, employees, and former personnel of the Company and/or its subsidiaries are strictly prohibited from disclosing any insider or confidential information, including confidential information of business partners, which they may have obtained during their duties, to external parties even if such disclosure does not directly cause damage. All such individuals are required to maintain the confidentiality and are prohibited from using such information for the benefit of the Company or otherwise.
6. Unlawful Use of Position or Information Directors, executives, and employees shall not exploit their positions or use insider information for unjust gain or for the benefit of themselves or others, nor shall they disclose such information to third parties, whether directly or indirectly, regardless of whether compensation is received.
7. Legal Compliance All directors, executives, and employees of the Company and/or its subsidiaries must comply with the Securities and Exchange Act B.E. 2535 (1992) and the Public Limited Companies Act B.E. 2535 (1992), including any amendments, as well as all relevant regulations concerning the use of insider information.

8. External Parties Involved in Sensitive Projects In cases where external parties are engaged in confidential projects or negotiations involving undisclosed information that may affect the Company's stock price, such parties must sign a Confidentiality Agreement until the relevant information is publicly disclosed to the Stock Exchange of Thailand and the SEC.

9. Information System Security The Company prioritizes information security by controlling and/or preventing external access to its information systems, and by assigning access rights to employees based on their roles and responsibilities.

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

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

Anti-corruption action

Operations in anti-corruption in the past year

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

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, The participation in anti-corruption projects

The company is currently studying information regarding membership in the Thai Private Sector Collective Action Against Corruption (CAC). The company conducts its business with transparency and under the rules of fair competition. Therefore, it will not tolerate any conduct or business that is not transparent or constitutes corruption, as this is contrary to fair competition, damages the reputation of both the organization and the country. The company strictly prohibits any act involving corruption in any form, for direct or indirect benefit to itself, its family, friends, or acquaintances, whether as a recipient, giver, or offeror of bribes, monetary or non-monetary, to government agencies or private entities with which the company conducts business. The company will strictly adhere to its anti-corruption policy and code of conduct, and has established responsible personnel structures, risk management systems, internal controls, and internal audits to prevent and combat corruption within the organization.

Number of cases or issues related to corruption

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

Whistleblowing

Operations related to whistleblowing over the past year

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

PanelesMatic Solutions Public Company Limited (the Company) places great importance on corporate governance in compliance with applicable laws, business ethics, and good corporate governance principles. The Company also encourages employees and all internal and external stakeholders to report any conduct that is illegal, unethical, violates business ethics, infringes on rights, involves inaccurate financial reporting, or causes harm or distress in any form. To support this, the Company has established this policy to outline the channels for whistleblowing or lodging complaints, the procedures for handling such reports, and protective measures for those who report in good faith. This policy serves as a guideline for all directors, executives, employees, and stakeholders in their conduct and interactions with the Company.

Number of cases or issues related to whistleblowing

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

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

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 4

| List of Directors | Meeting attendance of audit committee | | | Average meeting attendance |
|--|---------------------------------------|---|-----------------------------------|----------------------------|
| | Meeting attendance (times) | / | Meeting attendance rights (times) | |
| 1 Mr. KARN CHUSATAKARN (Chairman of the audit committee) | 4 | / | 4 | 4/4 (100.00%) |
| 2 Ms. SUNEERAT WUTTICHINDANON (Member of the audit committee) | 4 | / | 4 | 4/4 (100.00%) |
| 3 Mr. PISET CHIYASAK (Member of the audit committee) | 4 | / | 4 | 4/4 (100.00%) |
| Average meeting attendance rate | | | | (100.00%) |

The results of duty performance of the audit committee

In 2025, the Audit Committee held 4 meetings, including joint meetings with internal auditors, and on some occasions, with external auditors. The Audit Committee prepared a self-assessment form for the Audit Committee to ensure that its operations are efficient and achieve their objectives, and reviewed the assessment results with the Board of Directors to acknowledge and implement recommendations for improvement, as well as to enhance the effectiveness of the Audit Committee's duties.

Summary of the Audit Committee's performance in 2025 as follows:

- Approve the internal audit plan, internal audit charter, and acknowledge internal audit reports by external experts.
- Consider and approve quarterly and annual financial statements.
- Approve the risk management plan and acknowledge the risk management plan.
- Review and provide opinions on related party transactions between the company and individuals or entities that may have conflicts of interest.
- Provide opinions on the appointment and remuneration of the company's auditors.

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance of Executive Committee

Meeting Executive Committee (times) : 12

| List of Directors | Meeting attendance of Executive Committee | | | Average meeting attendance |
|--|---|---|-----------------------------------|----------------------------|
| | Meeting attendance (times) | / | Meeting attendance rights (times) | |
| 1 Mrs. JULIA W. PETPAISIT (The chairman of the executive committee) | 12 | / | 12 | 12/12 (100.00%) |
| 2 Mr. AMORN KITKRUA (Member of the executive committee) | 11 | / | 12 | 11/12 (91.67%) |
| 3 Ms. YANIDA AREEKUL (Member of the executive committee) | 11 | / | 12 | 11/12 (91.67%) |
| 4 Mr. SOMSAK PRIKBOONCHAN (Member of the executive committee) | 12 | / | 12 | 12/12 (100.00%) |
| Average meeting attendance rate | | | | (95.83%) |

The results of duty performance of Executive Committee

In 2025, the Executive Committee performed its duties as stipulated in the Executive Committee Charter, and the results of its performance can be summarized as follows:

- Acknowledge the performance reports of all departments for the past month, including planning and goals for the next month.
- Acknowledge the comparison of actual expenses with the annual budget.
- Acknowledge the progress regarding the objectives for the utilization of capital increase funds (IPO).
- Acknowledge the company's monthly performance compared to the allocated budget.

Meeting attendance of Risk Management Committee

Meeting Risk Management Committee (times) : 1

| List of Directors | Meeting attendance of Risk Management Committee | | | Average meeting attendance |
|--|---|---|-----------------------------------|----------------------------|
| | Meeting attendance (times) | / | Meeting attendance rights (times) | |
| 1 Ms. SUNEERAT WUTTICHINDANON (The chairman of the subcommittee, Independent director) | 1 | / | 1 | 1/1 (100.00%) |

| List of Directors | Meeting attendance of Risk Management Committee | | | Average meeting attendance |
|--|---|---|-----------------------------------|----------------------------|
| | Meeting attendance (times) | / | Meeting attendance rights (times) | |
| 2 Mr. KARN CHUSATAKARN (Member of the subcommittee, Independent director) | 1 | / | 1 | 1/1 (100.00%) |
| 3 Mrs. JULIA W. PETPAISIT (Member of the subcommittee) | 1 | / | 1 | 1/1 (100.00%) |
| 4 Mr. SOMSAK PRIKBOONCHAN (Member of the subcommittee) | 1 | / | 1 | 1/1 (100.00%) |
| Average meeting attendance rate | | | | (100.00%) |

The results of duty performance of Risk Management Committee

In 2025, the Risk Management Committee reviewed the organization's risk management plan and provided recommendations regarding potential risks to ensure that the organization effectively manages risks and reported the operational results to the Audit Committee for acknowledgment. Furthermore, the Risk Management Committee conducted a self-assessment, and the performance evaluation results of the Risk Management Committee received an average score of 90.43 percent, or were rated as excellent.

Meeting attendance of Nomination and Remuneration Committee

Meeting Nomination and Remuneration : 1
Committee (times)

| List of Directors | Meeting attendance of Nomination and Remuneration Committee | | | Average meeting attendance |
|---|---|---|-----------------------------------|----------------------------|
| | Meeting attendance (times) | / | Meeting attendance rights (times) | |
| 1 Mr. KARN CHUSATAKARN (The chairman of the subcommittee, Independent director) | 1 | / | 1 | 1/1 (100.00%) |
| 2 Ms. SUNEERAT WUTTICHINDANON (Member of the subcommittee, Independent director) | 1 | / | 1 | 1/1 (100.00%) |

| List of Directors | Meeting attendance of Nomination and Remuneration Committee | | | Average meeting attendance |
|---|---|---|-----------------------------------|----------------------------|
| | Meeting attendance (times) | / | Meeting attendance rights (times) | |
| 3 Mr. AMORN KITKRUA (Member of the subcommittee) | 1 | / | 1 | 1/1 (100.00%) |
| Average meeting attendance rate | | | | (100.00%) |

The results of duty performance of Nomination and Remuneration Committee

In 2025, the Nomination and Remuneration Committee performed its duties as stipulated in the Nomination and Remuneration Committee Charter. The results of its performance can be summarized as follows:

- Approved the organizational structure improvement.
- Approved the workforce plan for 2025.
- Evaluated the performance (KPI) and determined the remuneration of the Chief Executive Officer.
- Approved the adjustment of company employee salaries for 2025.
- Approved the re-appointment of directors whose terms had expired for another term.
- Approved the remuneration for company directors and sub-committee members for 2025.
- Considered and prepared the self-assessment form for the Nomination and Remuneration Committee.

The Nomination and Remuneration Committee conducted a self-assessment, and the performance evaluation results for the Nomination and Remuneration Committee achieved an average score of 97.74%, or an excellent rating.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

Panelesmatic Solutions Public Company Limited ("the Company") recognizes and emphasizes conducting business under the principles of sustainable development at all organizational levels. This involves considering risks and opportunities for improving work development, the short-term and long-term needs and expectations of all stakeholder groups, and utilizing this information to formulate business strategies based on good corporate governance, in order to create stable and sustainable growth for the Company and achieve balance across economic, social, and environmental dimensions, as follows:

1. The Company establishes an efficient, transparent, and rigorous management system by implementing business ethics, an anti-corruption policy, and standardized internal control and audit processes to build confidence among the Company's stakeholders.
2. The Company prioritizes operations that ensure sustainability in all processes throughout the business value chain, while promoting and supporting stakeholders across the value chain to operate according to sustainable development guidelines to continuously and stably create value and growth for the Company.
3. The Company promotes adherence to human rights principles as recognized and protected by the Constitution of the Kingdom of Thailand, with consideration for human dignity, rights, freedom, equality of individuals, and non-discrimination against individuals based on gender, age, race, religion, skin color, or beliefs.
4. The Company treats employees fairly, considering them a crucial factor in creating value and driving the business. Therefore, the Company must care for the working environment, promote happiness for a good quality of life, and prioritize potential development and training to enhance work skills and provide equal opportunities for career advancement.
5. The Company prioritizes stakeholders by identifying stakeholder groups, their respective needs, and creating comprehensive responses to the needs of all stakeholder groups, including establishing channels for receiving suggestions and complaints from stakeholders.
6. The Company conducts business with fairness, adhering to laws, trade regulations, fair trade competition, and does not seek any benefits derived from unlawful operations.
7. The Company develops products that meet consumer needs, focusing on quality and standardized services to create customer satisfaction. Products are designed to be user-friendly, durable, reusable, and easily recyclable, ensuring consumers receive high-quality, safe-to-use, and environmentally friendly products.
8. The Company promotes participation in community and social development to foster strength and sustainability, by engaging in various activities including education, religion, sports, human resource development, employment promotion, and organizing various community development projects. This includes caring for communities around the factory and all related groups to create a happy coexistence, exchange opinions, and seriously resolve all issues, emphasizing sustainable social development.
9. The Company emphasizes environmental quality management and promotes the prevention and reduction of environmental impacts arising from the Company's operations, such as waste management, greenhouse gas emissions, as well as participating with other sectors of society in organizing activities to preserve and improve environmental quality.
10. The Company emphasizes and promotes the efficient use of resources and energy, as well as establishing guidelines and methods for reducing resource and energy consumption.
11. The Company develops and promotes innovation, both in products and work processes, and supports collaborative innovation with the Company's stakeholders to create value for the Company, as well as for society and the environment.

- 12. The Company prioritizes comprehensive risk management in all work processes, establishing guidelines for continuous risk management and monitoring to increase opportunities and reduce losses in business operations.
- 13. The Company cooperates and coordinates with communities, various government organizations, business partners, and external agencies interested in sustainable development approaches, to serve as a good example.

Reference link for sustainability policy : https://www.panelesmatic.com/wp-content/uploads/2024/12/17.-PANEL_%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%88%E0%B8%B1%E0%B8%94%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B9%80%E0%B8%9E%E0%B8%B7%E0%B9%88%E0%B8%AD%E0%B8%84%E0%B8%A7%E0%B8%B2%E0%B8%A1%E0%B8%A2%E0%B8%B1%E0%B9%88%E0%B8%87%E0%B8%A2%E0%B8%B7%E0%B8%99-ESG-%E0%B9%81%E0%B8%A5%E0%B8%B0%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%9A%E0%B8%A3%E0%B8%B4%E0%B8%AB%E0%B8%B2%E0%B8%A3%E0%B8%88%E0%B8%B1%E0%B8%94%E0%B8%81%E0%B8

Page number of the reference link : 1-2

Sustainability management goals

Does the company set sustainability management goals : No

Information on review of policy and/or goals of sustainable management over the past year

Review of policy and/or goals of sustainable management over the past year

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

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

Information on impacts on stakeholder management in business value chain

Business value chain

1. Procurement of Raw Materials and Products

- The Company prioritizes efficient, transparent, and quality procurement processes, focusing on sourcing high-quality suppliers to obtain quality and valuable products. Additionally, the Company has built long-term relationships with suppliers for sustainable mutual growth.
- Multiple suppliers of materials and equipment are sought to reduce the risk of reliance on a single supplier.
- Manage the quantity of materials and equipment used in production to align with the production plan.

2. Production

- The Company emphasizes the production process from product design and development to meet customer needs in terms of materials, size, and price, as well as quality control to ensure high-quality and standard products. Utilizing a made-to-order approach allows for efficient production and reduces the risk of damage from product storage.
- The Company designs solutions, overall operational frameworks, including production processes and steps, enabling efficient and cost-effective use of materials and equipment in production.

3. Storage and Delivery of Goods

- The Company stores products in its warehouses, which are suitable locations that do not affect product quality.
- Post-production quality testing is conducted, and products must conform to the project plan. Once the results are perfect, the delivery process will commence.
- Delivery of goods is managed according to schedule.

4. Sales and Services

- The Company places great importance on customer engagement and service. When new construction projects arise, the sales team will propose designs and recommend products that meet market demand, thereby satisfying customer needs and creating customer satisfaction.

5. Product Delivery

- The Company will schedule delivery dates by appointment with customers, allowing customers to specify their preferred delivery date.
- The Company offers fast installation services with pre-planned installation procedures.

6. After-Sales Service

- The Company prioritizes customer satisfaction by regularly conducting customer feedback surveys and handling complaints, and provides channels for customers to offer suggestions to further improve operational efficiency.
- The Company provides a warranty for its work or continuous service for a certain period, depending on the System Maintenance Service Agreement ("MA"), which specifies the warranty or service period as previously agreed with the respective organization, including monitoring usage to ensure it meets objectives. Customers may also engage additional services later.
- The Company has a technical team providing services through various channels, enabling customers to promptly report usage issues or request technical assistance.

Business value chain diagram

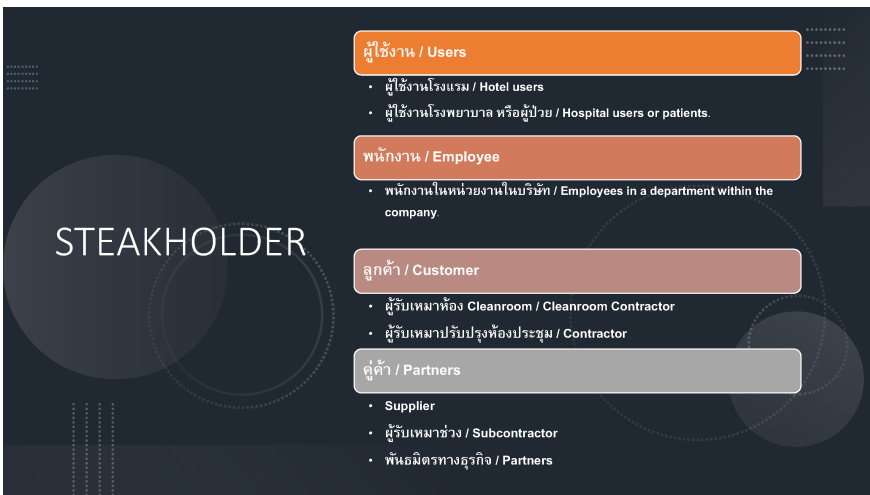
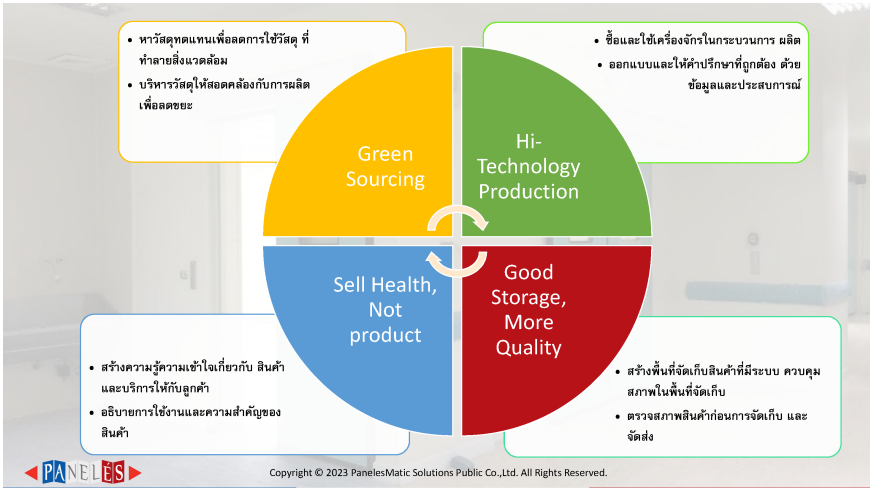




INTELLIGENCE FOR WELLNESS

สินค้าและบริการที่สามารถเสริมสร้างความเป็นอยู่ที่ดีขึ้นแก่ลูกค้าหรือผู้ใช้งาน ทั้งในด้านความปลอดภัย และสุขภาพด้วยการส่งต่อความรู้และข้อมูลที่เหมาะสมสำหรับสินค้าประเภทนั้น ๆ

Products and services that enhance the well-being of customers or users, in terms of both safety and health, by providing appropriate knowledge and information about those specific products.



Initiative's Title : อบรมเพื่อเพิ่มความเข้าใจถึงคุณค่าในงาน

| Input | Activity | Output | Outcome | Impact |
|--|--|--|---------------------------------------|---------------------------------------|
| พนักงาน | 1. กำหนดหัวข้อในการพัฒนาความรู้ | พนักงานเข้าอบรมเรื่องคุณค่า และมีความเข้าใจ สามารถนำไปพัฒนาการทำงานได้ | พนักงานมีประสิทธิภาพในการทำงานมากขึ้น | - ความพึงพอใจต่อลูกค้า |
| ศูนย์รวมลูกค้าแม่เหล็ก | 2. ออกแบบวิธีพัฒนาความรู้และอบรม | | | - เพิ่มผลประกอบการให้กับบริษัท |
| ระบบเทคโนโลยีสารสนเทศ | 3. สื่อสารโดยผู้เกี่ยวข้องจากลูกค้าและบริษัท | | | |
| ผลความผูกพันกับสินค้าและบริการของพนักงาน | 4. ทดสอบความเข้าใจก่อนเริ่มอบรม | | | |
| | ตัวชี้วัด | ระดับความรู้ ความเข้าใจต่อผู้ประกอบการ | ผลงานค่าจ้างของพนักงาน | |
| | | สัดส่วนของพนักงานที่เข้าอบรม | | ผลงานของพนักงานขายและพนักงานบริการขาย |
| | เป้าหมาย | 50% | ปี 2568 + 10% | ปี 2568 ความพึงพอใจ มากกว่า 80% |
| | | 70% | ปี 2568 + 30% | ปี 2569 ความพึงพอใจ มากกว่า 90% |
| | | 95% | ปี 2568 + 50% | ปี 2570 ความพึงพอใจ มากกว่า 95% |
| Participants : พนักงาน ลูกค้า คู่แข่ง พันธมิตรภายนอก | Participants : พนักงาน ลูกค้า คู่แข่ง พันธมิตรภายนอก | Participants : พนักงาน ลูกค้า | Participants : พนักงาน | |
| | | Beneficiaries : พนักงาน | Beneficiaries : ลูกค้า พนักงาน | Beneficiaries : ลูกค้า |

Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

| Group of stakeholders | Stakeholders expectations | Responses to stakeholder expectations | Channels for engagement and communication |
|---|--|---|--|
| Internal stakeholders | | | |
| <ul style="list-style-type: none"> Employees | <ul style="list-style-type: none"> Treat all employees fairly and equally. Appropriate compensation, rights, welfare, and benefits are provided. Provide knowledge and understanding of work, conduct regular training to enhance knowledge, and promote continuous development of employee potential. Treat employees based | <ul style="list-style-type: none"> Provide fair and appropriate compensation based on each employee's knowledge, abilities, responsibilities, and performance. Support continuous professional development and ensure the quality of employees' work-life is comparable to leading companies. Appointments, transfers, rewards, and disciplinary actions for employees must be conducted with fairness, integrity, and based on their knowledge, abilities, suitability, and their actions or conduct. Treat employees with fairness and prioritize | <ul style="list-style-type: none"> Internal Meeting Complaint Reception Training / Seminar Others <ul style="list-style-type: none"> Employee participation activities |

| Group of stakeholders | Stakeholders expectations | Responses to stakeholder expectations | Channels for engagement and communication |
|-----------------------|---|--|---|
| | <p>on human rights principles.</p> <ul style="list-style-type: none"> • Adhere to labor ethics. • Ensure prevention and safety during operations. • Job security. • Opportunities for career advancement. • Work-life balance for employees. | <p>the development and transfer of knowledge and skills among employees, providing equal and consistent opportunities.</p> <ul style="list-style-type: none"> • Maintain a working environment that ensures the safety of employees' lives, physical health, and property at all times. • Manage operations by avoiding unfair practices, treating all employees equally, and refraining from discrimination based on origin, race, gender, age, skin color, religion, disability, status, lineage, educational institution, or any other status not directly related to job performance. • Provide channels for complaints in cases of workplace unfairness. • Listen to feedback and suggestions from employees at all levels equally and impartially. • Promote employees' understanding of ethics and their roles and responsibilities to encourage widespread ethical conduct. • Encourage employees to participate in setting work directions, including resolving | |

| Group of stakeholders | Stakeholders expectations | Responses to stakeholder expectations | Channels for engagement and communication |
|------------------------------|---------------------------|--|---|
| | | <p>issues within their departments and the company as a whole.</p> <ul style="list-style-type: none"> • Strictly adhere to labor laws and all relevant regulations. | |
| <u>External stakeholders</u> | | | |

| Group of stakeholders | Stakeholders expectations | Responses to stakeholder expectations | Channels for engagement and communication |
|--|---|---|--|
| <ul style="list-style-type: none"> • Investors or investment institutions • Shareholders | <ul style="list-style-type: none"> • Good and consistent operational performance • Good corporate governance • The company is stable, growing continuously and sustainably • Comprehensive risk management • Transparency in operations • Dividend payments to shareholders Generating good returns for shareholders within acceptable risk • Treating shareholders equally to protect investors' interests | <ul style="list-style-type: none"> • Implement comprehensive risk management in all aspects. • Perform duties with honesty, integrity, transparency, and fairness to ensure that all decisions and actions consider the best interests of all stakeholders. • Perform duties professionally with knowledge, expertise, dedication, and due diligence, as well as apply knowledge and skills to manage the company to the fullest extent. • Report the organization's status regularly, completely, and truthfully, publish reports, and provide transparent information. • Do not seek personal gain or benefit for related parties by using any undisclosed information of the organization. • Hold shareholder meetings and pay dividends regularly. • Strive to achieve maximum investor satisfaction. • Treat investors equally to protect their interests. | <ul style="list-style-type: none"> • Annual General Meeting (AGM) • Others <ul style="list-style-type: none"> • Opportunity Day • Annual Report |

| Group of stakeholders | Stakeholders expectations | Responses to stakeholder expectations | Channels for engagement and communication |
|---|---|--|---|
| <ul style="list-style-type: none"> • Customers | <ul style="list-style-type: none"> • Products and services can meet needs optimally, are of high quality, and meet standards. • Products that are socially and environmentally responsible. • Fair and reasonable pricing. • Strictly adhere to terms and agreements with customers. • Provide excellent service, respond quickly to customers, and offer full assistance. • Provide after-sales service. • Maintain good and sustainable relationships with customers and protect customer confidentiality. | <ul style="list-style-type: none"> • Produce high-quality products and services, and maintain quality to meet standards at all times. • Disclose complete, accurate, and unbiased information about products and services. • Provide warranty services under appropriate terms and conditions, including compensation for the use of products or services within a specified period, as appropriate for each type of product or service. • Do not deliver products and services to customers despite knowing that such products or services are defective or damaged. • Conduct quality testing of products before delivery to customers. • Establish a system for customers to provide feedback on products and services that can be responded to quickly. • Maintain customer confidentiality and do not use customer information for one's own benefit or the undue benefit of related parties. • Strictly adhere to all terms and conditions | <ul style="list-style-type: none"> • Visit • Online Communication • Complaint Reception • Satisfaction Survey |

| Group of stakeholders | Stakeholders expectations | Responses to stakeholder expectations | Channels for engagement and communication |
|---|---|--|--|
| | | <p>with customers. In cases where conditions cannot be met, customers must be promptly informed in advance to jointly consider solutions.</p> <ul style="list-style-type: none"> • Listen to customer feedback for the development or improvement of products and services. | |
| <ul style="list-style-type: none"> • Suppliers | <ul style="list-style-type: none"> • Maintain collaborative business relationships. • Ensure fair and equitable processes and conditions in collaborative business operations. • Provide mutual support for sustainable joint growth. • Operate with the utmost consideration for the best interests of both the company and its partners. • Place regular product orders. | <ul style="list-style-type: none"> • Conduct business with honesty, ethics, and integrity. • The selection of the organization's business partners will be based on criteria such as good quality products, well-known/reputable brands, and the ability to provide after-sales service or the partner's service capability, in order to respond and provide excellent service to customers. <p>The organization's business partners must possess good business ethics, adhere to fair trade practices, and support the creation of fair competition among partners.</p> <ul style="list-style-type: none"> • Comply with all terms and conditions with business partners and creditors. In cases where compliance is not possible, prompt notification must be given in advance to | <ul style="list-style-type: none"> • Online Communication • Complaint Reception • Satisfaction Survey |

| Group of stakeholders | Stakeholders expectations | Responses to stakeholder expectations | Channels for engagement and communication |
|-----------------------|---------------------------|--|---|
| | | <p>jointly seek solutions and prevent damages.</p> <ul style="list-style-type: none"> • Do not solicit, accept, or offer any illicit benefits in trade with business partners, debtors, or creditors. • Report financial information accurately and completely as per facts. • Provide product replacement or repair in cases of damaged, defective, or lost goods. | |

| Group of stakeholders | Stakeholders expectations | Responses to stakeholder expectations | Channels for engagement and communication |
|---|--|--|---|
| <ul style="list-style-type: none"> • Community | <ul style="list-style-type: none"> • Be responsible towards the community and the environment • Do not cause adverse impacts on the community in all aspects • Listen to the opinions of community members through various channels • Do not emit excessive greenhouse gases • Do not discharge wastewater into the community | <ul style="list-style-type: none"> • Support activities that benefit the public, such as reducing energy and natural resource consumption. • Continuously instill a sense of social and environmental responsibility within the organization and among all levels of employees, refraining from any actions that harm natural resources and the environment. • Do not support any activities that are detrimental to society or good morals, and/or promote vices. • Cooperate and ensure strict compliance with the spirit of the law and relevant regulations. • Operate business prudently, without causing any adverse impact on the community and the environment. | <ul style="list-style-type: none"> • Complaint Reception |

Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability : No
materiality topics

Over the past year, the company has reviewed its :
sustainability materiality topics

Details of organization's material sustainability topics

Information on sustainability report

Corporate sustainability report

Corporate sustainability report : Doesnt Have data

Company sustainability disclosure aligned with standards

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

PanelesMatic Solutions Public Company Limited (the Company) recognizes and sees the importance of effective risk management as a part of good corporate governance. which is an important basis that helps the company Able to achieve success objectives and sustainable growth of the organization By identifying and managing risks appropriately It will help support the company. Making decisions more effectively would also help build confidence in achieving goals under changes in the business environment. and prevent losses that may occur from various uncertainties in this regard, the company's risk management policy and risk management plan It has been reviewed and approved in accordance with the resolution of the Board of Directors' Meeting No. 1/2025 dated February 19, 2025, effective from that date. The Company has established a risk management policy as follows.

- 1) Establish that risk management is the responsibility of employees at all levels to be aware of the risks inherent in their work in their departments and the organization. By giving importance to various aspects of risk management, they are managed under systematic internal controls. to be at a sufficient and appropriate level
- 2) To have an organizational risk management process that meets good standards according to international practices. to achieve management Efficiently manage risks that may affect the company's operations. Risk management has been developed and implemented throughout the organization in the same direction. By using the risk management system as part of decision making. Strategic planning, plans and operations of the company Including focusing on achieving the stated objectives, goals, vision, mission and strategies. To create operational excellence and build confidence among those involved.
- 3) Guidelines for preventing and mitigating risks from the company's operations are established. To avoid damage or loss that may occur. Including regular monitoring and evaluation of risk management results.

Information on ESG risk factors management standards

ESG risk factors management standards

- Standards on ESG risk management : Yes
- Standards on ESG risk management : COSO - Enterprise risk management framework (ERM)

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 Risks to the company's business operations.

- Related risk factors : Strategic Risk
- Volatility in the industry in which the company operates
 - Reliance on large partners / distributors or

- few
- partners / distributors
- Other : -

ESG risk factors : Yes

Risk characteristics

- 1) Risk from dependence on large suppliers;
- 2) Business risks arising from sales growth;
- 3) Risk of delays in construction projects.

Risk-related consequences

- 1) Risk from dependence on major suppliers: The company purchases 62.94% of its total orders from Manusa Door Systems, SLU (MANUSA) from Spain, and is the only company in Thailand with a distributor appointment letter from MANUSA. If MANUSA ceases production or delivery, it will impact the business and operating results, particularly for products in the healthcare sector.
- 2) Risk to business operations from sales growth: Currently, the company is utilizing its factory space and production capacity at full efficiency. This creates a risk of being unable to accept new orders from customers due to insufficient production capacity to meet future demand.
- 3) Risk from construction project delays: If construction sites are delayed, the company may be unable to deliver goods because placing products on site could damage them. In the event of a large backlog of goods, the company faces risks in terms of warehousing costs and lost production and delivery opportunities for other customers.

Risk management measures

- 1) To mitigate the risk of dependence on large suppliers, the company has reduced its reliance on imported finished goods by increasing the import of raw materials for in-house production in some projects. This is while maintaining the quality standards of its products and fostering a strong relationship with MANUSA through excellent service practices and a positive reputation. Therefore, the likelihood of distributor termination is relatively low.
- 2) To address the risk of business disruption due to current sales growth, the company has planned to relocate its factory to increase production capacity. The new factory will have more than double the usable space and will utilize automated machinery.
- 3) To mitigate the risk of construction project delays, the company has implemented an efficient production and delivery plan, closely monitoring construction progress. If delays are detected, production plans are adjusted to target other customers. Furthermore, the company consistently collects advance payments, thus minimizing the impact on cash flow.

Risk 2 Management Risks

Related risk factors :

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Other : -

ESG risk factors : Yes

Risk characteristics

- 1) Risk of reliance on management and personnel with business expertise;
- 2) Risk of reliance on skilled labor;
- 3) Risk of having a major shareholder holding more than 25% of the shares.

Risk-related consequences

- 1) Risk from reliance on experienced business executives and personnel: Ms. Julia W. Petpaisit, Chief Executive Officer, and Mr. Amorn Kitkrua, Managing Director, are renowned and respected executives in the door and wall industry. They

set the policies, direction, and business operations of the company and are therefore crucial to the company's growth and success. Their inability to perform their duties would negatively impact the company's management and performance.

2) Risk from reliance on skilled labor: Producing high-quality products requires skilled labor. The company employs experienced and specialized staff in each production area. A lack of skilled personnel would affect product manufacturing.

3) Risk from having a major shareholder holding more than 25% of the shares: Following the public offering, Ms. Julia W. Petpaisit's group will hold 40.88% of the shares. This shareholding gives them significant voting power, potentially leading to disapproval of agenda items requiring special resolutions or a three-quarters majority vote.

Risk management measures

1) Due to reliance on experienced executives and business personnel, the company has developed its workforce to enhance its capabilities, recruited talented individuals, provided training, and implemented a succession plan to ensure the continuous and sustainable operation and expansion of its business.

2) To mitigate the risk of over-reliance on skilled labor, the company has planned employee training, offered incentives and benefits, and developed a workforce plan to meet its human resource needs and reduce labor shortages. Furthermore, there are plans to increase the use of automation to lessen reliance on manual labor.

3) Given the significant stake held by one major shareholder (over 25%), other shareholders face the risk of being unable to garner sufficient votes to counter and scrutinize proposals made by the major shareholder at meetings. However, the company has implemented measures to manage related party transactions, has a board of directors, an audit committee, and independent directors to ensure transparency, checks and balances, and efficient management.

Risk 3 Financial Risk

Related risk factors :

Financial Risk

- Default on payment or exchange of goods
- Fluctuation in exchange rates, interest rates, or the inflation rate

ESG risk factors : No

Risk characteristics

- 1) Risk of default by trade debtors;
- 2) Risk of fluctuations in foreign exchange rates.

Risk-related consequences

1) Risk of default by trade debtors: The company provides credit terms of 30 to 45 days to most customers. Therefore, the company may be exposed to risk of default.

2) Risk of foreign exchange fluctuations: The company imports goods and parts from abroad in Euros and US Dollars, accounting for 99.75% of the total order value. Meanwhile, revenue from sales and services of goods manufactured in Thailand and exported abroad is in US Dollars, accounting for 42.33% of sales and service revenue. Therefore, fluctuations in exchange rates could affect the company's performance.

Risk management measures

1) Risk of default by trade receivables: The company has criteria for determining credit limits and terms, which take into account past payment history and order volume. Furthermore, the company collects payments in advance and the remaining balance in agreed-upon installments. The company also closely monitors customer payments and has a policy for setting aside provisions for expected credit losses, based on the age of receivables and the company's past debt collection performance.

2) Risk of foreign exchange fluctuations: The company plans to reduce the proportion of imported finished goods and increase domestic production, while closely monitoring foreign exchange rate movements. In addition, the company

prices its products using a cost-plus gross profit margin, allowing it to maintain its performance even with fluctuations in raw material prices.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : No

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

Company's sustainable supply chain management : No
policy and guidelines

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management : No
plan

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening : No
criteria with new suppliers?

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : Yes

Reference link to supplier code of conduct : https://www.panelesmatic.com/wp-content/uploads/2024/12/2.-PANEL_%E0%B8%88%E0%B8%A3%E0%B8%A3%E0%B8%A2%E0%B8%B2%E0%B8%9A%E0%B8%A3%E0%B8%A3%E0%B8%93%E0%B8%98%E0%B8%B8%E0%B8%A3%E0%B8%81%E0%B8%B4%E0%B8%88-Code-of-Conduct_signed.pdf

Page number of the reference link : 4

Information on key suppliers acknowledging compliance with the supplier code of conduct

Key suppliers acknowledging compliance with the supplier code of conduct

Does the company require key suppliers to : No
acknowledge compliance with the supplier code of

conduct?

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Company's research and development (R&D) policy : No

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

| | 2023 | 2024 | 2025 |
|--|------|------|------|
| Research and development (R&D) expenses over the past 3 years (Million Baht) | 0.00 | 0.00 | 0.00 |

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

The Company is the sole company appointed to receive Letter of Appointment of Distributor for products from Manusa Door Systems, S.L.U. (MANUSA) from Spain, whose products are Operating Room Door System, European Standard PrEN 1605 AIR PERMEABILITY CLASS 6 (EN 12426). The product has achieved the standard for air permeability testing at Class 6 (lowest leakage). Consequently, the company does not incur research and development costs for the aforementioned product.

Information on organizations innovation culture development and promotion process

Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's : No
innovation culture

Information on innovation development benefits and research and development (R&D) expenses

Benefits of innovation development

Financial benefits

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

Non-financial benefits

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

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