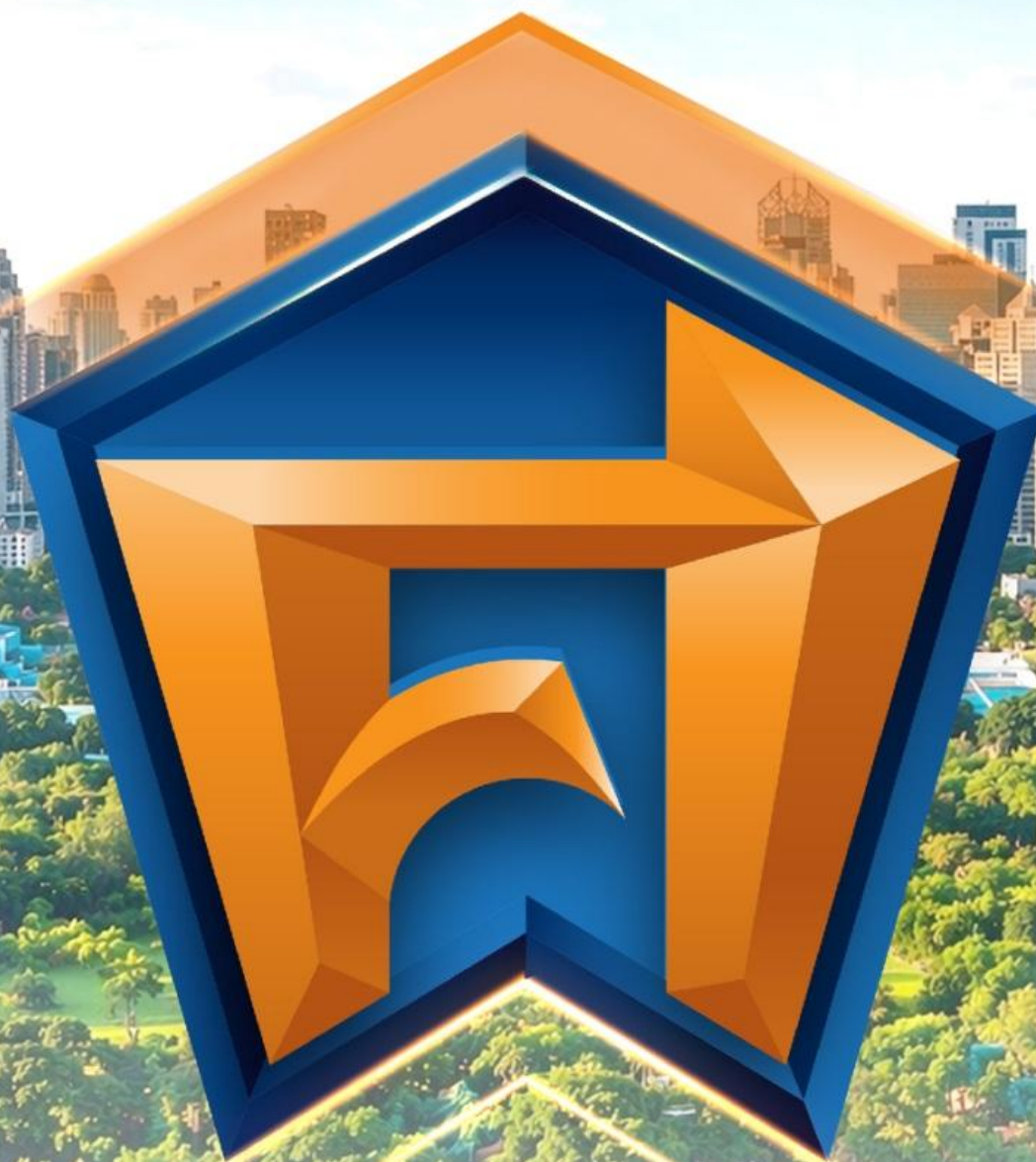


SRISAWAD CORPORATION PUBLIC COMPANY LIMITED

Sustainability Report 2025



Sustainable Finance for Well-being



2025 SUSTAINABILITY PERFORMANCE OVERVIEW

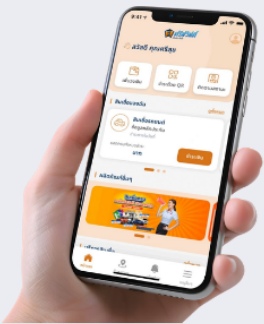
Data as of December 31, 2025.

Economic Dimension



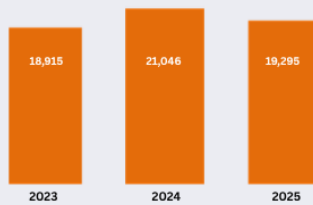
All branches
5,806
branch
Covers all areas.

In 2025, a certain number of Srisawat applications were registered.



366,681
Users

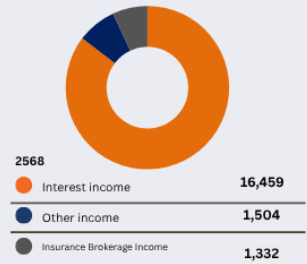
Total Operating Income
(million baht)



Net profit and profit before financial expenses and income tax.
(million baht)



Total revenue breakdown
(million baht)



Total liabilities, Total assets and Shareholders' equity
(million baht)



Social Dimension

Employee engagement

82%

Number of employees

Total number of employees **11,369** persons

4,889 persons

6,480 persons

The proportion of employees and managers who have received training to develop their potential.

100%

Complaints regarding human rights.

0

Project satisfaction; financial literacy.

90%

Environmental Dimension

Total greenhouse gas emissions

304,353
TonCO₂e

Results of carbon footprint management.

Scope 1

290,813

TonCO₂e

Scope 3

277

TonCO₂e

Scope 2

13,263

TonCO₂e

Fuel Emission Concentration Equilibrium Emissions (FTE)

26.77

TonCO₂e/person

Note: The company uses an office carbon footprint calculation program developed by the Thailand Greenhouse Gas Management Organization (Public Organization). In 2025, the scope of data collection was expanded to include the head office and 1,000 pilot branches, to cover reports from the head office, branches, and subsidiaries to demonstrate continuous improvements in work processes across the entire organization.



AWARDS & RECOGNITION

Fitch
Ratings
A-(THA)

Fitch Ratings (Thailand) has assigned Thailand's Srisawad Corporation Public Company Limited (SAWAD) a National Long-Term Rating of 'A-(tha)'



The company received Thai Private Sector Collective Action Against Corruption Certification



The company received "Excellent" CG Scoring for 2025 from the Institute of Directors Association



The company received The 2025 SET ESG RATING with "AA" scores. Ranking for listed companies that have sustainable business operations.



The company received Sustainability Disclosure Acknowledgement 2025 from Thaipat Institute.



The company received the SIF Award 2025 for the "Sri Sawad Financial Mentor to the Community" project.



The company received The Better World Corporate Awards: Leading of ESG จาก Future Trends Awards

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Vision

To become a leader of financial convenience store in Thailand

Mission

To provide prompt financial services

covering all areas in demand, with appropriate risk management and continued

quality development for employees to gear up for sustainable growth



Message from CEO

In 2025, the global economy continued to face challenges arising from geopolitical changes, as well as the increasingly severe impacts of climate change. These factors have compelled governments and businesses worldwide to accelerate the enhancement of environmental and social measures, regulations, and policies in order to align with the evolving context of sustainable development. The Company fully recognizes that conducting business in today's environment is no longer solely focused on economic growth, but must also place concrete emphasis on balancing Environmental, Social, and Governance (ESG) considerations. This concept has been embedded and cultivated throughout every operational process of the organization, ranging from strategic planning and product development to customer service delivery, under the business principle of “Srisawad Ngern Sod Tun Jai, Confidence, Accuracy, Transparency in Compliance with the Law, Growing Together with Thai Society.”

On the environmental aspect, the Company has driven more intensive climate policies. As Thailand has elevated its climate targets through the newly revised Nationally Determined Contribution (NDC), accelerating the Net Zero target for internal operations from 2065 forward to 2050. The Company focuses on raising employee awareness regarding the carbon footprint generated by business activities, collaboratively mitigating impacts through various measures. These include utilizing technology and digital platforms for document transmission to reduce paper consumption, selecting eco-friendly office equipment, and moving forward with expanding the scope of greenhouse gas data collection to ensure readiness for the Climate Change Act expected to be enacted in the near future. Additionally, investments have been made in clean energy, such as the Solar Rooftop installation pilot project on the roofs of Srisawad Ngern Sod Tan Jai branches, which has already been implemented in over 10 branches.

On the social aspect, the Company continues to pursue its goal of enhancing the economic well-being of the public by increasing access to formal financial services for communities in remote areas and underserved customer groups through the expansion of 5,806 “Srisawad Ngern Sod Tan Jai” branches nationwide.



At the same time, the Company places importance on strengthening financial discipline and promoting financial literacy to enable customers to effectively plan and manage their finances through various initiatives, including the “Srisawad Financial Mentor” program, educational articles, and easily accessible financial planning tools. In addition to creating value for external communities, the Company also places great importance on its employees, as we believe that employees are the heart of the organization, and that a strong organization begins with “happy employees.” Therefore, the Company emphasizes the development of employees’ skills and capabilities alongside fostering a working environment that supports work-life balance.

On the governance and economic aspect, the Company operates in accordance with good corporate governance principles, places importance on transparency in business operations, and promotes an ethical corporate culture. The Company also plays a role in strengthening a transparent business ecosystem through its membership in Thailand’s Private Sector Collective Action Against Corruption (CAC). In addition, the Company encourages its business partners to recognize and oppose corruption in all forms.

The Company remains committed to conducting business for sustainable growth for the benefit of shareholders, customers, and all stakeholder groups by operating responsibly and growing alongside Thai society in a sustainable manner. On behalf of the management team and all employees, we would like to sincerely thank you for your continued trust and confidence in the Company.

Mr. Chatchai Kaewbootta
Chief Executive Director

About the Sustainability Report

Srisawad Corporation Public Company Limited publishes its annual Sustainability Performance Report every year as one of its communication channels to inform stakeholders of its sustainability performance, covering economic, social, environmental, and governance dimensions. The report is prepared in accordance with the Global Reporting Initiative (GRI Standards) framework, identifying organizational disclosure content, management approaches for material sustainability topics, and significant performance indicators for the year 2025, linking the Company's operations to the Sustainable Development Goals 2030 (SDGs 2030). The reporting boundary covers operations at the head office and branches of Srisawad Corporation Public Company Limited.

Disclosure Level

In accordance with the Core option of the Global Reporting Initiative (GRI) and SDGs.

Reporting Period

1 January 2025 – 31 December 2025

Reporting Cycle

Annual

Report Quality Assurance

The financial data presented in this report is drawn from the same accounting system used to prepare the financial statements and financial information disclosed in the 2025 Annual Report of Srisawad Corporation Public Company Limited and its subsidiaries, which have been audited by a certified public accountant. Other content and non-financial information presented in this report has not yet been assured by an external third party.

For further information or inquiries, please contact

Sustainable Development Unit

Srisawad Corporation Public Company Limited

99/392 Srisawad Building, Floors 4 and 6, Soi Chaengwattana 10 Yaek 3, Chaengwattana Road, Thung Song

Hong Sub-district, Lak Si District, Bangkok 10210

E-mail : investor_sd@srisawadpower.com

Telephone : 0-2693-5555

Facsimile : 0-2573-1565





Membership in Associations and Networks

- 1) Thai Institute of Directors Association
- 2) Thai Company Secretary Club ,Thai Listed Companies Association
- 3) Sustainability Disclosure Community (SDC)
- 4) Member of the Care the Bear
- 5) Member of the Care the whale
- 6) Member of the Carbon Markets Club

General Information



Company Name

Srisawad Corporation Public Company

Registration Number

0107556000400



Industry

Financials



Sector

Finance & Securities



Market

SET



Website

www.sawad.co.th



Telephone

0-2693-5555



Facsimile

0-2573-1565



Summary of Financial Information

(Million Baht)

| Fiscal year ending December 31 | 2025 | 2024 | 2023 |
|---|---------------|---------------|---------------|
| Financial Position | | | |
| Loans to customers and accrued interest receivables | 92,850.29 | 93,868.13 | 97,108.64 |
| Non-performing loans | 3,602.17 | 3,337.19 | 3,289.92 |
| Allowance for expected credit losses/allowance for doubtful debts | (2,114.02) | (2,234.70) | (1,830.04) |
| Total assets | 107,674.18 | 107,909.14 | 111,464.66 |
| Deposits and loans | 14,392.28 | 16,931.89 | 30,866.55 |
| Senior bonds | 47,465.87 | 50,587.71 | 43,640.96 |
| Total liabilities | 66,915.22 | 71,606.66 | 80,268.03 |
| Shareholders' equity | 40,758.96 | 36,302.48 | 31,196.63 |
| Issued and paid-up capital | 1,661.51 | 1,510.46 | 1,373.15 |
| Number of shares (shares) | 1,661,506,929 | 1,510,464,313 | 1,373,152,393 |
| Operating performance | | | |
| Interest income | 16,459.41 | 18,027.11 | 15,743.71 |
| Other income | 2,836.06 | 3,019.37 | 3,170.82 |
| Total operating income | 19,295.47 | 21,046.48 | 18,914.53 |
| Total operating expenses | 9,812.16 | 11,234.61 | 10,045.03 |
| Profit before financial expenses and income tax | 9,483.31 | 9,811.87 | 8,869.50 |
| Net profit | 5,270.72 | 5,245.66 | 5,254.14 |
| Financial ratios | | | |
| Net profit margin to total revenue | 27.32 | 24.92 | 27.78 |
| Return on equity | 24.61 | 29.07 | 29.47 |
| Return on assets | 8.80 | 8.95 | 9.80 |
| Book value per share | 24.53 | 24.03 | 22.72 |
| Earnings per share | 3.02 | 3.34 | 3.64 |





About SAWAD

The Company's business was founded by the Kaewbutta family to provide vehicle title loan services to customers in Phetchabun Province. The business subsequently expanded to serve customers with significant unmet demand for financial services who lacked access to banks and financial institutions, through the opening of additional branches in various provinces. The Company and its subsidiaries provide lending services in the form of vehicle title loans and housing loans under the service mark and trade name "Srisawad Ngern Sod Tun Jai" with key strengths in convenient and fast service delivery. Operations are conducted through a total of 5,806 branches (as of 31 December 2025), with a one-stop credit approval process and close customer engagement, serving general retail customers across various regions including Bangkok, the Greater Bangkok Metropolitan Area, and provinces in all regions of the country.

Group Structure





Policy and business overview

SAWAD Group operates secured loan services for retail customers under the service mark “Srisawad Ngerm Sod Than Jai”, hire purchase loans for new motorcycles, personal loans, nano finance loans, debt collection, and NPL purchases from financial institutions for asset management. The Company’s secured loans for retail customers are classified by types of loans and collateral.

The Company's Business Objectives

The Company aims to elevate its financial operations through Responsible Lending practices, contributing to efforts to resolve household debt, elevating the public's quality of life, and delivering excellent service standards. The Company upholds human rights, safeguards customers' interests, and offers products tailored to their needs while strictly considering their debt repayment capacity. Furthermore, the Company seeks to expand its branch network to ensure comprehensive coverage nationwide, with the goal of building financial stability for the general public. This aligns with the Company's core purpose of delivering financial opportunities to Thai society in an inclusive and sustainable manner.

Business targets in next three to five years

To expand financial services covering all sub-districts across Thailand; to expand financial services to ASEAN with more new choices of financial products to match particular economic conditions and demand for financing in each country, under cautious risk assessment; and to expand NPL management services as well as debt collection services.

Significant changes and developments in the past

Year 2025



- Increased registered capital from 1,573.41 million baht to 1,730.77 million baht by issuing 157.36 million common shares with a par value of 1 baht each. This capital increase was intended to support the stock dividend payment of 151.05 million common shares and 6.32 million shares, to reserve for the right to exercise of SAWAD-W2
- Srisawad Capital 1969 Public Company Limited, a subsidiary of the company, increased its capital investment in Sawad Rung Reung Finance (Cambodia) Co., Ltd. proportionally from USD 4.25 million to USD 5.25 million.
- Srisawad Asset Solutions Co., Ltd. (the Company’s subsidiary) increased its capital investment in Srisawad Property Solutions Co., Ltd. from 1 million baht to 100 million baht.
- The Company purchased 800,000 ordinary shares of Srisawad Asset Solutions Co., Ltd. from shareholder and Directors, at the price of 111.33 baht per share. This made the Company’s proportion in Srisawad Asset Solutions changed from 89.33% to 99.99%





- From the last exercise of SAWAD-W2, 74 units of SAWAD-W2 had been exercised; as a consequence, the paid-up capital increased by 92 baht and SAWAD- W2 expired and was delisted.
- Establishment of 3 subsidiaries for PICO Finance business details as follow:
 1. Srisawad Pico Buriram Co., Ltd.
 2. Srisawad Pico Ubon Ratchathani Co., Ltd.
 - 1 Srisawad Pico Nakorn Ratchasima Co. Ltd.
- Srisawad Asset Solutions Co., Ltd. had established Srisawad Property Solutions Casa Co., Ltd. to engage in the buying and seeling real estate business, and activities related to real estate.

Year 2024



- Increased registered capital from 1,430.38 million baht to 1,573.41 million baht by issuing 143.03 million common shares with a par value of 1 baht each. This capital increase was intended to support the stock dividend payment of 137.32 million common shares and 5.71 million shares, to reserve for the right to exercise of SAWAD-W2.
- Srisawad Capital 1969 Public Company Limited, a subsidiary of the company, increased its capital investment in Sawad Rung Reung Finance (Cambodia) Co., Ltd. proportionally from USD 3.25 million to USD 4.25 million.
- The company restructured its corporate group to enhance operational efficiency and eliminate conflicts of interest. As part of this, Srisawad Asset Solutions Co., Ltd. increased its capital from 0.75 million baht to 750 million baht to facilitate a share exchange with shareholders of S.W.P. Asset Management Co., Ltd. at a ratio of 1 S.W.P. Asset Management share per 1 Srisawad Asset Solutions share. This transaction resulted in Srisawad Asset Solutions Co., Ltd. holding 100% of S.W.P. Asset Management Co., Ltd.
- Established Srisawad Property Solutions Co., Ltd. with an initial capital of 1 million baht. Subsequently, the company was transferred to Srisawad Asset Solutions Co., Ltd. (a subsidiary) as part of the corporate group's internal restructuring.

Year 2023



- The Company had resolved to acquire 4,900,000 ordinary shares of Fast Money Company Limited ("FM") for a total value of 1,499.4 million baht from Government Savings Bank. Then the Company's shareholding proportion in Fast Money Company Limited changed from 49 percent to 98 percent, transforming Fast Money Company Limited from an associate company to a subsidiary of the company
- The Company has restructured within the group to enhance operational efficiency and effectiveness, and to eliminate conflicts of interest. Sri Sawad International Holding Co., Ltd. (a subsidiary of the





company) , sold all of its shares in Sawad Rung Reung Finance (Cambodia) Co. , Ltd. to Srisawad Capital 1969 Public Company Limited.

- Established Srisawad Asset Solution Company Limited, registered capital 750,000 baht , 89.33 % owned by the company, to conduct business investing in other businesses. The Board of Directors of Sri Sawad Corporation Public Company Limited ("the Company") has resolved to approve the establishment of a subsidiary company and the dissolution of the subsidiary company, with the following details:
- Dissolution of 3 subsidiaries of Srisawad International Holding Co., Ltd., details as follow:
 1. Srisawad Pico Yala Co., Ltd.
 2. Srisawad Pico Pattani Co., Ltd.
 3. 3Srisawad Pico Narathiwas Co. Ltd.
- Established Srisawad Asset Solution Company Limited, registered capital 750,000 baht , 89.33 % owned by the company, to conduct business investing in other businesses.

Year 2022



- The Company had unwinded the joint investment transaction in SWP Asset Management Co., Ltd. ("SWP") with Noble Development Public Company Limited, and repurchased SWP's shares then made the Company hold 89% of SWP.
- Srisawad Capital Co., Ltd., one of the Company's subsidiary, invested in Cathay Leasing Co., Ltd. with 100% shareholding for expansion of new motorcycle hire-purchase business.
- The Company resolved to approve Srisawad Finance Plc. ("BFIT") to return its finance business license and discontinue finance business. The Company entered into the Share Swap Transaction by selling 65% shareholding in Srisawad Capital Co., Ltd. ("SCAP") to Srisawad Finance Public Company Limited, and acquisition of new ordinary shares in BFIT (the Company held 81.64% of BFIT's total shares) as a result the Company hold 0% and 72.05% of Srisawad Capital Co., Ltd. and BFIT respectively. Also resolved to approve BFIT plans to consolidate SCAP business with its business through an Entire Business Transfer ("EBT") BFIT changed its name from Srisawad Finance Public Company Limited to Srisawad Capital 1969 Public Company Limited and changed ticker symbol in the Stock Exchange of Thailand from BFIT to SCAP. As at 31 December 2022, Srisawad Capital Company Limited was under dissolution process after entire business transfer to Srisawad Capital 1969 Public Company Limited.
- Srisawad Power 2014 Co., Ltd., one of the Company's subsidiary, invested in NISR Capital Co., Ltd. (later changed its name to Srisawad Power 2022 Co., Ltd.) with 100% shareholding for expansion of Personal loans under supervision of the Bank of Thailand. After started business, Srisawad Power 2022 Co., Ltd. had raised capital fund from Baht 51 million to Baht 500 million.





- Srisawad International Holding Co., Ltd., one of the Company's subsidiary, increased the investment in Srisawad Vietnam LLC from 10% of shareholding to 70% of shareholding for expansion lending business in Vietnam.

Year 2021



- The Company entered into a joint investment transaction with Government Savings Bank ("GSB") in Fast Money Co., Ltd. ("FM"), the Company's wholly owned subsidiary, in order to operate the business of auto title loans for quality and low risk customers, with the interest at the rate of up to 18% per annum, which may be reasonably raised in line with FM's business operation. GSB would subscribe to the newly-issued ordinary shares in FM at not exceeding 1,300,500,000 baht and the value of the purchase of the existing ordinary shares in FM from the Company will not exceed 198,900,000 baht and the value of the newly-issued ordinary shares and the existing ordinary shares is 306 baht per share. The Company will jointly invest in FM whereby the value of subscription to the newly-issued ordinary shares in FM will not exceed Baht 1,300,500,000 and the value of the newly-issued ordinary shares is Baht 306 per share. After the joint investment, GSB will hold no more than 49 % of total shares in FM, and the Company will hold no less than 49% of the total shares in FM. Following the transaction, FM became the Company's associate.
- The Company entered into a joint investment transaction with Noble Development Public Company Limited ("NOBLE") in SWP Asset Management Co., Ltd. ("SWP"), the Company's 85%-owned subsidiary, which operates mainly in the non-performing loan and non-performing asset businesses, with the joint investment value by NOBLE of 300,000,000 baht. After the joint investment, NOBLE holds 20% of the total shares in SWP.
- Srisawad Capital Co., Ltd, the Company's subsidiary, invested in S Leasing Co. Ltd, with the holding of 90% to operate hire purchase loans for new motorcycles; this enables to the Company to resume hired purchase loan services for new motorcycles once again.

The Company decreased and increased the registered capital from 1,428.08 million baht to 1,428.08 million baht by issuing 0.93 million ordinary shares, at a par value of 1 baht, to reserve for the right exercise of SAWAD-W2.

Year 2020



- From the last exercise of SAWAD-W1, 29,834,500 units of SAWAD-W1 had been exercised; as a consequence, the paid-up capital increased by 36,905,142 baht and SAWAD- W1 expired and was delisted.





- Srisawad International Holding Co. , Ltd. established three companies, Srisawad Pico Narathivas Co., Ltd. , Srisawad Pico Yala Co. , Ltd. , and Srisawad Pico Pattani Co. , Ltd. in order to expand to PICO finance business.
- The Company decreased and increased the registered capital from 1,374.66 million baht to 1,428.08 million baht by issuing 54.93 million ordinary shares to reserve for the right exercise of SAWAD-W2.
- The Company issued and offered SAWAD- W2 amounting to 54. 93 million units to existing shareholders.
- The Company founded Srisawad Digital Co., Ltd, with 50 million baht registered capital; the Company held 100% shares in this company in order to expand to digital personal lending business.
The Company increased the investment in Srisawad Capital Co., Ltd to hold 65% shares in order to expand personal loan business under regulatory supervision.

Year 2019



- The Company increased the registered capital from 1,249. 71 million baht to 1,374. 66 million baht by issuing 124.95 million ordinary shares at a par value of 1 baht to support stock dividend payment amounting to 120.48 million shares, and reserve for adjusted exercise ratio of the warrant No. 1 amounting to 4.47 million shares.
- Srisawad International Holding Co. , Ltd. bought the shares of SWP Services Co. , Ltd. back from the partner due to business disagreements.
- Subscribed and oversubscribed the right to purchase new shares of BFIT, which raised the holding in BFIT from 45% to 78% . Subsequently, a tender offer was made for BFIT's shareholders; after the tender offer, the Company's holding in BFIT increased to 82 %.
- Holders of SAWAD- W1 warrants had exercised their rights to purchase ordinary shares amounting to 8,893,749 units; as a consequence, the paid-up capital increased by 11,001,563 baht.
Srisawad International Holding Co., Ltd. disposed its investment in Srisawad Vietnam LLC from 100% to 10% to its business partners.

Year 2018



- The Company decreased and increased registered capital from 1,130 million baht to 1,192.72 million baht by issuing 62.77 million ordinary shares at a par value of 1 baht, to support stock dividend payment amounting to 60.41 million shares, and reserve for adjusted exercise ratio of Warrant No. 1 amounting 2.36 million shares.
- The Company increased capital in the its subsidiaries and associates as follows:





1. Increased the capital in Srisawad International Holding Co., Ltd. from 10 million baht to 300 million baht.

2. Increased the capital in Fast Money Co., Ltd. from 50 million baht to 150 million baht.

3. SWP Services Co., Ltd. (the subsidiary of Srisawad International Holding or "SIH") increased the capital from 15 million baht to 300 million baht. SIH exercised its right for 210 million baht or 75% of the registered capital, with the rest 25% of the registered capital sold to Win Lily Pte. Ltd to benefit or facilitate the business in Myanmar.

- The office was relocated from the Ninth Grand Rama 9 Tower to Srisawad Building, Cheang Wattana Road.
- Proceeded with a registration of business dissolution of United Coastal Co., Ltd. (i.e., a subsidiary of SIH).
- The Company decreased and increased the registered capital from 1,192.72 million baht to 1,249.71 million baht by issuing 57 million ordinary shares at a par value of 1 baht to be allocated and offered on a private placement basis, i.e., Cathay Financial Holding Co., Ltd. or its associates at the offered price of 45 baht per share, worth a total of 2,565 million baht.

The Company founded P Lending Co., Ltd, with the registered capital of 5 million baht, with the Company holding 75% of total shares and the rest 25% being held by strategic partners, to establish a lending business platform.



Year 2017

- The Company invested in Bangkok First Investment & Trust Plc. (later renamed Srisawad Finance Plc.) through the Company's agent and tender offer for 36.35% of the paid up capital.
- The Company decreased and increased registered capital from 1,086.5 million baht to 1,130 million baht by issuing 43.5 million shares at a par value of 1 baht, to support stock dividend payment amounting to 41.8 million shares, and reserve for adjusted exercise ratio of Warrant No. 1 amounting to 1.6 million shares.
- The Company raised fund in Srisawad Power 2014 Co., Ltd. from 1 million baht to 2,000 million baht and transferred partial business and branches to Srisawad Power 2010 Co., Ltd. Srisawad Power 2014 Co., Ltd. started to provide loans, loan management services and debt collection services.
- The Company transformed the Company's business from lending business to holding business and changed the Company's name to "Srisawad Corporation Plc." in preparation to found a financial group..
- The Company restructured business among the Company's group by segregating between lending transaction types and transactions sizes.





- Srisawad International Holding Co., Ltd. founded Srisawad Leasing Laos Co. , Ltd. with registered capital of 12.08 million baht in order to expand the lending business to Laos.



Year 2016

- The Company decreased and increased capital fund from 1,060 million baht to 1,086.5 million baht by issuing 26.5 million ordinary shares, at a par value of 1 baht, to support stock dividends amounting to 25.5 million shares, and reserve for adjusted exercise ratio of the warrant No. 1 amounting to 1 million shares.
- The Company founded SWP Services Co. Ltd, with the registered capital of 15 million baht, to provide consultancy services to implement and manage the credit-provision process from end to end. After restructuring within the Group, the Company disposed all ordinary shares of SWP Services to Srisawad International Holding Co., Ltd. (the Company's subsidiary).
- The Company established Srisawad Power 2014 Co., Ltd., with registered capital of 1 million baht, to operate debt collection service business.
- United Coastal Co., Ltd. was founded with registered capital of 1 million baht to operate as a holding company overseas.

The Company invested in Bangkok First Investment & Trust Plc. at 9.84% of the paid-up capital. The Company requested for a permission from the Bank of Thailand to hold the shares in the financial institution at exceeding 10% of the total shares and it subsequently received the permission to hold up to 100% shares in BFIT from The Bank of Thailand on December 27, 2016.



Year 2015

- The Company increased registered capital from 1,000 million baht to 1,060 million baht by issuing 60 million ordinary shares at a par value of 1 baht to support stock dividend amounting to 20 million shares; reserve for the first warrant exercise amounting 40 million shares and; and issue the warrant No. 1 (SAWAD-W1) amounting 40 million units allocated to existing shareholders.
- The Company was granted a license for nano finance operation by the Bank of Thailand.
- Srisawad Asset Management raised its registered capital from 25 million baht to 100 million baht and renamed SWP Asset Management Co.,Ltd.
- The Company founded Srisawad International Holding Co. Ltd , with the registered capital of 10 million baht, to operate as a holding company.
- The Company founded Srisawad Vietnam LLC, with the registered capital of 200 million baht, to operate trading service in Vietnam.

Year 2014

- The Company carried out the initial public offering for the total shares of 250,000,000 at a par value at 1 baht and at a share price of 6.90 baht per share. In addition, the Company registered the change of the paid-up capital to 1,000 million baht (1,000,000,000 shares at a par value at 1 baht) with the Business Development Department, Ministry of Commerce on May 2, 2014. Then, the Stock Exchange



of Thailand listed 1,000,000,000 ordinary shares at the par value of 1 baht, with the stock trading started on May 8, 2014.

- The Company founded Srisawad Asset Management Co. Ltd, with the registered capital of 25 million baht to operate debt collection services and purchase distressed assets from financial institutions for management, with an operating license being granted by the Bank of Thailand on July 9, 2014. On September 9, 2014, the Extraordinary Shareholder Meeting No 3/2014 resolved to allow the Company to receive the business transfer from Srisawad Power 1982 Co, Ltd. , its subsidiary. The transaction was completed on September 30, 2014 and Srisawad Power1982 already registered the company's dissolution.

Year 1979-2013



- The Kaewbootta family founded the Company to provide vehicle title loans in Petchabun Province. The business had been expanded to include larger service coverage in other provinces, marking a pioneer of the so-called car-for-cash loan segment..

Details of the products or services

Auto title and home-backed loans

SAWAD Group provides secured loans under the operation of Srisawad Power 2014 Co., Ltd., Srisawad Power 2022 Co., Ltd., Fast Money Co., Ltd. and Srisawad Digital Co., Ltd. in Thailand. In addition, the Company also provides secured loan services in Laos under Srisawad Leasing Laos Co., Ltd. and Srisawad Vietnam LLC. In Vietnam. The offered loans are collateralized by all kinds of vehicles, including personal cars with not exceeding seven seats, personal trucks (pick-up trucks), motorcycles, six-wheel vehicles, ten-wheel vehicles, trailers, vehicles used for agricultural purposes and etc. In addition to vehicles, other types of collateral are also accepted, including houses, land, condominiums.

As of December 31 , 2023 , the Company offered auto title loans and home-backed loans with the total net receivables under loan agreements totaling 62,849 million baht, with over 30% being were home-backed loans.

As of December 31 , 2024 , the Company offered auto title loans and home-backed loans with the total net receivables under loan agreements totaling 61,763 million baht, with over 30% being were home-backed loans.

As of December 31 , 2025 , the Company offered auto title loans and home-backed loans with the total net receivables under loan agreements totaling 66,310 million baht, with over 30% being were home-backed loans.



*Loan value classified by collateral*

| Loans classified by collaterals ¹ | December 31, 2025 | | December 31, 2024 | | December 31, 2023 | |
|--|-------------------|---------------|-------------------|---------------|-------------------|---------------|
| | Million Baht | % | Million Baht | % | Million Baht | % |
| Motorcycles | 13,235.52 | 19.96 | 14,476.84 | 23.44 | 16,016.05 | 25.48 |
| Commercial vehicles | 3,654.61 | 5.51 | 3,686.38 | 5.97 | 3,662.50 | 5.83 |
| Vehicles used for agricultural purposes | 48.50 | 0.07 | 54.14 | 0.09 | 59.83 | 0.10 |
| Four-wheel vehicles | 18,571.63 | 28.01 | 18,913.83 | 30.62 | 19,975.15 | 31.78 |
| Title deeds of houses, land and condominiums | 30,799.66 | 46.45 | 24,631.69 | 39.88 | 23,134.99 | 36.81 |
| Total | 66,309.92 | 100.00 | 61,762.89 | 100.00 | 62,848.51 | 100.00 |

Loan accounts classified by collateral

| Accounts classified by collateral | December 31, 2025 | | December 31, 2024 | | December 31, 2023 | |
|--|-------------------|---------------|-------------------|---------------|-------------------|---------------|
| | Contracts | % | Contracts | % | Contracts | % |
| Motorcycles | 732,427 | 62.82 | 808,223 | 66.54 | 840,849 | 69.58 |
| Commercial vehicles | 69,241 | 5.94 | 63,988 | 5.27 | 49,254 | 4.07 |
| Vehicles used for agricultural purposes | 573 | 0.05 | 614 | 0.05 | 645 | 0.05 |
| Four-wheel vehicles | 208,390 | 17.87 | 211,330 | 17.40 | 207,988 | 17.21 |
| Title deeds of houses, land and condominiums | 155,279 | 13.32 | 130,433 | 10.74 | 109,830 | 9.09 |
| Total | 1,165,910 | 100.00 | 1,214,588 | 100.00 | 1,208,566 | 100.00 |

Non-secured retail loans

SAWAD group provides non- secured retail loans. The service is operated by Srisawad Capital 1969 Plc. and Fast Money Co., Ltd, which are subsidiaries who have been granted licenses to offer these retail loans by the Bank of Thailand, with the following details.

Personal loans under supervision of the Bank of Thailand

Srisawad Capital 1969 Pcl. provides personal loan services under supervision of the Bank of Thailand. Non-secured loans are offered through independent sales teams. The targeted customer groups include those who possess proven financial records but encounter temporary liquidity problems or those who seek a new source of funding. Potential customers are required to be permanent employees with monthly income from 30,000 baht upwards. Customers can make installment payment from 12-60 installments, with the interest rate of not exceeding 25% per annum. During 2022, from the restructuring business within the Group, Srisawad Capital Co., Ltd. had entered business transfer to Srisawad Capital 1969 Pcl., then personal loans under supervision of BOT had transferred to Srisawad Capital 1969 Pcl.

As of December 31, 2025, the Company marked the outstanding net receivables balance of personal loans amounting to 2,369.13 million Baht.

Nano Finance

SAWAD was granted a license by the Bank of Thailand to provide Nano finance loan services and the permission to provide loan through the Nano finance scheme in April 2015. Not being secured by collateral, providing Nano finance loans is riskier than offering secured loans. Hence, the Company offers loans only to





persons who plan to start a new business as a franchisee. To consider approving appropriate lending amount, the Company mainly focuses on the franchiser policy, the permanent venue for the business, the revenue and expense projections in order to minimize the risk. Some existing customers with proven repayment records are also considered. The income earned by this Nano finance loan segment includes interest income, fees for minimum repayments, contract fees, and penalty fees for late repayment.

To consider approving Nano finance loans, SAWAD Group focuses on customers' ability to repay debts, analyzing their general information as well as credit data from National Credit Bureau Co. Ltd. For the lending duration, the Company allows 24 – 36 installment periods. Customers who fail to settle the installment bills for four consecutive months will receive a warning letter from the Company. If the customers still refuse to repay the debts, the Company will proceed with legal action.

As of December 31, 2025, the Company recorded Nano finance loan receivables of 1,765 contracts, with the total receivables valued at 23.76 million baht. The lending durations were between 12-30 installment periods. However, in order to minimize risks, the Company has frozen Nano finance since the beginning of 2020.

Hire purchase loans for new motorcycles

SAWAD Group also offers hire purchase loans for new motorcycles, which is run by S Leasing Co, Ltd. And Cathay Leasing Co., Ltd. the companies under umbrella. Offered to those who wish to purchase new motorcycles, the loans can finance purchases of any brands of motorcycles, with the installment periods of 12–60 months. The financing service can be received through any motorcycle dealers, which are the Company's business partners.

In 2021, the Group invested in S Leasing, which operates hire purchase loans for new motorcycles. This investment had enabled the Company to expand our new motorcycle hire purchase lending market. However, around the middle of the year, the new motorcycle market encountered supply shortage due to manufacturing suspension of motorcycle plants as a result of COVID-19 infections. Therefore, the lending amount in the middle of the year fell. However, the situation began to normalize in the final quarter after the plants resumed their normal manufacturing.

In 2022, the Group invested in Cathay Leasing, which operates hire purchase loans for new motorcycles. This investment had enabled the Company to expand our new motorcycle hire purchase lending market.

During 2023, the business of motorcycle hire-purchase loans began in Cambodia by Sawad Rung Reung Finance (Cambodia) Co., Ltd.

As of December 31, 2023, the hire purchase receivables for new motorcycles amounted to 531,269 contracts and the value of receivables under the hire purchase contracts stood at 31,022 million baht. As of December 31, 2024, the hire purchase receivables for new motorcycles amounted to 604,484 contracts and the value of receivables under the hire purchase contracts stood at 28,146 million baht.

As of December 31, 2025, the hire purchase receivables for new motorcycles amounted to 596,316 contracts and the value of receivables under the hire purchase contracts stood at 22,798 million baht.



| New Motorcycle Hire Purchase | 2025 | 2024 | 2023 |
|------------------------------|---------|---------|---------|
| Number of Contracts | 596,316 | 604,484 | 531,269 |
| Receivables (Million Baht) | 22,798 | 28,146 | 31,022 |

Debt Collection Business

The Company provides debt collection services, under the operation of the subsidiaries, i. e. , SWP Asset management and Srisawad Power 2014, with the focus on debt collection operation, particularly for secured debts. The two subsidiaries serve different customer groups: SWP Asset Management provides debt collection services for financial institutions, and Srisawad Power 2014 provides debt collection services for leasing and car dealer companies.

SAWAD group possesses highly experienced staff members as well as extensive branch networks across regions nationwide. As of December 31, 2025, the Company saw the branch network of 5,806 branches across the country, which enable the Company to offer wide coverage debt collection operation.

Distressed Asset Management Business

SAWAD Group started operating distressed asset management in 2015. The Company began the business by auctioning for distressed assets at financial institutions. Before the auctions, SWPAM has to do due diligence for non-performing loans data; then analyze the data before proceeding with the pricing for auction. After the auctions, SWPAM inspects all details of non-performing loans, subrogates, and substitutes all nonperforming loans to SWPAM's assets. In each auction process, SWPAM carefully takes account of expected success rates of collection, enforcement, resale, related expenses used for collection, periods of collection period and the Company's required rate of return.

As at December 31, 2025, the Company marked the outstanding balance of distressed assets at cost amounting to 2,495 million baht and foreclosed assets worth 1,026 million baht.

Comprehensive Credit-Provision Management Consultancy Service

In 2016, the Company established a subsidiary, SWP Services Company Limited (SWPS), to provide consultancy services to implement and manage the credit-provision process from end to end. The focus market consists of companies in the CLMV countries. The new business was aimed at allowing the Company to study the markets in preparation for further overseas expansions in the future.

SWPS's services includes assisting companies in the banking and financial service industry, and also those engaging in installment sale arrangements; and managing the credit provision process from end to end. This includes developing and advising procedures related to customer verification, customer credit evaluation, credit approval, balance collection, and marketing.



Insurance Brokerage Services

In 2018, the Company received a license to operate non-life and life insurance brokerage businesses, issued by the Office of Insurance Commission (OIC). Hence, the Company is able to offer car insurance policies and other insurances, including credit coverage insurance, personal accident insurance and health insurance. The insurance services are offered to the Company's existing customers as well as general customers.

In 2019, the Company started to offer options for customers who bought auto insurance with cash payment, with an interest-free car insurance installment plan for up to 8 months and up to 12 months in December 2021. The service was aimed at reducing customers' burdens. Meanwhile, other service providers in the same business usually offers installment payment plans only for customers who have credit cards under certain conditions or allow installment of up to 10 months. This alternative providing such an option for installment payments has brought the company a significant advantage in acquiring new customers because those who have low purchasing power can reach auto insurance. This also enables customers to access more insurance products offered by the Company and it can help them manage their current fund more effectively. Furthermore, in 2021, the Company prepared to develop a platform that would create the Company's competitive advantages. This is a crucial factor driving the growth of the Company's insurance brokerage business. The platform can be used to compare and set prices of the payment of insurance premiums, both in full amount, installments and renewal. The aforementioned system assists in the working process of the branches. The Company's platform is connected to the insurance company partners with outstanding features that can offer the prices for customers as well as provide protection to customers immediately. This allows customers to conveniently compare and purchase car insurance policies from 15 leading insurance companies in Thailand.

The Company believes that the ability to distribute products through digital and data analytic capacity will enable the company to serve customers better in the future. Using the processing system can set prices better and also increase cross-selling opportunities. In addition, it also reduces damages that may occur to the Company's insurance partners.

The Company's service is considered an important part of the insurance selling. The Company believes that the insurance partners will benefit from our data analytic in the future. Meanwhile, the Company is committed to acting as an accessible and reliable advisor for customers, helping them to make decisions about insurance purchase or insurance renewal. This should help secure consistent income. While the Company is not exposed to underwriting risks, the information about insurance sales and claims compiled by the Company should be helpful for underwriting and risk management in the future.

In 2024, the Company was granted permission to offer insurance policies through electronic channels. The company is currently developing a platform to support this service.

In 2025, The Company has developed a platform for comparing and selling insurance online through offers from various insurance companies that are partners of the Company. The service is provided via the website



called 'Srisawad Prakan Tanjai' (www.srisawadinsurance.com), which provide compulsory and voluntary auto and motorcycle insurance, travel insurance and personal accident insurance

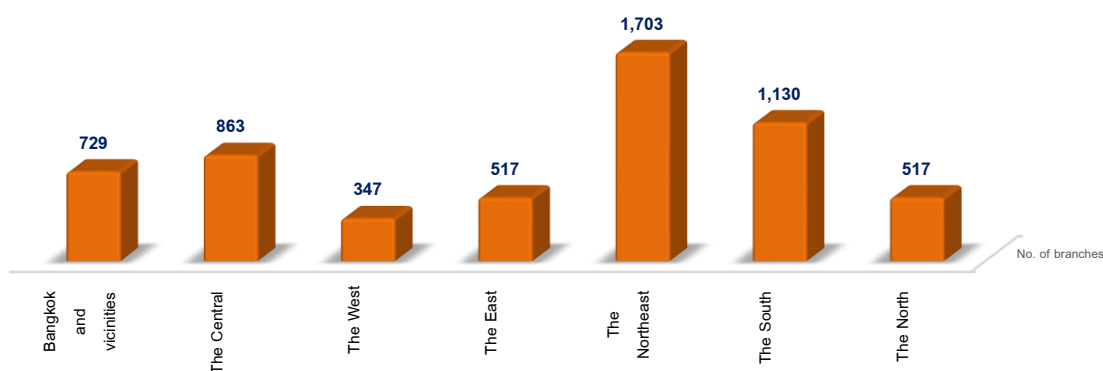
Service channels

The Company's services are offered through the following channels.

1. Branches

Customers are welcomed to contact for lending services, insurance purchase, installment payment and insurance premium payment at all branches across the country. As of December 31, 2025, the Company's branch network included a total of 5,806 branches. The branches open Mondays to Fridays at 08.30 – 16:30 hrs. and Saturdays at 08:30 – 15:30 hrs. The staff members at all braches organize public relation and sale promotion activities on a monthly basis in order to introduce services to potential customers in the community

The Company's nationwide branch networks cover the following regions.



2. Independent sale teams

The Company provides personal loans under supervision of the Bank of Thailand through independent sale teams consisting of 130 sales members, who offer personal loans to potential customers who have permanent job.

3. Telesales

The Company also engages in telesales channel, which allow the Company's staff to contact customers, reconfirm transactions the customers have done with the Company, listen to customers' suggestions, opinions, and complains, and also offer the Company's various financial services, including lending services, insurance services and etc.

4. Online channels

- The Company's website, www.sawad.co.th : The website provides information and services from SAWAD Group. The main page is designed to support mobile application and make the page show



up on the top list of search engine when users input certain key words about SAWAD. The page presents the Company's products, such as auto and home-backed loans. In addition, there is also advertising through Google.

- The "Srisawad" Application channel, under the slogan "A Must-Have App for a Smoother Life," aims to become a leader in financial innovation and meet customer needs in the digital era. This application provides a comprehensive financial service platform, offering both loan management and insurance services in a single app. It ensures convenience, speed, and accessibility anytime, anywhere, essentially bringing a Srisawad branch to your mobile device. The app is available for both iOS and Android.

The Company has continuously enhanced the 'Srisawad' application to strengthen its position as a leader in accessible and modern retail lending. The focus is on developing services that enable customers to access loans more conveniently, quickly, and securely. In 2025, the Company launched the 'Online Credit Limit Increase' feature, allowing existing customers to request additional loans using their existing collateral entirely through the application. This reduces the need to travel to branches and enhances the service experience to better suit digital-era lifestyles. This feature recorded more than 44,617 contracts, with a total online credit limit increase of over 1,490 million baht, reflecting customers' confidence in the Company's digital system and reinforcing the Company's role as a leader driving the transition toward modern financial services.



- Facebook.com/Srisawadpower: This channel focuses on communicating the Company's services to customers and creates interactions as well as brand experiences through comments or questions posted on the page. Content is created to match ongoing consumer behaviors and it is presented both by images and videos. In 2022-2023, Srisawad Ngern Sod Tan Jai page, was a finalist in the Leasing category at the Thailand Zocial Awards 2022-2024 in the Financial Service (Leasing) category, which was one of the 5 brands that performed the best on social media in the field of Financial Service (Leasing) for two consecutive years. This growth on social media channels was recognized at the largest social awards ceremony in Thailand, organized by Wisersight (Thailand), a provider of social

data analysis. This award honors brands, influencers, and entertainment industry figures who have shown outstanding performance on social media across various categories, through a tangible measurement of marketing activity effectiveness on social media for over 10 years.

- LINE@srisawad focusing on communication and creating a great experience with customers through online channels, a CHATBOT named “Nong Tunjai” was launched to provide customers with fast service, anywhere and anytime. It was found that the Chatbot effectively responded to customer inquiries and provided services efficiently, handling 63% of initial questions and concerns. This significantly reduced the workload of customer service representatives.



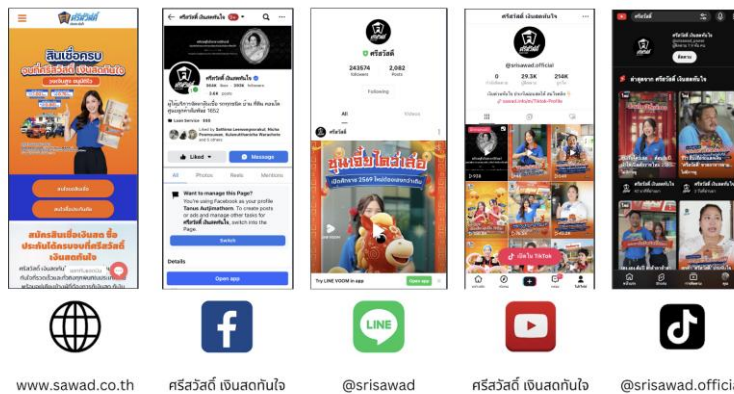
The Company uses this channel as its main platform to build brand awareness and communicate closely with customers, focusing on content strategy and continuous engagement. Two sets of Sponsor Stickers were launched, namely “Pe Sri & Nong Tanjai”, and a collaboration was introduced with the character ‘Srisawad x Hyper Rabbit.’ As a result of these strategies, the number of followers increased by 190.68% compared to the previous year.

At the same time, the Company has enhanced its communications and services through the LINE Ecosystem in a systematic manner. The LINE Official Notification (LON) system has been implemented to send messages via LINE as an alternative channel for receiving information, helping prevent impersonation by fraudsters and strengthening customer data protection. This system covers the delivery of contracts, receipts, and installment payment reminders. In addition, the LINE Connect service allows customers to check their loan information and request a QR Code for payments by themselves. These initiatives reflect the development of LINE into a secure and efficient communication and service channel that supports the Company’s long-term business growth.





- Youtube.com/Srisawadfastmoney, content related to the brand and customer testimonials who have used the service and wish to share their positive experiences are collected. This aims to inspire others to leverage the capital obtained from loans to generate their own income.
- TIKTOK channel @srisawad.official, content that is both informative and entertaining is presented to meet the changing media consumption behaviors of consumers.



and adjust the advertising format to accommodate changes in media consumption behavior of consumers, at present Short Form Video is increasingly popular. And adding the world's leading platforms to support such behavior such as Facebook and Instagram Reels, Youtube Short or TIKTOK. Video to a shorter format to respond to changing consumer behavior Therefore, the media is produced in the form of animation (Video), including motion graphics

5. Company's partners

The Company's partners consist of the following:

- Customers can settle installment bills and payment of insurance premium at Counter Service, service counters of Bangkok Bank, Krung Thai Bank, Kasikorn Bank, Bank for Agriculture and





Agriculture Cooperatives, and Government Savings Bank. Customers only show the identification card indicating the contract number and the staff can proceed with the record of the repayment transactions and issue receipts

- Motorcycle dealers: The Company assign staff to examine hire purchase loans for new motorcycles at partner motorcycle dealers. As of December 31, 2025, the Company's staff were based at 4,152 motorcycle dealers in all regions across the country.

| Areas | No. of dealers |
|------------------------|----------------|
| Bangkok and vicinities | 862 |
| The Central | 240 |
| The North | 599 |
| The East | 621 |
| The Noretheastern | 1,011 |
| The West | 220 |
| The South | 599 |

- Strategic Partnership Initiative: The Company has developed a network of collaborations with leading organizations across various industries to connect customer bases and create new revenue channels. This helps improve market expansion efficiency and lays the foundation for sustainable long-term growth. Examples include partnerships with **Srikung Broker**, **Mistine Thailand**, **Fin Insurance**, and other partners to promote Srisawad's products and provide mutual benefits. These collaborations effectively help expand the customer base to new target segments.
- Customer Referral Program: The Company leverages its existing customer base through a referral system on the Srisawad application, transforming customer trust into a systematic mechanism for market expansion. The program focuses on high-quality customer segments to build new networks while maintaining the quality standards of the loan portfolio

Market and Competitions

The Company's core businesses include provision of collateralized retail loans, with vehicles, land, homes and condominiums as collateral, in the forms of hire purchase contracts, personal loans, and Nano finance. The core businesses generate interest income from loans, and interest income from hire purchase. Therefore, the country's monetary outlook, which can be reflected by the interest rates, the outlook for investment in bills of exchange, the government bond yields, has an impact on Company's ability to access funding sources as well as cost of fund to operate the business in different periods. Therefore, all aforementioned are crucial to the Company's business operation.



Auto title and home-backed loans

The auto title loan segment has continued to grow given the nature of loans secured by car registration certificates and attractive returns. This business segment should also benefit from high demand from low income earners who need to reach financing sources. On the back of the aforementioned factors, many operators have become more interested in this loan segment as the yield from this segment is high and it is particularly interesting amid the intense competition in the hire purchase market for new vehicles. Players in the auto title loan segment can be classified into two major groups, based on customer targets.

- 1) The players focusing on A to B- graded customers who earn stable incomes: Such customer groups include employees of private firms or state enterprises. Most operators who focus on these customer groups include commercial banks and their subsidiaries, e.g., Krungsri Auto (Car4Cash), TISCO Bank (TISCO Auto Cash), KBANK (K-Car to Cash), SCB (My Car My Cash), and KTB Leasing (KTBL Car Convenience Cash). The operators in this group sees cost advantages thanks to their lower funding costs and larger branch networks, as well as stronger capital bases. It should be noted that these players focus primarily on financial documents, emphasizing customers with good financial records.
- 2) The operators focusing on customers with Grade B- downwards who reside the provinces: The customer groups in this category include small business operators, factory employees, general workers, farmers and lower- end customers with limited access to funding or loan sources. The funding limitation may be caused by their unfamiliarity with transactions in the banking system, the uncertainty that their loan application will be approved, and their understanding that the loan application at a bank is way too complicated and slow. Financial service providers in this category include Ngern Tid Lor Pcl., Muengthai Capital Pcl., Saksiam Leasing Pcl and Heng Leasing and Capital Plc. These operators consider credit limits, based the customers' data base. Branches' staff who are close with the communities go to check the customers' information on site, as well as examining supporting financial documents. Moreover, services include those collateralized by many asset items, including cars, motorcycles, vehicles used for agricultural purposes, land deeds, and etc. These operators focus on the expansion of branches in order to be close to communities, enabling them to develop relationships with community members and leaders. They also focus on organizing marketing activities to promote their service brands and improve relationship with communities. As of December 31, 2025, the Company captured the third biggest market share in terms of the total receivable value in the non-financial institution system.



Comparative Details vs. Peers

| | SAWAD Group | Other operators | | | |
|--|---|----------------------|---|---------------------------------|--------------|
| | | Ngern Tod Lor | Muangthai Capital | Saksiam | Heng Leasing |
| Slogan | <i>Srisawad Ngern Sod Than Jai"</i> | <i>Ngern Tod Lor</i> | <i>Convenient, Fast, Good Service and Lower interest rate</i> | <i>Loans for society</i> | |
| Founded in | 1997 | 2006 | 1992 | 1986 | 2015 |
| Total receivables (Million baht) As of Dec 31, 2025 | 81,021.25 | 99,688.68 | 176,800.72 | 13,596.06 | 6,948.09 |
| Branch network | All regions Nationwide | All regions | All regions | North, Central and Northeast | All regions |
| Collateral | | | | | |
| - Second-hand cars | ✓ | ✓ | ✓ | ✓ | ✓ |
| - Motorcycles | ✓ | ✓ | ✓ | ✓ | ✓ |
| - Trucks | ✓ | ✓ | ✓ | ✓ | ✓ |
| - Vehicles for agricultural purposes | ✓ | ✓ | ✓ | ✓ | ✓ |
| - Land | ✓ | ✗ | ✓ | ✗ | ✓ |

Source: SET and the Company's website

SAWAD Group's marketing development in 2025
Marketing Strategy and Activities

The Company continues to drive **Strategic Marketing Operations** to build confidence in its position as a provider of loan and insurance services that are diverse, transparent, and reliable, while strictly complying with all relevant laws and regulations. At the same time, the Company continuously enhances its services and improves the **customer experience**, alongside the development of operational processes, technology, and data management to respond to customer needs quickly, accurately, and fairly. These efforts are guided by the concept: "Srisawad Ngernsod Tanjai, Confidence, Accuracy, Transparency in Compliance with the Law, Growing Together with Thai People." The operational approach is implemented through the following strategies and activities:

1. Branch Network Management (Hyper-Local Marketing), branches remain a key strategic touchpoint for building trust with customers nationwide. As of 31 December 2025, the Company operated a total of 5,806 branches, covering key economic areas across all provinces. The Company has continuously implemented local media strategies by utilizing offline media in areas surrounding branches, such as vinyl banners and promotional signage at strategic locations, to strengthen brand awareness at the community level. In addition, the Company supports small entrepreneurs by providing branded media within local stores. This approach helps increase brand



familiarity, enhance a positive brand image, and reflect the Company's role in growing sustainably alongside local communities.

2. Product Presentation Channel through Telesales, to strengthen its branch network, the Company has developed the Telesales channel, driven by a Data-Driven Customer Relationship Management (CRM) system to analyze customer behavior and accurately offer loan and insurance products. This channel serves as a scalable growth mechanism that increases customer reach, enhances sales conversion efficiency, and manages costs effectively, while delivering fast and continuous service experiences.
3. Driving Growth through Digital Channels (Digital Ecosystem & Marketing), the Company continuously enhances the capabilities of its digital channels to build brand awareness, expand its customer base, and offer loan products that meet the specific needs of different target groups through precise, data-driven communications. In 2025, the Company generated more than 3,365 million baht in loan disbursements through digital channels, representing 50% growth compared to the previous year.
4. Consumer Voice and Brand Image Monitoring (Social Listening), the Company utilizes tools to monitor and analyze negative mentions of the brand across all online platforms. The system operates 24 hours a day with real-time alerts, enabling the Company to manage potential brand crises promptly. In addition, insights into customer needs are analyzed to develop more effective marketing and communication strategies.
5. The Company has launched the **"Srisawad" application** under the slogan **"A great app for a smoother life, one you must have on your device."** This initiative supports the Company's goal of becoming a leader in financial innovation while responding to the needs of customers in the digital era. The application is designed to provide comprehensive financial services, including both loan and insurance management, within a single app. It offers convenience, speed, and accessibility anytime and anywhere—essentially bringing a Srisawad branch into customers' mobile phones. The application is available on both iOS and Android platforms

The Company has continuously enhanced the 'Srisawad' application to strengthen its position as a leader in accessible and modern retail lending. The focus is on developing services that enable customers to access loans more conveniently, quickly, and securely. In 2025, the Company launched the 'Online Credit Limit Increase' feature, allowing existing customers to request additional loans using their existing collateral entirely through the application. This reduces the need to travel to branches and enhances the service experience to better suit digital-era lifestyles. This feature recorded more than 44,617 contracts, with a total online credit limit increase of over 1,490 million baht, reflecting customers' confidence in the Company's digital system and reinforcing the Company's role as a leader driving the transition toward modern financial services.





6. Campaign Activities and Collaboration to Promote Safety during the 2025 Songkran Festival
- The Company collaborated with the Expressway Authority of Thailand to support a project aimed at facilitating convenient and safe travel during the Songkran Festival 2025 period. The Company also donated drinking water to people traveling back to their hometowns. This collaboration reflects the Company's role in conducting its business alongside social responsibility and standing alongside the public during important national occasions



7. "Peace of Mind into the New Year" Personal Accident Insurance Campaign during the New Year Festival. The Company organized the "Peace of Mind into the New Year" short-term personal accident insurance campaign. The program offered 40,000 free registrations for the public through online channels between 18 December 2025 and 31 January 2026, providing coverage of up to 100,000 baht to support safe and worry-free travel. This initiative reflects the Company's commitment to conducting business alongside social responsibility, strengthening confidence in the brand, and reinforcing the vision "Srisawad Growing Together with Thai People," by standing alongside the public at all times

แจกฟรี คุ้มครองปีนี้ (ไม่โดนจมน้ำท่วม)
ประกันอุบัติเหตุ

คุ้มครองสูงสุด
100,000 บาท

คุ้มครองค่ารักษาพยาบาล
5,000 บาท

ระยะเวลาคุ้มครอง : 30 วัน นับจากวันที่ลงทะเบียน

จำนวนจำกัด
40,000 สิทธิ์แรก

ลงทะเบียนวันที่ 18 ธันวาคม 2568 - 31 มกราคม 2569

สแกนเพื่อรับสิทธิ์

*เงื่อนไขเป็นไปตามที่บริษัทฯ กำหนด
เลขที่ใบอนุญาต : ๑00011/2561

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8. The company has introduced customer relief measures in line with the Responsible Lending policy set by the Bank of Thailand. Beyond this, it has also launched disaster relief measures to ease the financial burden on affected customers, particularly those with loans in disaster-stricken areas. As part of this initiative, the company introduced an interest waiver program for affected customers, granting a three-month interest exemption from October 15, 2024, to December 30, 2024. Customers could register for the program via the Srisawad application, ensuring greater financial liquidity and allowing them to allocate funds toward recovery and rebuilding efforts post-flood.

ศรีสวัสดิ์
เงินสด ทันใจ

มาตรการช่วยเหลือลูกค้า
จากผลกระทบน้ำท่วมปี 67

ยกเว้น ดอกเบี้ย 3 เดือน

เช็กสิทธิ์ผ่านแอปศรีสวัสดิ์

วันนี้ - 30 ธันวาคม 2567

สอบถามรายละเอียด ติดต่อลูกค้าสัมพันธ์โทร 1652

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*เงื่อนไขเป็นไปตามที่บริษัทฯ กำหนด

This initiative also supports customers in regaining financial stability and long-term resilience. The program received over 14,714 participants, with a total of 53 million baht in interest waived. In addition, during the major flooding in southern of Thailand in 2025, the Company carried out the ‘Srisawad United for Flood Relief’ initiative. The Company provided humanitarian assistance through on-site support and the distribution of essential supplies, while also implementing a **four-month principal repayment suspension** for customers in affected areas to help maintain liquidity and support recovery after the crisis. This approach reflects the Company’s systematic crisis management and reinforces its commitment to growing alongside the strength and resilience of Thai society in a sustainable manner.



Outlook for the auto title and home-backed loan segment

In 2026, it is expected that the economy will continue to contract from 2025, leading to sustained demand for financial resources for households and businesses. As a result, using assets such as vehicle registration documents, houses, and land title deeds as collateral will remain popular. This trend is likely to attract new entrants into the industry, while existing businesses, such as those in the hire-purchase sector, may expand into secured lending, particularly loans using vehicle registrations as collateral. According to data from the Bank of Thailand, there are currently 94 licensed operators authorized to provide vehicle registration-backed loans. Consequently, competition in this sector is expected to intensify, particularly in terms of interest rates and service accessibility. As for the company’s strategy, it remains focused on providing fast and easily accessible services with minimal complexity.

Non-secured retail loans

The competition in personal loans is high. According to the Bank of Thailand, as of December 31, 2025, there were 73 operators with Nano-finance licenses, and there were 124 operators with Personal Loan licenses with the total loan outstanding balance of approximately 550,000 million baht. However, after assessing the extent of risks in this business as well as the degree of impact of COVID-19 infections, the Company decided to slow down the services in Nano-finance.

In December 2020, the Company invested in Srisawad Capital Co., Ltd., engaging in personal loans under supervision of Bank of Thailand, to provide non-secured personal loans through independent sale teams. The loans are offered to customers who have proven repayment records and stable financial position but





encounter temporary lack of liquidity, or those who seek an alternative channel to reach other sources of funds. The loans are offered to customers who earn stable monthly income from 30,000 baht upwards. The loans can be repaid on the installment of 12-60 periods, with the maximum interest rate of 25% per annum. This service targets hi-end customers, and there are few players in this segment. Therefore, it is assessed that the Company can expand the services in this segment further.

During 2022, from the restructuring business within the Group, Srisawad Capital Co., Ltd. had entered business transfer to Srisawad Capital 1969 Pcl., then personal loans under supervision of BOT had transferred to Srisawad Capital 1969 Pcl.

Outlook for non-secured retail loan business

Personal loans tend to grow continuously in line with the country's economy. When the economy is good, people have a need for money, and even when the economy is not good, the demand for money never fades. Therefore, the Company believes that the trend of the cash loan business, or personal loans, will grow in the same rate with the country's economy.

Debt Collection Business

There are a number of debt collection companies and law firms competing in this debt collection industry; therefore, the competition is rather intense. However, with our extensive branch networks across the country, SAWAD can enjoy cost advantages over peers in the industry.

Distressed Asset Business

At present, there are many asset management firms, including state owned asset management companies, asset management companies under commercial banks' arms, and private asset management companies. However, the Company normally auctions for selective non-performing loans in which the Company has high expertise. Moreover, our nationwide branch coverage enables the Company to thoroughly contact debtors. Meanwhile, the volume of non-performing loans in financial institutions has remained huge given that the country's economy has yet to fully recover. This rather weak economic condition has prompted financial institutions to bring their massive non-performing loans for auction sales. As of December 31, 2025, financial institutions marked total non-performing loan outstanding of 508,329 million baht.

Motorcycle Hire Purchase Loan Business

In 2021 and 2022, Srisawad Capital Co., Ltd, the Company's subsidiary, invested in S Leasing Co. Ltd, with the holding of 90% and Cathay Leasing Co., Ltd. with the holding of 100% to operate hire purchase loans for new motorcycles. These companies are engaged in the business of new motorcycle hire-purchase loans, with motorcycle dealers which have several hire-purchase loan providers. Therefore, in order for this business to grow, the company must maintain good relations with motorcycle dealers, provide fast service through quick loan approval processes at acceptable risk levels, and offer flexible services, such as various installment and down payment options that can accommodate different customer needs.



Outlook for Motorcycle Hire Purchase Loan Business

The growth rate of new motorcycle hire-purchase loans varies according to the annual production and sales of new motorcycles. The number of motorcycles produced and sold averages around 1.6 million units per year. However, this depends on various factors, and in 2025, new motorcycle registrations in the country reached 1.9 million units per year, almost the same amount as prior year. A clear trend is the rising price per unit every year, which presents an opportunity for companies. As motorcycle prices tend to increase while the income of potential customers may not keep pace, the demand for motorcycle hire-purchase loans accelerates. Moreover, local loan providers may diminish after the consumer protection office regulation effective from January 10, 2023, which caps interest rates at 23% and imposes numerous compliance requirements, making it difficult for small-scale hire-purchase loan businesses to survive. Therefore, this represents an opportunity for larger companies to grow further, as they already have the advantage of scale, and the reduction of competitors means increased growth opportunities. Consequently, the company has a clear chance to expand its loans annually. However, the Company assesses risks that may affect the Company's operating performance, so the lending policy is more strict.

Insurance brokerage business

The Company has to compete with many consumer loan operators. As for this insurance brokerage business, the Company competes with a large number of small and large groups of insurance brokerage firms given that the non-life insurance brokerage market in Thailand is highly fragmented. In 2022, there were other operators doing the same business. The Company and peers have seen their loan business growth bolstered by expansion of auto title loans. Such expansion was done alongside the rapid branch network extension. In addition, operators have also expanded to related businesses in order to enlarge their existing customer base and related branch networks. Furthermore, the Company and the other operators have expanded to non-life insurance brokerage business as well.

Market overview of non-life insurance brokerage business

The promotional campaign for car insurance premium payment in 12 installment periods with 0% interest rate without a requirement for a credit card

In order to make lending and insurance transactions easy, uncomplicated, and fast for everyone to access, Srisawad and the partners, i.e., over 15 insurance firms, present the service slogan “One-stop loan and insurance services at SAWAD” by launching a new promotional campaign for car insurance. The new promotional campaign was aimed at helping customers to reduce their financial burden caused by full payment of car insurance premium. In other words, the Company offers an option for customers to pay the premium on installment by cash, with no credit card required. They receive the protection immediately after the payment of the first installment is proceeded and also receive the policy within the day the first payment is made. The installment duration is extended from eight periods to a maximum of 12 periods, which is the longest period allowed in the market. This is an alternative both for the Company's existing customers and potential customers who are seeking car insurance products, which better match their preferences in all dimensions.



insurance brokers, shops or hypermarkets and individual agents. All employees of insurance brokers who act as non-life insurance underwriters, are required to have an individual brokerage license.

Outlook for the non-life insurance business

Thailand's economy is expected to recover further in 2026, which will likely have a positive impact on the insurance industry, allowing it to continue growing. However, adapting products to match evolving consumer behavior and rapidly changing technologies remains a critical challenge for insurance companies as they compete to retain their customer base. Trends in the Insurance Industry, Insurance companies are increasingly leveraging Data Science and analytics to better target customers, particularly in the auto insurance segment, where competition is so intense that profits are nearly nonexistent. Utilizing deeper insights and more precise targeting will be essential for profitability in this sector, making data-driven strategies a key battleground in non-life insurance. In contrast, the life insurance sector is benefiting from the rising consumer focus on personal health. Health insurance has become a major profit driver due to increasing sales, lower costs, and the impact of co-payment measures. This trend is expected to continue, with life insurance companies placing even greater emphasis on health insurance products. On the non-life insurance side, companies are adjusting their strategies. Those that chose not to sell COVID-19 insurance from the outset are now in a stronger financial position.

Market Outlook and Growth Potential, In 2024, total insurance premiums amounted to 286,557 million baht and In 2025, total premiums are projected to reach 292,000 million baht, comprising auto insurance, health insurance, accident insurance, and miscellaneous insurance. This presents an opportunity for companies to grow by using data analytics to tailor coverage to their existing customer base. Additionally, digital platforms developed by insurers are helping meet consumer demands by offering: Instant premium comparisons from leading insurance providers, Same-day policy issuance, Consultative services that focus on product benefits, rather than aggressive sales tactics.

In 2024, the company received approval to sell insurance policies electronically, expanding its digital platform capabilities and enabling it to meet customer needs more efficiently

Procurement of products and services

Lending business

Funding sources

The Company's funding comes mostly from short-term and long-term borrowing from financial institutions at 10,487.28 million baht, accounting for 10.35 % of the total funding sources. The figure suggests that the Company is rather highly dependent on borrowing from financial institutions. Nonetheless, the Company's funding can also be secured by other sources, such as bills of exchange, long-term bonds offered to institutional investors or high-net-worth investors. The funding from these sources can be reserved as working capital and a means to inject liquidity to the Company; these accounted for 50.69% of the total funding, as of





December 31, 2025. Moreover, the Company also has secured funding from shareholders' equity at 36.96 % of the total funding.

| Funding Sources | December 31, 2025 | | December 31, 2024 | | December 31, 2023 | |
|--|-------------------|---------------|-------------------|---------------|-------------------|---------------|
| | Million Baht | % | Million Baht | % | Million Baht | % |
| Short-term loans from related party | 45 | 0.04 | 40.00 | 0.04 | 1,000.00 | 0.96 |
| Bills of exchange | 3,021.30 | 2.98 | 4,097.18 | 4.02 | 7,330.00 | 7.04 |
| Short-term borrowing from financial institutions | 3,905.00 | 3.85 | 2,167.00 | 2.12 | 4,754.57 | 4.56 |
| Financial lease liabilities | 1,475.92 | 1.46 | 1,371.03 | 1.34 | 1,475.95 | 1.42 |
| Long-term borrowing from financial institutions | 7,465.98 | 7.37 | 10,127.70 | 9.93 | 17,781.98 | 17.07 |
| Long-term borrowing from third parties | 500.00 | 0.49 | 500.00 | 0.49 | | |
| Bonds | 47,465.87 | 46.84 | 50,587.72 | 49.58 | 43,640.96 | 41.90 |
| Shareholders' equity | 37,454.16 | 36.96 | 33,136.82 | 32.48 | 28,177.00 | 27.05 |
| Total | 101,333.23 | 100.00 | 102,027.45 | 100.00 | 104,160.46 | 100.00 |

As for future funding, the Company has a policy to seek particular funding sources to suit the purposes. The Company also takes account of the appropriate repayment period and the debt to equity ratio.

Lending policy

SAWAD Group has a policy to offer loans only to retail customers with secured collateral. The Group's customer targets include B- graded customers downward, including factories' workers, general workers, state employees, and etc. Potential customers are required to own collateral and the sources of their income should be clearly specified and verified by financial documents. A customer and/or a guarantor is required to submit supporting documentation for loan approval process, including a copy of ID card, a copy of house registration, and a payslip or related income identification documents. All these are required for application of both secured loans and non-secured loans.

Risk management

Considering approving loan applications, the Company emphasizes the qualifications of the potential customers and/or guarantors in order to assess their repayment ability. Also, the quality of assets placed as collateral and the repayment ability of the guarantors are taken into account. The staff members at branch offices carefully examine the information and identification of the potential customers as well as the documents showing the sources of their income and/or related documents of the guarantors. Moreover, the staff also carries out on-site inspections. In terms of asset quality appraisal, the Company has an effective team working on examining the conditions and the liquidity of the collateral to determine credit limits. For vehicles, the examining team considers types, ages, models, brands, physical conditions and popularity. Generally, the Company offers auto title loans for cars aged not more than 15 years and motorcycles aged not more than five years. As for commercial vehicles, such as tractors and harvesters, or over-aged vehicles, the Company considers physical



conditions on a case-by-case basis. Over 80% of the total collateral are vehicles with average ages between 2-14 years. For home and land collateral, the Company conducts asset valuation, based on the appraisal values given by the Land Department as well as the market prices of nearby property. For hire purchase loans, the loan policy will be reviewed regularly. Increase the strictness of lending by increasing down payments, etc., to reduce the risk that may occur.

Insurance Brokerage Service Business

Insurance company partners

The Company has good relation with 10 - 15 leading insurance companies in Thailand, some of which are well-known brands in the industry. The Company is considered to be an important strategic partner, which can be seen from the Company's status as one of the main underwriters of many insurance company partners. In addition, the insurance company partners have never broken the partnership contracts signed with the Company. In this regard, the company believes that the insurance company partners have seen the rapid growth of insurance premiums that the Company has achieved and they can also see that the Company can refer them a number of customers. In addition, the Company's customer base has been driven by the outcome of the application of advanced technology, which can be further enhanced and lead to better product efficiency. Ultimately, the Company can enjoy better cost advantages, when compared to the conventional model of distribution.

Distressed Asset Management Business

As of December 31, 2025, total non-performing loan outstanding balance at financial institutions marked at 508,329 million baht, consisting of both secured loan and non-secured loans. The Company expects to manage to successfully action for certain amount of non-performing loans from financial institutions





SAWAD

Sustainability Approach

The Company is guided by a strong commitment and a clear vision to develop the organisation toward sustained and sustainable growth not merely in terms of business operations and financial performance, but encompassing the dimensions of Environmental, Social, and Governance (ESG) as well. The Company has established a sustainability governance structure to serve as the primary mechanism for driving and cascading sustainability development goals into practical implementation across its various business functions. This structure supports the integration of operational plans aimed at enhancing the quality of life and well-being of people in society, by serving as a source of financing and generating sustainable financial returns, while placing strong emphasis on conducting business in accordance with the principles of Responsible Lending and Market Conduct, in pursuit of the Company's long-term sustainable growth.

Sustainability Policy

The Company has established a Sustainability Policy as an integral part of its business strategy, operational guidelines, and decision-making processes. This policy is set centrally and applies to all subsidiaries to ensure consistent implementation across the group. In addition, the Company has defined 15 corporate sustainability goals aligned with the United Nations Sustainable Development Goals (SDGs) and the 10 principles of the United Nations Global Compact (UNGC). The Company also strives to operate in accordance with social responsibility standards, the Corporate Governance Code (CG Code) for listed companies, and a comprehensive Human Rights Due Diligence process. Channels have been established to receive opinions, suggestions, and complaints from all stakeholder groups, with issues received being prioritised and used to develop the Company's policies and operational frameworks in order to achieve its targets, alongside the sustainable development of society and communities.

The Company formulates its policies and business operational guidelines under a sustainability framework built upon three pillars: Environment, to ensure that business operations are environmentally friendly; Social, to promote and create sustainable value for society and communities without infringing upon human rights; and Governance and Economy.



Framework and Policy for Sustainability Development



Environmental

Ensuring environmental stewardship towards a Net Zero society



Social

Create a sustainable society that elevates the quality of life for all stakeholder groups



Governance

Providing responsible credit services to create sustainable returns

Goals

Commitment

Sustainable Development

Policy

Focus on Sustainable Development Goals (SDGs) to create sustainable value to all stakeholders

| | | |
|--|--|---|
| Be committed to running a business with responsibility for the environment and reduce the impact of climate change | Be committed to improving the quality of life of employees, communities, and society, as well | Be committed to promoting good corporate governance and creating a culture of conducting the responsible and fair lending business |
| <p>1) Become a company that emits net zero greenhouse gases from the Company's operations by 2050</p> <p>2) Reduce the amount of greenhouse gases in the Company's portfolio in line with Thailand's goals, and carry out a significant reduction in the amount of greenhouse gases in the industrial sector in terms of the proportion of greenhouse gas emissions</p> <p>3) Become a leader in green lending in Thailand</p> | <p>1) Create access to financial services and provide financial knowledge</p> <p>2) Ensure security and privacy of customers' information</p> <p>3) Be the best place to work, learning, and be a leader by instilling SAWAD's values</p> <p>4) Respect for human rights and diversity</p> <p>5) Enhance potential of youth and university student; and carry out environmental and social activities as well as other public benefit activities</p> | <p>1) Conduct business according to the principles of good governance and provide fair service to customers</p> <p>2) Be customer-oriented by creating financial innovations that meet all needs of the customers</p> <p>3) Be in compliance with environmental, society and good governance issues throughout the value chain</p> <p>4) Comply with the regulations required by authorities in the country, e.g., Bank of Thailand, Stock Exchange of Thailand, Securities Commission Office and the Stock Exchange, etc.</p> <p>5) Strengthen the credit review process in the aspects of environment, society and good governance.</p> |



Sustainability Governance Structure

The Company has established a sustainability management structure under which the Board of Directors has assigned a Sustainability Development Working Committee to oversee sustainability operations. The committee convenes quarterly to set directions, review and monitor performance, and report to the Board of Directors.

In addition, the Company has appointed a Sustainability Development Working Committee, chaired by the Managing Director, to drive ESG operations in accordance with the sustainability policy framework. Its responsibilities include implementing action plans; supervising, monitoring, and evaluating sustainability performance; and ensuring alignment with sustainability principles, requirements, and standards at both national and international levels. The committee meets quarterly to determine approaches, review progress, monitor performance, and report to the Board of Directors. The Company has also established a Corporate Sustainability Integration function to promote, support, and coordinate with sustainability working teams across various departments to implement initiatives in line with the Board's direction, achieve set targets, and respond to stakeholders' expectations. With respect to greenhouse gas management, the Company has defined a climate governance structure by appointing a Greenhouse Gas Reduction Working Team to implement initiatives, as well as continuously monitor and assess the Company's greenhouse gas management performance. These efforts are aligned with the Task Force on Climate-related Financial Disclosures (TCFD) framework to ensure that the management of climate-related risks and opportunities is consistent with the Company's business strategy, systematic greenhouse gas management, and sustainability development goals.



Roles and Responsibilities of the Board of Directors

- Approve and set the strategic direction for sustainability in alignment with the organisation's vision and long-term goals.
- Monitor and review organisation-wide ESG performance, and approve sustainability disclosures to ensure transparent integration of ESG matters across all business units.
- Oversee compliance with international sustainability standards and corporate governance principles.

Roles and Responsibilities of the Corporate Governance and Sustainability Development Committee

- Determine the direction, policies, strategies, targets, and sustainability development plans covering the Environmental, Social, and Governance and Economic dimensions of the Company, for presentation to the Board of Directors
- Promote and drive organisation-wide collaboration on sustainability operations by providing guidance and encouraging the integration of sustainability practices into business strategy, risk assessment, and both short-term and long-term organisational plans, in order to achieve the Company's established sustainability targets
- Review and recommend the Company's sustainability practices to ensure they remain aligned with best practices and up-to-date international standards, and present recommendations to the Board of Directors for consideration, improvement, and development
- Consider and endorse the Company's annual material sustainability topics in alignment with stakeholder needs and expectations, external context, and the organisation's direction and targets, and present these to the Board of Directors for approval, while delegating management to respond and monitor progress accordingly
- Oversee the disclosure of the Company's sustainability information through the Company's Annual Report and Annual Sustainability Report
- Supervise, audit, and monitor the Company's climate change management operations, including establishing, reviewing, and improving related policies and/or practices, managing climate-related risks, and determining approaches and strategies for operations and activities to reduce greenhouse gas emissions

Roles and Responsibilities of the Sustainability Development Working Group and the Greenhouse Gas Emission Reduction Working Group

- Implement approved sustainability policies and strategies to maintain a balanced ESG approach aligned with the corporate direction and global best practices.
- Execute action plans and monitor Key Performance Indicators (KPIs) by embedding sustainability initiatives directly into daily business operations.
- Track progress and provide operational recommendations to ensure the alignment of sustainability activities with short- and long-term corporate targets.
- Propose material topics and draft sustainability disclosures in compliance with corporate governance principles, while managing allocated budgets efficiently.
- Operationalise GHG reduction initiatives through an integrated approach that supports the Company's overarching climate and business targets.





SAWAD ESG Strategy

The Company has declared its commitment to becoming a leader in ESG (ESG Aspiration) and has established its ESG business strategy (SAWAD ESG Strategy) to drive its business in accordance with ESG principles, with a focus on measurable outcomes and implementation in line with

Srisawad Ngern Sod Tanjai , Loans alongside Thais for Sustainability

| | | | |
|---------------------------|---|---|--|
| VISION | To become a leader of financial convenience store in Thailand | | |
| MISSION | To provide prompt financial services covering all areas in demand, with appropriate risk management and continued quality development for employees to gear up for sustainable growth | | |
| ESG Commitment by 2026 | Conduct business with transparency and provide loans responsibly and fairly for a good environment and a sustainable society . | | |
| Goals |  Environment Drive environmentally friendly business; create net zero carbon society |  Society Create a sustainable society that elevates the quality of life for all stakeholder groups. |  Corporate governance/ economy Provide responsible credit services to create sustainable returns |
| Key sustainability issues | Be committed to running business with responsibility for the environment and reduce the impact of climate changes | Be committed to developing good relationships with employees and the communities for good quality of life | Be committed to promoting good corporate governance and creating a culture of conducting the lending business responsibly and fairly |
| Key strategies | <ol style="list-style-type: none"> Engage in low emission operations with a focus on increasing energy efficiency and applying the concept of circular economy to business operations. Operations in this dimension will help reduce greenhouse gas emissions in Categories 1, 2, and 3 (other than Category 15, in the investment category). Optimize operational processes to ensure eco-efficiency: energy, water, waste, business travel, paper, use of environmentally friendly materials and green work processes. Residual emission neutralization: For the remaining amount of greenhouse gas emissions that the Company cannot reduce, it is necessary to consider using a carbon removal technology and nature -based solution, such as reforestation, and etc. Develop customer engagement plans that can lead to a business transformation that has net zero greenhouse gas emissions | <ol style="list-style-type: none"> Create access to financial services; and provide financial knowledge Improve the loan approval process based on risks, payment ability assessment, efficient cost management as well as the speed of following up on debt repayment and rehabilitation. Build customer capabilities towards sustainable growth, security of customers' information and privacy of customers; protect customer assets; provide secured service; and take care of and respond to customers in a timely manner Provide safe and efficient services and workplaces; and strengthen third party risk management Expand the inspections and respond to respect for human rights in all business activities involved by employees, customers, and trade partners. and business partners according to international laws and standards: United Nations Guiding Principles for Business and Human Rights | <ol style="list-style-type: none"> Manage risks; and supervise operations on environment, society, and corporate governance. Comply with environmental, social and governance issues throughout the value chain Comply with the regulations required by authorities in the country, e.g., Bank of Thailand, Stock Exchange of Thailand, Securities Commission Office and the Stock Exchange, and etc. |
| Core competencies | Build relationships and promote a good quality of life for society and communities; and protect the environment | Create new experiences that are convenient and valuable for stakeholders for long-term business growth | Create a culture of conducting business with responsibility, transparency, and accountability |



The Company's Sustainable Development Goals

The Company has considered issues related to sustainable business development and has selected the Sustainable Development Goals (SDGs), the internationally recognized development goals established by the United Nations, to align with its business strategy for sustainable operations. These have been integrated into the Company's sustainability goals in order to create maximum benefits for the Company and stakeholders at all levels.



| Environmental: Preserving the Environment Toward a Net Zero Society | | | |
|---|---|---|---|
| Sustainability Management Policy | Target | | 2025 Performance |
| | Long-term (2026–2031) | Short-term Target (2025) | |
| Reducing Environmental Impacts on Business Operations | <ul style="list-style-type: none"> Continuously reduce electricity consumption within offices and branches through the promotion of energy-efficient equipment and efficient energy usage practices. | <ul style="list-style-type: none"> Expanded the reporting boundary to cover the headquarters, branch offices, and subsidiaries. | <ul style="list-style-type: none"> Expanded the reporting boundary to cover the headquarters, branch offices, and subsidiaries. Became a member of the Carbon Markets Club. |
| | <ul style="list-style-type: none"> Target to reduce net greenhouse gas emissions intensity (Scope 1, 2, and 3) by 10% from the base year.* | <ul style="list-style-type: none"> The net greenhouse gas emissions intensity for Scope 1, 2, and 3 decreased by 5% compared to the previous year. | <ul style="list-style-type: none"> Net greenhouse gas emissions (Scope 1, 2, and 3) increased by 39.5% compared to the base year due to the expansion of the reporting boundary. |
| Climate Change Adaptation | <ul style="list-style-type: none"> Achieve Carbon Neutrality and progress toward Net Zero Greenhouse Gas Emissions | <ul style="list-style-type: none"> Publicly announce the Company's Net Zero greenhouse gas emissions target for business operations | <ul style="list-style-type: none"> The Company publicly announced its Net Zero greenhouse gas emissions target for business operations Environmental impact criteria were incorporated into the Company's investment guidelines |

Remark: * The base year refers to 2024





| Social: Enhancing Quality of Life for a Sustainable Society | | | |
|---|---|--|--|
| Sustainability Management Policy | Target | | 2025 Performance |
| | Long-term (2026–2031) | Short-term Target (2025) | |
| Enhancing Employee Skills and Capabilities to Keep Pace with Change and Support Business Growth | <ul style="list-style-type: none"> Achieve 100% completion of Individual Development Plans (IDPs) among employees | | <ul style="list-style-type: none"> Employees achieved 100% completion of Individual Development Plans (IDPs) |
| | <ul style="list-style-type: none"> Strengthen employee engagement and organizational relationships at an excellent level, with employee engagement scores of no less than 75% | <ul style="list-style-type: none"> Strengthen employee engagement and organizational relationships at an excellent level, with employee engagement scores of no less than 70% | <ul style="list-style-type: none"> Employee engagement score reached 82% |
| Respect for Human Rights and Diversity | <ul style="list-style-type: none"> Foster awareness and understanding among employees at all levels regarding respect for human rights, diversity, and non-discrimination, measured through the management of complaints related to human rights violations and discrimination | | <ul style="list-style-type: none"> Human rights-related complaints: 0 Discrimination-related complaints: 0 |
| | <ul style="list-style-type: none"> Conduct comprehensive human rights risk assessments across all operational areas | | <ul style="list-style-type: none"> Human rights risk assessments covered 100% of the organization |
| Promoting Financial Literacy and Financial Inclusion | <ul style="list-style-type: none"> Expand access to financial literacy among the public, students, and the elderly while promoting the use of the Company's technology to enhance community and youth capabilities | <ul style="list-style-type: none"> Implementation of 4 collaborative employee projects per year to promote financial literacy. | <ul style="list-style-type: none"> A total of 4 collaborative financial literacy projects were implemented |



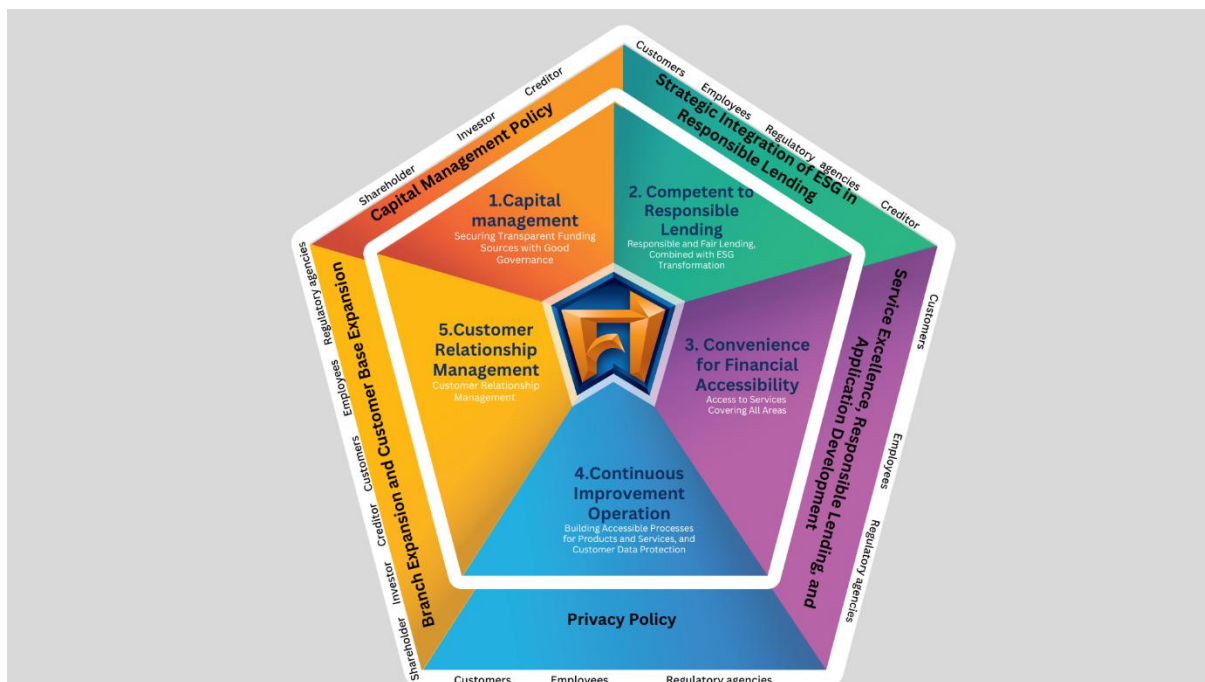


| Governance and Economic: Responsible Lending for Sustainable Returns | | | |
|---|--|--------------------------|---|
| Sustainability Management Policy | Target | | 2025 Performance |
| | Long-term (2026–2031) | Short-term Target (2025) | |
| Conducting Business in Accordance with Good Corporate Governance Principles and Effective Risk Management | <ul style="list-style-type: none"> Promote good corporate governance practices and effective risk management among employees at all levels, executives, and directors. Performance is measured through external corporate governance assessments, with the target of achieving an “Excellent” rating and having no significant warnings or regulatory findings from relevant supervisory authorities. | | <ul style="list-style-type: none"> Achieved an “Excellent” rating under the Corporate Governance Report of Thai Listed Companies conducted by the Thai Institute of Directors (IOD). No significant warnings or regulatory findings were reported by relevant regulatory authorities. |



Business Value Chain

Srisawad Corporation Public Company Limited places importance on managing its business value chain, with a value chain policy serving as a tool to enhance competitiveness and reduce operational risks. The Company has analyzed its core activities from upstream to downstream in order to create added value in its business operations, alongside identifying key stakeholders who are significant or have business relationships with the Company's activities. The Company's processes include sourcing appropriate funding, recruiting personnel aligned with its business needs, selecting suitable business locations, providing employee training, and communicating with customers to ensure access to financial services that meet their needs. When customers apply for loans, the Company conducts credit analysis and approval based on personal data, which is maintained in accordance with established standards. In debt collection and repayment follow-up, the Company operates in compliance with applicable laws, treats customers fairly, and adheres to the principles of "Responsible Lending" in accordance with the regulations of the Bank of Thailand (BOT). The Company's business value chain is as follows:



Stakeholder Management

1. Stakeholder Identification

The Company has established a communication process to understand the expectations and concerns of its stakeholders and to use this information in order to improve its business operations and engagement approaches. This information is used as a basis for stakeholder prioritization to support sustainable growth and long-term value creation

| Stakeholder Group | Engagement Channels | Frequency | Stakeholder Expectations | Company Approaches and Objectives |
|-------------------------------|--|---|---|---|
| 1. Customers | 1. Customer Contact Center 2. Branch 3. Social Media Channels 4. Srisawad Application 5. Whistleblowing Channel 6. Company Website 7. Marketing Activities 8. Customer Satisfaction Surveys | - Regularly | - Code of conduct and regulatory compliance - Appropriate credit approval processes and suitable credit limits in accordance with market conduct principles - Convenient and efficient payment channels - Personal data protection - Availability, responsiveness, and accuracy of customer information and inquiries | - Comply with relevant laws and regulations - Ensure accurate and transparent disclosure of information - Expand service coverage to improve accessibility - Respect customer satisfaction, equality, and personal data privacy rights - Respond to inquiries and provide accurate information within specified times - Regularly monitor and follow up on customer complaints |
| 2. Shareholders and Investors | 1. Annual General Meeting of Shareholders | - Once per year | - Corporate Governance - Good business performance | - Good Corporate Governance - Monitor and align business strategies with operational performance |
| | 2. Opportunity Day | - Quarterly | | |
| | 3. Communication through the Stock Exchange of Thailand 4. Investor Relations Website | - Upon public disclosure or receipt of material information | - Transparent and sustainable business growth - Compliance with SET regulations and disclosure requirements | - Ensure accurate, complete, and transparent disclosure of material information through Company communication channels, including factsheets, company profiles, and operating results |





| Stakeholder Group | Engagement Channels | Frequency | Stakeholder Expectations | Company Approaches and Objectives |
|-----------------------------|--|--|---|---|
| | | | | <ul style="list-style-type: none"> - Assign the Investor Relations team to coordinate with investors and shareholders and provide accurate and timely responses to inquiries |
| 3. Employees and Executives | <ol style="list-style-type: none"> 1. Management Meetings 2. Employee Meetings 3. Company Announcements 4. Whistleblowing Channel 5. Employee Satisfaction Survey | <ul style="list-style-type: none"> - Regularly - Once per year | <ul style="list-style-type: none"> - Safe work environment and work-life balance - Skills and capability development - Human rights and labor practices, including occupational health and safety - Employee well-being and quality of life development | <ul style="list-style-type: none"> - Communicate business achievements and current business challenges with employees and management - Provide fair compensation, welfare, and employee benefits - Adhere to the principles of human rights - Foster a strong corporate culture |
| 4. Suppliers | <ol style="list-style-type: none"> 1. Supplier Risk Assessment and ESG Evaluation 2. Supplier Meetings (Site Visits) | <ul style="list-style-type: none"> - Once per year | <ul style="list-style-type: none"> - Fair and standardized evaluation and selection criteria - Payment terms to business partners are clearly defined and fair - Environmental and social responsibility awareness | <ul style="list-style-type: none"> - Manage the supply chain alongside ESG assessments - Maintain supplier databases to assess risks and strengthen supplier relationships - Establish appropriate payment terms for suppliers |
| | <ol style="list-style-type: none"> 3. Procurement Policy 4. Company Website 5. Email Communication 6. Whistleblowing Channel | <ul style="list-style-type: none"> - Upon public disclosure or receipt of information | <ul style="list-style-type: none"> - Compliance with human rights principles and supplier business ethics | <ul style="list-style-type: none"> - Communicate Code of conduct standards to suppliers - Ensure transparent and auditable procurement processes while promoting human rights, labor standards, and safety training |



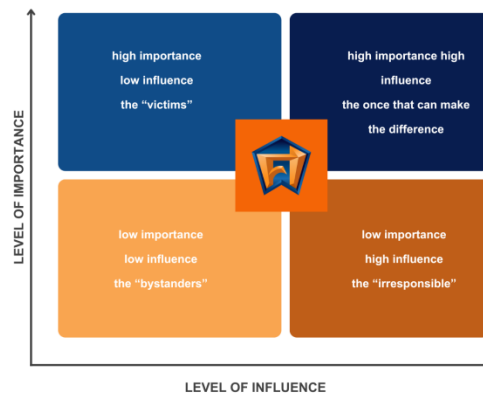
| Stakeholder Group | Engagement Channels | Frequency | Stakeholder Expectations | Company Approaches and Objectives |
|----------------------------|---|--------------------|---|---|
| 5. Business Competitors | 1. Industry Meetings and Discussion Forums | - Meeting Schedule | <ul style="list-style-type: none"> - Business ethics, transparency, and fair competition - Sustainable business practices, including environmental and social management, to elevate industry standards collectively | <ul style="list-style-type: none"> - Comply with business ethics, applicable laws, and related agreements - Cooperate with relevant organizations to support industry development |
| 6. Communities and Society | 1. Social and Environmental Activities | - Regularly | <ul style="list-style-type: none"> - Business impacts on communities and the environment - The Company's commitment to local employment opportunities - Community engagement and support for community activities | <ul style="list-style-type: none"> - Create employment opportunities for local communities - Promote community engagement and support various community activities, such as financial literacy programs and donations for flood relief assistance |
| 7. Regulatory Authorities* | 1. Meetings / Public Hearings 2. Coordination with Regulatory Authorities 3. Company Visits 4. Email | - Meeting Schedule | <ul style="list-style-type: none"> - Support for regulatory policies and compliance with applicable regulations - Transparent management practices - Continuous operational improvement in line with regulatory expectations | - Maintain ongoing cooperation with regulatory authorities |

(* Regulatory authorities include the Bank of Thailand, Securities and Exchange Commission of Thailand, Stock Exchange of Thailand, Anti-Money Laundering Office (AMLO), and Office of Insurance Commission (OIC).)



2. Stakeholder Prioritisation

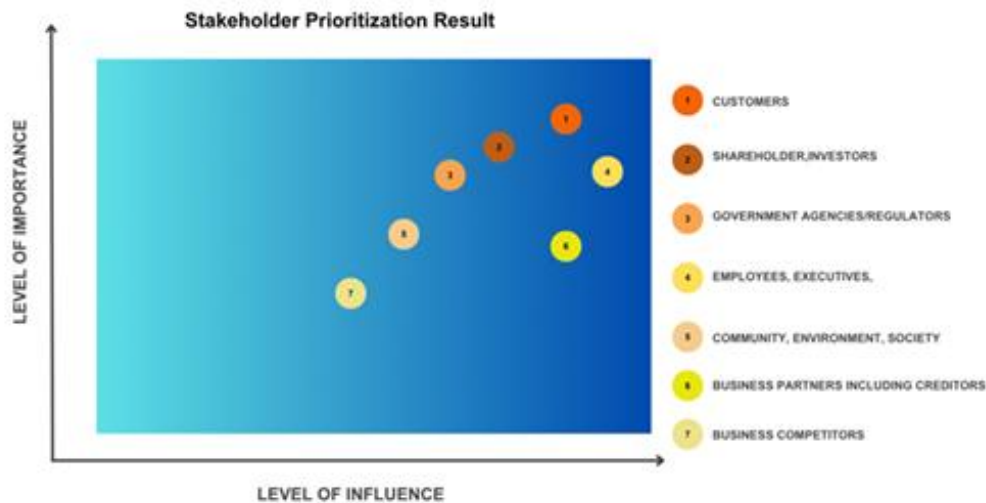
The Company places great importance on its stakeholders, who play a significant role in the Company's operations both directly and indirectly, including in areas such as business expansion, financial performance, and corporate reputation. The Company therefore actively seeks to listen to the opinions and expectations of its stakeholders in order to understand the material issues of concern to each stakeholder group, and to integrate these into its decision-making processes and business planning on a regular basis. This encompasses both internal and external stakeholder groups, covering all 7 groups in total, with engagement approaches identified for each group. The Company reviews its stakeholder groups by referencing the current stakeholder list and benchmarking against peers in the same industry to identify relevant stakeholder groups. The management team then prioritises each stakeholder group by considering their level of influence and significance in the planning process, in accordance with established principles, in order to determine appropriate stakeholder engagement



Results of the Company's Stakeholder Priority Assessment

The Company conducted a survey to listen to stakeholders' opinions and collected data for analysis and use in improving and developing business strategies to meet the expectations of all stakeholders. The survey results found that the top 3 groups of stakeholders were: 1. Customers; 2. Shareholders and investors; 3. Regulatory organizations; and the top 3 issues that stakeholders valued the most were: and good corporate governance, risk management, and operations in accordance with the ESG framework. The Company considered various issues and assigned relevant agencies to develop operational capabilities and create engagement with stakeholders so that stakeholders would be more clearly informed of the Company's guidelines and performance through various channels and activities consistently in 2025.





3. Planning and Implementation of Participation with Stakeholders

The Company recognizes the importance of fostering strong relationships with stakeholders as a key factor in creating long-term business value. The Company therefore conducts stakeholder analysis to establish appropriate engagement strategies through the following process:

1. Identify stakeholders that are material to the Company's operations by considering stakeholder relationships throughout the business value chain.
2. Assess both positive and negative impacts of stakeholders on the business, as well as impacts arising from the Company's business operations on stakeholders, in order to develop appropriate engagement plans for each stakeholder group.
3. Prioritize stakeholders based on the level of impact on the business, including financial impact, regulatory compliance, corporate image, reputation, safety, and environmental considerations.
4. Submit stakeholder analysis results to the Corporate Governance and Sustainability Development Committee for review and approval of the business value chain analysis.

The Company has assigned the Sustainability Development Subcommittee to oversee stakeholder engagement, communication, listening, stakeholder care, and responses to stakeholder concerns and expectations in a timely, appropriate, and comprehensive manner. Feedback received from stakeholders is continuously incorporated into the Company's operations and improvement processes on a regular basis.

The Company has conducted stakeholder communication and engagement activities as follows:



Customers

| Stakeholder Expectations | Company Responses to Stakeholder Expectations | Engagement and Communication Channels |
|---|--|---|
| <ul style="list-style-type: none"> • Accessibility to financial products and services • Responsible and fair customer service | <ul style="list-style-type: none"> • Expand service channels and service coverage areas to improve accessibility to products and services • Continuously improve and enhance operational processes • Ensure complete and accurate disclosure of product and service information in accordance with the requirements of the Bank of Thailand • Continuously enhance employee capabilities and customer service standards in line with Market Conduct principles | <ul style="list-style-type: none"> • Information disclosure and communication through various channels, including the Company website, Facebook, and LINE Official Account |
| <ul style="list-style-type: none"> • Accessible and prompt communication channels are available | <ul style="list-style-type: none"> • Receive and consider customer feedback through various channels | <ul style="list-style-type: none"> • Customer inquiries and complaint channels through Customer Service Centers, the Company website, Facebook, and LINE Official Account • Customer satisfaction surveys |
| <ul style="list-style-type: none"> • Protection of customer personal data | <ul style="list-style-type: none"> • Implement appropriate customer personal data security measures | <ul style="list-style-type: none"> • Personal Data Protection Policy and Privacy Notice published on the Company's website |

Shareholders and Investors

| Stakeholder Expectations | Company Responses to Stakeholder Expectations | Engagement and Communication Channels |
|---|--|--|
| <ul style="list-style-type: none"> • Business performance and sustainable organizational growth • Effective risk management • Transparent and fair business operations | <ul style="list-style-type: none"> • Conduct business through effective strategies to maintain satisfactory returns and appropriate dividend payments • Operate in accordance with corporate governance policies and effective enterprise risk management practices • Disclose material information accurately, appropriately, and in a | <ul style="list-style-type: none"> • Quarterly financial statements and Management Discussion and Analysis (MD&A) • Annual Report • Sustainability Report • Disclosure of information through the Stock Exchange of Thailand (SET) and Company website announcements |





| Stakeholder Expectations | Company Responses to Stakeholder Expectations | Engagement and Communication Channels |
|--------------------------|---|---|
| | <p>timely manner while ensuring equitable treatment of shareholders and investors</p> <ul style="list-style-type: none"> • Encourage shareholders to attend the Annual General Meeting of Shareholders and provide opportunities for shareholders to express opinions and suggestions during the meeting | <ul style="list-style-type: none"> • Inquiries through the Investor Relations Department • Annual General Meeting of Shareholders |

Regulatory Authorities

• Bank of Thailand • Securities and Exchange Commission of Thailand • Stock Exchange of Thailand • Anti-Money Laundering Office (AMLO) • Office of Insurance Commission (OIC)

| Stakeholder Expectations | Company Responses to Stakeholder Expectations | Engagement and Communication Channels |
|--|---|---|
| <ul style="list-style-type: none"> • Business operations in compliance with applicable laws and regulations | <ul style="list-style-type: none"> • Establish policies and operational guidelines to ensure compliance with applicable laws and regulatory requirements • Establish dedicated compliance functions to coordinate with regulatory authorities and internal departments • Prepare resources and relevant information to support regulatory inspections and reporting requirements | <ul style="list-style-type: none"> • Disclosure of relevant policies and operational guidelines through the Company's website to ensure compliance with applicable laws and regulations • Related activities such as regulatory inspections and consultation meetings between regulatory authorities and relevant Company departments, conducted through both online and offline channels |



Employees and Executives

| Stakeholder Expectations | Company Responses to Stakeholder Expectations | Engagement and Communication Channels |
|--|--|---|
| <ul style="list-style-type: none"> • Fair, respectful, and non-discriminatory treatment of employees • Career advancement opportunities • Compensation, benefits, and employee welfare • Learning and development opportunities • Safe and healthy working environment • Employee feedback and participation | <ul style="list-style-type: none"> • Treat employees fairly while emphasizing effective people management and employee development • Provide equal career growth opportunities for employees at all levels • Provide appropriate compensation, benefits, and employee welfare programs • Design learning and development programs covering both professional and soft skills while expanding accessible online learning channels • Continuously promote occupational health and employee wellness initiatives • Improve working environments in accordance with occupational health and workplace safety standards • Provide various channels for employee feedback and engagement, including annual employee satisfaction surveys and online suggestion channels | <ul style="list-style-type: none"> • Internal communication and employee newsletters through the intranet system, Arun Sawad application, and email • Employee training programs at all levels through both online and offline formats • Monthly executive management meetings conducted through online and offline channels • Communication meetings between management and employees within each department through both online and offline formats |

Communities and Society

| Stakeholder Expectations | Company Responses to Stakeholder Expectations | Engagement and Communication Channels |
|---|---|---|
| <ul style="list-style-type: none"> • Access to financial services that align with community needs and lifestyles while supporting community development and growth • Support for social and community initiatives | <ul style="list-style-type: none"> • Promote, support, and enhance vocational and professional skills development for local communities • Provide financial literacy programs for communities • Conduct public communication | <ul style="list-style-type: none"> • Community surveys and dialogue sessions to gather community feedback and needs • Community engagement activities through employee volunteer programs, such as the Financial Mentor Project |





| Stakeholder Expectations | Company Responses to Stakeholder Expectations | Engagement and Communication Channels |
|--|--|--|
| | campaigns, training seminars, and employee volunteer activities | |
| <ul style="list-style-type: none"> • Continuous support for community, social, and environmental development for people affected by natural disasters | <ul style="list-style-type: none"> • Provide ongoing financial support for community, social, and environmental development initiatives for disaster-affected communities | <ul style="list-style-type: none"> • Corporate social responsibility (CSR) projects during disaster events, such as flood relief programs |

Business Partner

| Stakeholder Expectations | Company Responses to Stakeholder Expectations | Engagement and Communication Channels |
|---|--|---|
| <ul style="list-style-type: none"> • Transparent and fair supplier selection processes • Fair and equitable treatment of all suppliers • Compliance with contractual obligations and applicable laws | <ul style="list-style-type: none"> • Provide suppliers with accurate, clear, and equitable information • Communicate the Supplier Code of Conduct and conduct business with suppliers in accordance with established policies • Organize meetings with suppliers to receive feedback and suggestions • Evaluate supplier performance regularly | <ul style="list-style-type: none"> • Disclosure of the Supplier Code of Conduct through the Company's website • Supplier meetings and engagement sessions |

Business Competitors

| Stakeholder Expectations | Company Responses to Stakeholder Expectations | Engagement and Communication Channels |
|--|---|--|
| <ul style="list-style-type: none"> • Transparent and fair business operations and competition | <ul style="list-style-type: none"> • Conduct business in accordance with Code of Conduct principles • Treat all competitors fairly • Maintain good relationships with business competitors | <ul style="list-style-type: none"> • Disclosure of Code of Conduct policy through the Company's website • Meetings, discussions, and collaborative activities conducted on various occasions |

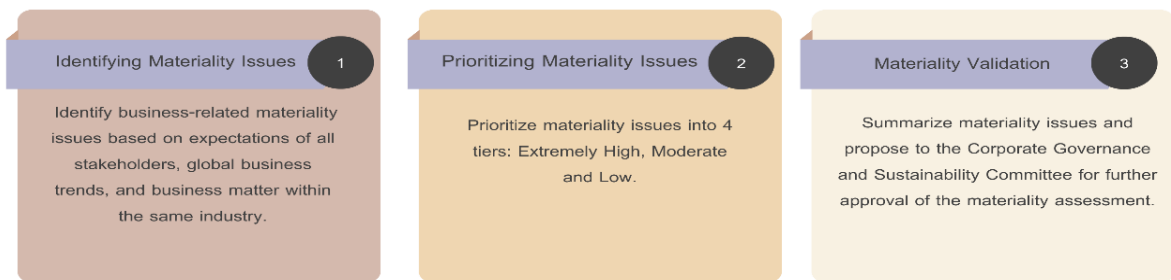




Materiality Assessment on Sustainability Issues

The Company determines its material sustainability issues through a process that links stakeholder engagement with issues identified from an appropriate selection process of key topics that may impact the Company. The Company addresses stakeholder expectations on these issues through reliable communication channels, as well as through effective management of material topics, and discloses such information publicly in accordance with the Global Reporting Initiative (GRI-G4) guidelines. The selection of material issues for sustainable business development takes into account factors that are critical to the Company’s sustainable operations and aligns with the needs and expectations of both direct and indirect stakeholders. The process for determining material sustainability issues relevant to the Company is as follows:

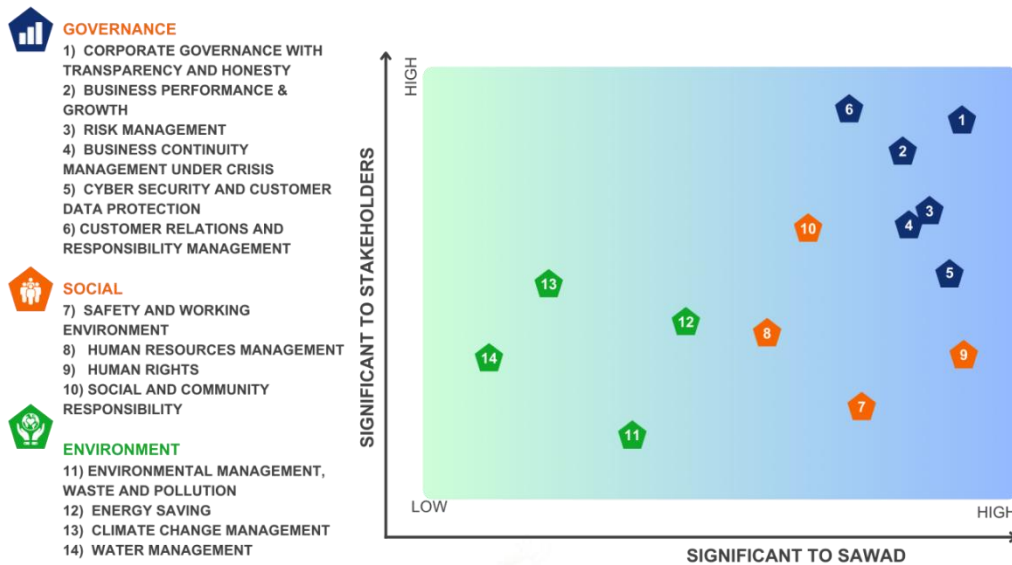
Identification of Material Sustainability Issues



Results of the Material Sustainability Assessment

In 2025, the Company reviewed its material sustainability issues by analyzing business trends, environmental, social, and governance challenges, as well as key issues within the same industry. As a result, the Company identified a total of 14 material sustainability topics, which were consolidated and refined from the previous year.

The prioritization of these material sustainability topics is categorized based on their significance to the Company and their importance to stakeholders, as illustrated in the figure below



Progress Toward Sustainability Targets in 2025

The Company is committed to operating in order to achieve the development goals for sustainability and the Company's specified strategies. The progress of the operation can be summarized as follows.

| Performance | 2025 Targets | 2025 Performance |
|--|--|--|
| 1. Sustainability Disclosure | Disclosure in accordance with international standards | Disclosed information in accordance with the GRI Standards and climate-related financial disclosure frameworks |
| 2. Greenhouse Gas Management | Greenhouse gas emission intensity not exceeding 10 tCO ₂ e per year | Greenhouse gas emission intensity was 0.67 tCO ₂ e |
| 3. Promotion of social contribution initiatives | At least 4 collaborative projects with employees per year to promote financial literacy | A total of 4 projects were implemented under the "Srisawad Financial Mentor Project" |
| 4. Employees and executives completing Environmental, Social, and Governance (ESG) training programs | Employees and executives complete ESG knowledge training programs | A total of 2,918 employees and executives completed the training program, representing 100% participation |
| 5. Employee Satisfaction | Employee satisfaction score of at least 70% | Employee satisfaction score was 82% |
| 6. Customer Satisfaction | Customer satisfaction score of at least 90% | Customer satisfaction score was 96% |
| 7. Employee Training and Development | Employees complete at least 6 training hours per person per year | Employees completed an average of 9 training hours per person |
| 8. Human Rights | Zero human rights violation incidents | The report did not indicate any human rights violations. |
| 9. Occupational Health and Safety | Zero workplace injuries | The report did not indicate any work-related injuries resulting in lost-time incidents. |
| 9. Human Resource Management | Employee turnover rate not exceeding 45% | Employee turnover rate was 7% |
| 10. Sustainability Risk Management | Comprehensive identification of sustainability issues covering 100% of operational areas | Sustainability issues were comprehensively identified across 100% of operational areas |
| 11. Anti-Corruption | Zero corruption complaints | The report did not indicate any corruption complaints. |





| Performance | 2025 Targets | 2025 Performance |
|--|--|--|
| 12. Code of Conduct Training and Acknowledgement | 100% of employees and executives' complete business ethics training | A total of 2,918 employees and executives completed business ethics training, representing 100% participation rate |
| 13. Waste Management | Zero hazardous and non-hazardous waste sent to landfill annually | Hazardous waste was not generated from the Company's operations. |
| 14. Water and Energy Management | Reduce water consumption by at least 5% Reduce electricity consumption by at least 5% | Water consumption increased by 9.23%, while electricity consumption within the organization increased by 5.09% due to the expansion of the reporting boundary. |



The Company's Sustainable Development Goals

The Company has considered sustainable business development issues and selected relevant Sustainable Development Goals (SDGs) established by the United Nations to align with the Company's sustainable business strategies. These SDGs have been integrated into the Company's sustainability framework to maximize value creation for the Company while establishing operational plans that respond to stakeholder expectations at all levels.

| SDGs | Operational Plans | Benefits to the Company | External Benefits |
|--|--|---|--|
|  <p>SDG 1: No Poverty End poverty in all its forms everywhere</p> | <ul style="list-style-type: none"> Support customers across the value chain in accessing economic opportunities | <ul style="list-style-type: none"> Expand customer base and create business growth opportunities | <ul style="list-style-type: none"> Increase customer access to financial services |
|  <p>SDG 3: Good Health and Well-being Ensure healthy lives and promote well-being for all</p> | <ul style="list-style-type: none"> Provide comprehensive healthcare welfare and benefits for employees Respect and protect employee human rights | <ul style="list-style-type: none"> Maintain strong employee engagement levels Ensure lawful and fair employment practices | <ul style="list-style-type: none"> Ensure all employees have safe working conditions and a healthy working environment Promote equal treatment and prevent unlawful employment practices |
|  <p>SDG 4: Quality Education Promote learning opportunities</p> | <ul style="list-style-type: none"> Organize financial literacy activities for customers, communities, and employees | <ul style="list-style-type: none"> Financial literacy initiatives help strengthen financial discipline among customers, communities, and employees | <ul style="list-style-type: none"> Expand access to financial knowledge, employment opportunities, and career development to improve quality of life |
|  <p>SDG 5: Gender Equality Achieve gender equality</p> | <ul style="list-style-type: none"> Implement gender equality practices and policies | <ul style="list-style-type: none"> Promote equal employment opportunities and gender equality within the organization | <ul style="list-style-type: none"> Support human rights protection and equal gender treatment across society |
|  <p>SDG 7: Affordable and Clean Energy</p> | <ul style="list-style-type: none"> Establish greenhouse gas (GHG) emission reduction targets and regularly monitor progress | <ul style="list-style-type: none"> Establish greenhouse gas (GHG) emission reduction targets and regularly monitor progress | <ul style="list-style-type: none"> Contribute to mitigating climate change impacts |




| SDGs | Operational Plans | Benefits to the Company | External Benefits |
|---|--|---|---|
| <p>Ensure access to affordable, reliable, sustainable, and modern energy for all</p> | <ul style="list-style-type: none"> • Increase the proportion of renewable energy used in operations • Develop environmentally friendly products and services | <ul style="list-style-type: none"> • Generate revenue from environmentally friendly products and services • Align with government policies and regulations relating to energy and the environment | |
|  <p>SDG 8: Decent Work and Economic Growth Promote sustained, inclusive economic growth and employment</p> | <ul style="list-style-type: none"> • Comply with labor laws and fair employment standards • Ensure equal treatment of all employees without social discrimination • Promote employee engagement within the organization | <ul style="list-style-type: none"> • Align with employment policies and regulatory requirements • Reduce employee turnover and retain highly skilled personnel | <ul style="list-style-type: none"> • Expand career development opportunities • Promote sustainable employment and economic growth |
|  <p>SDG 9: Industry, Innovation and Infrastructure Build resilient infrastructure and promote inclusive and sustainable industrialization</p> | <ul style="list-style-type: none"> • Develop innovations and applications to enhance operational efficiency | <ul style="list-style-type: none"> • Foster innovation and process improvements to simplify and improve operational efficiency | <ul style="list-style-type: none"> • Promote technological development that helps reduce impacts from climate change |
|  <p>SDG 10: Reduced Inequalities Reduce inequality within and among countries</p> | <ul style="list-style-type: none"> • Continuously conduct Human Rights Due Diligence processes • Establish remediation measures and grievance channels for affected parties | <ul style="list-style-type: none"> • Effectively manage human rights risks across the business value chain • Strengthen corporate credibility and reputation | <ul style="list-style-type: none"> • Promote equality, non-discrimination, and respect for human rights • Reduce social and economic inequality throughout the business value chain |



| SDGs | Operational Plans | Benefits to the Company | External Benefits |
|--|--|--|---|
|  <p>SDG 11: Sustainable Cities and Communities Make cities and human settlements inclusive, safe, resilient, and sustainable</p> | <ul style="list-style-type: none"> • Establish safety measures and business continuity management plans • Develop disaster preparedness and risk mitigation plans | <ul style="list-style-type: none"> • Reduce business impacts arising from disasters and emergency situations • Build trust and strengthen relationships with customers, employees, and communities | <ul style="list-style-type: none"> • Enhance community safety and disaster resilience • Support sustainable urban and community development |
|  <p>SDG 13: Climate Action Take urgent action to combat climate change and its impacts</p> | <ul style="list-style-type: none"> • Disclose climate-related information in accordance with the Task Force on Climate-related Financial Disclosures (TCFD) framework | <ul style="list-style-type: none"> • Reduce potential impacts from natural disasters that may affect business operations - Foster collaboration among employees in addressing climate-related challenges | <ul style="list-style-type: none"> • Reduce the impact on the environment and global resources |
|  <p>SDG 15: Life on Land Protect, restore, and promote biodiversity and sustainable ecosystems</p> | <ul style="list-style-type: none"> • Enhance operational efficiency through the Company's digital platforms | <ul style="list-style-type: none"> • Improve cost management and mitigate environmental risks | <ul style="list-style-type: none"> • Support the transition toward a low-carbon economy |
|  <p>SDG 16: Peace, Justice and Strong Institutions Promote peaceful and inclusive societies and ensure access to justice for all</p> | <ul style="list-style-type: none"> • Maintain and strengthen internal control standards • Respect and protect the human rights of all stakeholders throughout the business value chain | <ul style="list-style-type: none"> • Strengthen corporate governance and credibility through certification under the Thai Private Sector Collective Action Against Corruption (CAC) • Promote transparency and sustainability in business operations | <ul style="list-style-type: none"> • Reduce corruption issues within society • Prevent human rights violations among stakeholders throughout the Company's business value chain |



| SDGs | Operational Plans | Benefits to the Company | External Benefits |
|--|--|--|---|
|  <p>SDG 17: Partnerships for the Goals Strengthen the means of implementation and revitalize global partnerships for sustainable development</p> | <ul style="list-style-type: none"> Participate in policy development and international sustainability standards initiatives | <ul style="list-style-type: none"> Operate in accordance with GRI Standards, the Task Force on Climate-related Financial Disclosures (TCFD) framework, and the Thai Private Sector Collective Action Against Corruption (CAC) | <ul style="list-style-type: none"> Strengthen economic stability |



Sustainability Knowledge Development

In 2025, the Company reviewed and renewed knowledge development from a foundational level by fostering a shared understanding among the Board of Directors, management, and employees in order to define the Company's sustainability direction and build support from senior management. Specialised knowledge development was provided for the sustainability working group and relevant executives to deepen understanding of environmental risk management and environmental impact, which represents a critical direction for the financial business. In addition, foundational sustainability knowledge was provided to all general employees to raise awareness and build understanding of the significance of their work and how it can affect both internal and external stakeholders.

Strengthening sustainability knowledge in 2025

| Content | Organizer | Training/Meeting Participants |
|--|--|---|
| 1. SET Sustainability Assessment 2025 | The Stock Exchange of Thailand | Management, Company Secretary |
| 2. Sustainable Development Goals Guide for Listed Companies and SDG Impact Standards | The Securities and Exchange Commission, Thailand | Directors Management, Company Secretary |
| 3. Summary of the Guidelines for Improving to Enhance Sustainability Disclosure in Accordance with International Sustainability Standards Board (ISSB Standards) | The Securities and Exchange Commission, Thailand | Directors Management, Company Secretary |
| 4. How does ESG data need to be prepared? To create interest from the perspective of analysts and investors | Investment Analysts Association | Directors Management, Company Secretary |
| 5. ESG-related risks and management: A practical guide for listed companies | The Stock Exchange of Thailand | Company Secretary |
| 6. Comprehensive Human Rights Monitoring (HRDD) under the Business and Human Rights Project For the business sector in the Thai capital market (Phase 3) | The Securities and Exchange Commission, Thailand | Management, Company Secretary |



GOVERNANCE AND ECONOMIC DIMENSIONS



Responsible Lending
To Sustainable Growth



Governance and Economic Dimension

The Board of Directors plays a key role in overseeing and monitoring the Company's management to ensure that business operations are conducted in accordance with international corporate governance principles, the Company's code of conduct, applicable laws, and regulations governing financial institutions and listed companies on the Stock Exchange of Thailand. The Board maintains independence from management in its decision-making and acts in the best interests of the Company and all stakeholder groups. The Board is responsible for reviewing and approving the Company's vision, mission, corporate strategy, business plans, annual budget, and sustainability direction on a regular basis. In collaboration with management, the Board ensures that the Company maintains effective internal control systems and appropriate risk management processes that take into account both current and emerging risks. This supports the Company's operational resilience, long-term growth, and ability to respond to evolving business and sustainability challenges. The Company also integrates Environmental, Social, and Governance (ESG) considerations into its business operations and risk management processes, while seeking appropriate opportunities to operate as a responsible financial service provider that contributes positively to society and the environment. This approach is aligned with the principles of Responsible Lending and fair Market Conduct practices, with the aim of creating sustainable value for all stakeholders and supporting long-term sustainable development.

1.1 Corporate Governance



Target

1. The Company operates in compliance with good corporate governance principles.
2. 100% of selected business partners conduct their business transparently and meet the Company's partner selection and evaluation criteria.
3. The Company's vision, mission, strategy, and operational targets are clearly communicated to all stakeholder groups.

2025 Performance

1. The Company received a corporate governance assessment rating of "Excellent."
2. The Company maintains a Vendor List and has completed the selection process for business partners who meet the evaluation criteria, accounting for 100% of partners.
3. The Company effectively communicated key information both internally and externally through various channels, as follows: one Annual General Meeting of Shareholders for 2025; full participation in the Opportunity Day investor relations activities across all four quarters (4/4); and regular dissemination of information through the Company's online media channels.



Corporate Governance, Business Ethics, and Compliance with Relevant Regulations

The Company is fully aware that upholding its commitment to achieving its vision through good corporate governance, ethical conduct, transparency, and responsible business operations toward society and the environment forms a critical foundation and an essential driver for sustainable organisational growth. The Company promotes adherence to the Corporate Governance Manual among its Board of Directors, executives, and employees at all levels, ensuring that policies and practices are aligned with the management system. The governance scope has also been extended to business partners through control and management measures, as well as the fostering of collaboration with stakeholder networks across the value chain. Furthermore, corporate governance practices and policies are disseminated to partners, business associates, and customers throughout the supply chain, in order to mitigate business risks and build confidence among all stakeholder groups.

Ethics and Business Conduct

Driven by the Company's commitment to conducting business with fairness, integrity, transparency, accountability, and professional responsibility, no complaints arising from non-compliance with ethical standards and codes of conduct, including the anti-corruption policy, were identified in 2025. No instances of operations in violation of any relevant provisions or legislation governing business conduct were found.

Comprehensive Internal and External Communication

The Company communicates its vision, mission, strategy, and operational targets clearly to both internal and external audiences, ensuring that employees, shareholders, business partners, customers, and the media have an accurate understanding of the Company through activities organised by the Company itself or in collaboration with external organisations. This is carried out to expand target market reach and enhance the Company's value to an internationally comparable standard. Such activities include participation in Opportunity Day events, and the preparation of materials to disseminate company information, financial data, and business plans to investors, analysts, and the media; participation in Company Visit activities to provide management with the opportunity to share company information with analysts and investors in accordance with the rules and practices of the Securities and Exchange Commission and the Stock Exchange of Thailand; and the issuance of press releases to disseminate company news and announcements, as well as the communication of employee benefits.

Corporate Governance

The Board of Directors believes in the Company's corporate governance principles and places great importance on building trust among shareholders, stakeholders, and society at large, as well as enhancing shareholder value. The Board of Directors therefore dedicates itself to adhering to the corporate governance principles applicable to public companies. All members of the Board are committed to upholding corporate governance standards and to monitoring management's performance to ensure that duties are carried out in compliance with legal provisions, the Company's objectives and articles of association, and shareholder



meeting resolutions, with honesty, prudence, and in the best interests of the Company, while maintaining accountability to shareholders. In accordance with the framework jointly established by the Securities and Exchange Commission and the Stock Exchange of Thailand requiring listed companies to adopt corporate governance principles referenced under the G20/OECD definition of "Corporate Governance," as well as the criteria under the Corporate Governance Report of Thai Listed Companies (CGR) programme of the Thai Institute of Directors (IOD), the Company applies and adapts these principles appropriately to its management practices. In 2025, the Company implemented its corporate governance development plan as follows:

Corporate Governance Structure

As at 31 December 2025, the Company's Board of Directors consist of 12 directors; three directors are management members and nine are directors who are not management. The management director account for 25 % of the total directors and the non-management directors account for 75%. There are five independent directors, based on the requirement of the Office of the Stock Exchange Commission. The independent directors account for 41.67 % of the total directors. One director is female, making up 8.33 % of the total. By age ranges, there are two director aged between 41-50 years; three member are between 51-60 years; two are between 61-70 years and five directors are 70 years old up. The Company's directors possess knowledge, skills and experience in different fields. The Board of Directors appoints a non-management director to be the chairman of the Board of Directors and the chairman of the Board of Directors is not the same person as the Chief Executive Office. The Company places great importance on an appropriate board structure and composition to serve the best interests of the organisation and its stakeholders. The selection of Board members is based on suitable competencies, knowledge, and experience across various professional disciplines, taking into consideration qualifications as required by law and the criteria set by the Securities and Exchange Commission (SEC), together with a skills matrix covering relevant knowledge, expertise, and experience, without regard to differences in gender, age, nationality, or religion. This approach ensures that those appointed to oversee the Company's corporate governance are best positioned to deliver maximum benefit to the organisation and all stakeholder groups, in order to achieve corporate governance effectiveness on par with international standards, build trust among stakeholders, and instil confidence in a transparent and fair management system.

In addition, the Board of Directors has established subcommittees to help ease the burden of the Board of Directors in various matters, including:

1. The Audit Committee
2. The Risk Management Committee
3. The Nomination and Remuneration Committee
4. The Corporate Governance and Sustainability Development Committee



Corporate Governance Highlight



- The Chairman of the Board and the Chief Executive Officer are separate individuals.
- All members of the Audit Committee are independent directors.
- Each director holds directorship positions in no more than five other public companies.
- The Company appoints at least one independent director to set the agenda for Board meetings.
- The election of directors at the Annual General Meeting of Shareholders is conducted on an individual basis.

Composition of the Board of Directors (Number of Persons)



Executive Directors of the Company: 2 persons
 Non-Executive Directors of the Company: 9 persons



There are 5 independent directors on the Company's Board of Directors.



There is 1 female director on the Company's Board of Directors.

Numbers of Boardmeetings in 2025

11 Times



Total attendance percentage

96.21 %



As of 31 December 2025, the Board of Directors comprises 12 members, as follows:

| Name | Types | Position |
|----------------------------------|---|---|
| 1. Mr.Sukhont Kanjanahuttakij | Chairman/Non-management director | Chairman |
| 2. Mr. Vinai Vittavasgarvej | Vice Chairman of the Board / Independent Director | Chairman of the Audit Committee |
| 3. Pol.Gen Pharnu Kerdlarpphon | Director /Independent Director | Chairman of the Nomination and Remuneration Committee Member of the Audit Committee Member of the Risk Management Committee |
| 4. Mr. Weerachai Ngamdeevilaisak | Director /Independent Director | Chairman of the Risk Management Committee Member of the Audit Committee Member of the Nomination and Remuneration Committee |



| Name | Types | Position |
|------------------------------|--|---|
| 5. Mr. Sumate Maneewattana | Director /Independent Director | Chairman of the Corporate Governance and Sustainability Development Committee |
| 6. Mr. Veera Veerakool | Director /Independent Director | |
| 7. Mr. Pinit Puapan | Director / Non- management director | Member of the Corporate Governance and Sustainability Development committee Member of the Risk Management Committee |
| 8. Mr. Kudun Sukhumananda | Director / Non- management director | Member of the Corporate Governance and Sustainability Development Committee |
| 9. Mr. Tzung-Han Tsai | Director / Non- management director | |
| 10. Mr. Chatchai Kaewbootta | Director / Management director /Director authorized to bind the Company | Chief Executive Office Chairman of the Executive Committee Chairman of the Credit Committee Member of the Nomination and Remuneration Committee Member of the Risk Management Committee |
| 11. Ms. DOUNGCHAI Kaewbootta | Director / Management director /Director authorized to bind the Company | Managing Director Member of the Executive Committee Member of the Credit Committee |
| 12. Mr. Somyot Ngerndamrong | Director / Management director /Director authorized to bind the Company | Member of the Risk Management Committee Member of the Credit Committee |



Prevention of Insider Trading

The Company has a clear policy on the proper use of authority through various channels, including good corporate governance, the Company's Code of Conduct, announcements from the SEC or related agencies, internal communications, and organizational culture, etc., to make employees at all levels aware of the equal treatment of shareholders without seeking benefits from inside information. The Company provides knowledge on the prevention of the use of inside information to directors, executives, and employees through the Company's online classroom, and requires them to sign an acknowledgement and agreement to comply with the policy after online training.

Details of the training on prevention of insider trading

| Insider Trading Course | director (person) | executive (person) | employee (person) |
|-------------------------------------|----------------------|-----------------------|----------------------|
| Number of people trained | 12 | 15 | 2,918 |
| Number of acknowledgment signatures | 12 | 15 | 2,928 |

The Company has set guidelines for the preservation and prevention of improper use of inside information (Insider Trading) by prohibiting directors, executives, employees at the level of department director and above, and persons related to inside information from buying and selling the Company's securities within 1 month before the disclosure of quarterly financial statements and annual financial statements, and for 24 hours after the disclosure of important information. Directors, executives, and persons holding executive positions in accounting or finance who are department manager and above or equivalent must report the purchase or sale of the Company's securities to the SEC every time there is a trade within 3 business days as specified by the Securities and Exchange Act and notify the Company's secretary. To monitor compliance with the policy on preventing the use of inside information, and be informed of any changes in securities holdings every time

In 2025, the Board of Directors and executives strictly followed the guidelines. do not have In case of violation or non-compliance with the rules for trading securities using inside information and the Board of Directors, executives and employees do not have The occurrence of insider trading cases

Preventing conflicts of interest

The Board of Directors is responsible for determining management tools to ensure that the Company manages its business effectively and transparently for the utmost benefit of shareholders. The Company has established measures to eliminate conflicts of interest as follows:



The Board of Directors has considered transactions that may have conflicts of interest or related transactions or inter-company transactions appropriately under the framework of good ethics, through screening by the Audit Committee, and has supervised compliance with the criteria of the Stock Exchange of Thailand and the Securities and Exchange Commission, including disclosing information on transactions that may have conflicts of interest to the public. The Company has established policies, procedures and processes for approving transactions that may have conflicts of interest for executives, employees and related persons to adhere to, with the following important principles:

1. Any transaction in which a director, employee or related person has an interest in the transaction with the Company, the director or employee is prohibited from participating in approving the transaction and the price must be set appropriately, as if it were a transaction with an outsider.
2. Compliance with the criteria set by the Stock Exchange of Thailand in making related party transactions shall be submitted to the Audit Committee for consideration and opinion before submitting for approval to the Board of Directors in accordance with the principles of good corporate governance.
3. Disclosure of information on transactions that may have conflicts of interest or related transactions or inter-company transactions in accordance with the criteria set by the SEC/Stock Exchange of Thailand, disclosed in Form 56-1 One Report, including disclosure of information on such inter-company transactions in the financial statements as prescribed by accounting standards.

By providing knowledge on conflict of interest prevention to directors, executives and employees through the company's online classroom and having them sign to acknowledge and agree to comply with the policy after the online training.

Details of knowledge provision on conflict of interest prevention

| Conflict of Interest Prevention Course | Director (person) | Executive (person) | Employee (person) |
|--|-------------------|--------------------|-------------------|
| Number of people trained | 12 | 15 | 2,918 |
| Number of acknowledgment signatures | 12 | 15 | 2,928 |

In 2025, the company's board of directors, executives and employees strictly followed the company's policies. do not have The occurrence of a material misconduct case regarding the prevention of conflicts of interest



The Company's corporate governance in 2025

Key development of policies, operation guidelines and corporate governance system

The Company's Board of Director takes into account the corporate governance affairs. Therefore, in 2025, the Company took action concerning the corporate governance, as the following details.

- The Corporate Governance and Sustainability Development Committee had reviewed the company's Code of Conduct and the charter in aspects related to corporate governance oversight.
- The Risk Management Committee has added environmental-related risk factors that could impact the company's operations.
- Implemented a policy to declare and join Thai Private Sector Collection Action Against Corruption. As well as reviewing policies and guidelines of Anti-Corruption.
- Special Audit using external auditors. Audit the credit operation process to ensure that the Company has processes in place that are in line with the Company's policies and regulations of relevant regulators

Compliance with corporate governance operation guidelines

In 2025, the Company followed the corporate governance policies in various aspects, as described in the following details.

1. The rights of the shareholders

The Company facilitated the attendance and voting rights in the AGM.

According to the Company's articles of association, an AGM of shareholders is arranged within four months after the end of the Company's fiscal year and the Board of Directors can call for an extraordinary meeting anytime. In 2025, AGM of shareholders was arranged on April 29, 2025, which fell to a working day. The Company facilitated the attendance of all shareholders. For the AGM meeting, the electronic meeting were held, enabling the shareholders to attend conveniently.

The Company encouraged the shareholders to attend the meeting and opened for the registration one hour prior to the scheduled meeting time. Any shareholders unable to attend the meeting could allow a meeting representative by proxy; they could appoint another person or an intendent director to be their representative. Two independent directors were assigned to be representatives of shareholders. Shareholders can download the proxy letter provided by the Company from the Company's website and the Company provides the registration location. Processing of votes counting by barcode for speed and preparing stamp duty for proxy of shareholders.

Provision of sufficient information

The Company completed the invitation letter and published the meeting invitation, meeting agendas, meeting information and related documents not less than 21 days prior to the AGM date. For the 2025 AGM, the related meeting documents were published on March 28, 2025, 32 days ahead of the AGM date on April



29, 2025. The duration was sufficient for the shareholders to make decision. Each meeting agenda included related facts and reasons as well as the comments of directors to support decision making of the shareholders.

The shareholders were allowed to propose meeting agendas in an AGM as well as nominate an individual to be a director.

The Company opened the opportunity for the shareholders to propose meeting agendas and nominate an individual to be a director during November 4, 2024 to December 30, 2024. However, no proposal or nomination had been made.

Attendance in the AGM of the directors and the management

In 2025, the Company arranged AGM via electronic meeting. The meeting were broadcast from the Company's conference room and the directors and management were attended in person and online, for the 2025 AGM with the attendance of the directors and management accounting for 91.67%,

In each AGM, the chairman of the Board of Directors chaired the meeting and ensured that all meeting agendas indicated in the meeting invitation were discussed, with appropriate time allocated for each agenda. The shareholders were given the opportunities to raise questions and suggestions in each agenda and related directors could answer or provide information for the shareholders.

Record of the meeting minutes

The Company managed the meeting minutes with all details completed and the meeting resolutions were published on the Stock Exchange of Thailand's channels within the specified timeframe. In addition, the meeting minutes were also disclosed on the Company's website and the meeting report was submitted to the Ministry of Commerce within 14 days.

2. Fair treatment of the shareholders

The Company has a policy to treat all shareholders- both management and non-management ones and including foreign shareholders, equally and fairly. For example, the meeting invitation letters, which also indicate the meeting agendas and the clarification about details and reasons of each agenda, are sent to the shareholders not less than 14 days prior to the meeting, or other timeframe as specified by relevant laws and regulations. As for the foreign shareholders, the invitation letters in an English version are appropriately sent to them. In addition, all directors and management are required to report their legal holding of assets, and regularly submit the report to the Board of Directors; the report shall also be disclosed in the Company's annual report. Also, the shareholders are supported to cast the ballots in major agendas, e.g., connected transactions, disposal or acquisition of assets, and etc.; this is to ensure transparency and ability to be scrutinized. Also, the directors who may involve in interest in a certain agenda shall not participate in the meeting that will consider such particular agenda.

3. Role of stakeholders

The Company realizes the importance in taking care of all stakeholders, including internal ones, e.g., the shareholders, the management, the employees, or the external ones, e.g., customers, creditors,



business partners, society, commodities, and etc. The Company is well aware that support and opinions from all groups of stakeholders are beneficial to the Company's business operation and development. Hence, the Company always follows the relevant laws and regulations to uphold the rights of such stakeholders. Meanwhile, the Company refrains from any action that violates the rights of stakeholders. Moreover, in operating business, Company takes into account of the rights of all stakeholders. In operating the business, the Company takes account of the rights of all stakeholders, based on the following guidelines:

Shareholders : The Company treats all shareholders with equality and tries to maintain the benefits for them. The Company always refrains from violating the rights of the shareholders. Also, the Company is committed to ensuring the shareholders' maximum satisfaction, taking into consideration its long-term growth and continuing to bring additional values and appropriate returns to shareholders. The Company is also determined to operate business in accordance with good corporate governance policies.

Customers: The Company is committed to maximizing satisfactory and boosting customers' confidence, taking good care of and be responsible for customers. The Company also ensures that all customers receive good and fair services with high quality under the set standard. The Company also seriously follows the terms and agreements made with customers in order to enhance the service quality and maintain good and sustainable relationship with customers. Moreover, the Company does not use the customers or related parties' information to seek the benefits for the Company or related parties.

Employees : The Company treats all employees with equality and fairness in all aspects including, remuneration, welfare, potential enhancement. Also, the Company is always ready to listen to opinions and suggestions from employees at all levels as the Company believes that that all employees are valuable resources and key success factors for the organization. The Company is committed to creation of favorable organizational culture and working environment, promoting team work, enhancing employees' capability and career advance. The Company also ensures that all employees have stable careers and high living standard; meanwhile, the Company also creates safe working environment. Finally, the Company also encourage all employees to comply with relevant laws and regulations

Trade partners and creditors: The Company takes into account the equality and fairness with trade partners and creditors, running business with honestly and maintaining benefits for trade partners and creditors. The Company seriously follows laws, rules and conditions agreed by both parties. Operating the business under the code of conduct, the Company does not unfaithfully gain or share profits with trade partners while seriously follows all agreed conditions. The Company also treats creditors with fairness and makes



repayment within the set timeframe. The Company also takes care of collaterals and ensures that all conditions in the contracts are accurate and cover all aspects under the good corporate governance principle. In case the Company happens to be unable to follow the agreed conditions, it informs trade partners and creditors in advance so that all parties can help to solve the problem.

Competitors : The Company treats competitors under the international rules about trade competition, taking into account fair and equal competition rules. The Company does not obstruct other new players; nor does it destroy other competitors' reputation. The Company does not attack competitors with any false statement; nor does it involve in any unfair competition.

Communities, society and environment The Company has policies to run business with responsibilities to society, communities and environment, in terms of safety, good living quality, and natural resource preservation. The Company also promotes effective use of energy, taking into account the good living quality of communities and society. Finally, in operating business or making any business decisions, the Company also takes into account of possible impacts on the environment.

4. Information disclosure and transparency

The Company's Board of Directors emphasizes the importance of disclosure of both financial information and non-financial information, ensuring that the information disclosure is accurate, adequate, prompt and transparent in accordance with regulations from the Office of Securities Exchange Commission and SET. In addition, other information of the Company is also important and it may have an impact on the Company's share price, which would have an impact on decision making of investors and stakeholders. The Company discloses information of the Company based on the required criteria through the channels of the SET; such information include the financial statement and the 56-1 Form. The Company supports disclosure of information both in Thai and English languages through other channels, such as the Company's website and all disclosed information is regularly updated. The Company also discloses the report of corporate governance, the report of directors' responsibilities to the financial reporting and the audit report in the Company's annual report. In addition, the details about the roles and responsibility of the Board of Directors and sub-committees, the number of meetings and the number of meeting attendance of each director in the past year, comments from their operation are also disclosed.

The Company has the Investor Relation Unit, which is responsible for communicating with investors, analysts, shareholders, and regulators, and disclosing the financial and non-financial information in accordance with the information disclosure guidelines, in order to ensure that the Company has disclosed the information accurately and transparently to all parties involved, with equality. In 2025, the management and the Investor Relation Unit had disclosed the Company's information via various activities as follows:



| Activity | No. of Times | No. of Company | No. of attendees |
|---|--------------|----------------|------------------|
| Analyst Meetings | 6 | 173 | 186 |
| Company visits/One - on - one Meetings, Conference calls) | 60 | 153 | 312 |
| Investor Conference (Virtual) | 2 | 25 | 26 |
| Opportunity Day | 4 | | |
| Digital Roadshow | 3 | | |

5. Responsibilities of Board of Directors

- (1) The Company's directors serve a service term of three years. Some directors are from the management. There are directors who are qualified as independent directors, according to the Securities Exchange Commission's requirement that a SET-listed company shall have independent directors at the number equivalent to or more than one-third of the total directors. The Company's directors consist of experts from various sectors, including the corporate sector and the accounting and financial sectors, which relevant to and support the Company's businesses. The independent directors can serve the term for nine consecutive years for three consecutive terms.
- (2) The Company requires that in an AGM one-third of directors shall vacate. If the number of directors cannot be divided into three portions, the number of directors closest to one-third shall vacate. In the first and the second year after the company is registered, the decision for which directors should vacate shall be ended in a draw. In the following years, the directors who are to vacate shall be the persons who have been in the position for the longest duration. Note, however, that the directors who have completed their terms can be re-appointed.
- (3) Directors can be directors at other companies, but the number of SET-listed companies where they hold the director position should not exceed five companies, including the non-listed subsidiaries of those listed companies.
- (4) The roles and responsibility of the Company's directors and management are clearly divided: the directors are responsible for determining policies and controlling or overseeing the performance of the management in the policy level; meanwhile, the management oversees overall operation and ensure that the Company's operation is well in line with the set policies.
- (5) The chairman of Board of Directors is appointed by the Board of Directors. The chairman is not the same person as the chairman of the Executive Committee or the managing director. These separate positions have clearly separated roles and responsibilities in order that their power



can be balanced. No one has absolute management power. Meanwhile, the managing director is responsible for the Company's daily operation under the policies as assigned by the Board of Directors. The scopes of power, duties and responsibilities of the directors and the managing director have clearly been identified.

The Board of Directors appoints the Company secretary with the roles and responsibilities as stated in the Securities and Exchange Act. The Board of Directors meeting No. 6/2013 held on 14 June 2013 appointed Mrs. Chomchaba Sathapornpong as the Company's secretary in accordance with Securities and Exchange Act B.E. 2535 (including the amendments). The Company's secretary is responsible for filing and keeping important documents under the name of the Company or the directors and also providing suggestions in regard to laws and regulations that the directors should be aware of. The secretary also has a duty to oversee activities of the directors as well as ensuring that the resolutions of the Board of Directors meetings are followed.

Note that Mrs. Chomchaba Sathapornpong passed the Director Accredited Program (DAP) training course organized by the Thai Institute of Directors in 2005 and earned the certification of Company Secretary Program Class 56/2014.

Responsibility of the Company's Secretary

1. Complete and keep the following documents

- Director registration
- Meeting invitation letters, minutes of the Board of Directors meetings and the Annual General Meeting of Shareholders
- Invitation letters for shareholders' meeting and the minutes of Annual General Meeting of Shareholders

2. Keep reports about stakeholder prepared by the directors or the management

3. Perform other duties as specified by the Capital Market Supervisory Board

Criteria for the Election of Directors

According to Company's articles of association, the Company's Board of Directors consists of at least five members and at least half of the total directors shall reside in the Kingdom of Thailand. In addition, the directors shall be appointed by majority votes in an AGM of shareholders, as in the following criteria and method details.

1. Each shareholder shall have one vote per share held by them.
2. Each shareholder shall cast all of his/her votes in (1) for one or more candidates but shall not divide his/her voting rights amongst the candidates.
3. The candidates elected to fill in for the vacant positions in the Board of Directors shall be appointed in order of the number of votes received. In a case there is a tie amongst candidates, the chairman of the meeting shall cast the deciding vote



In every AGM of shareholders, one-third of directors have to vacate the position. In case the number of directors cannot be divided into three parts, the number of directors closest to the one-third portion shall leave the position. A director who is about to leave the position can be re-appointed. In addition to completing the term, a director may leave the position by death, resignation, disqualification, prohibition by law, termination by an AGM, or a court order.

In addition to the aforementioned rules, the article of associations also indicates the following requirements.

1. The directors are prohibited from operating similar business to compete with the Company's business. They are also prohibited from holding shares in partnership corporations or being directors in any other private companies or public companies doing the similar business as the Company's and competing with the Company, except for the case that they inform such information to an AGM prior to the resolution to appoint the directors.
2. The directors are required to immediately inform the Company of any interest in contracts made by the Company, either directly or indirectly; or any increases or decreases in holding of shares or bonds in the Company or the companies under umbrella.

Selection and appointment of the directors

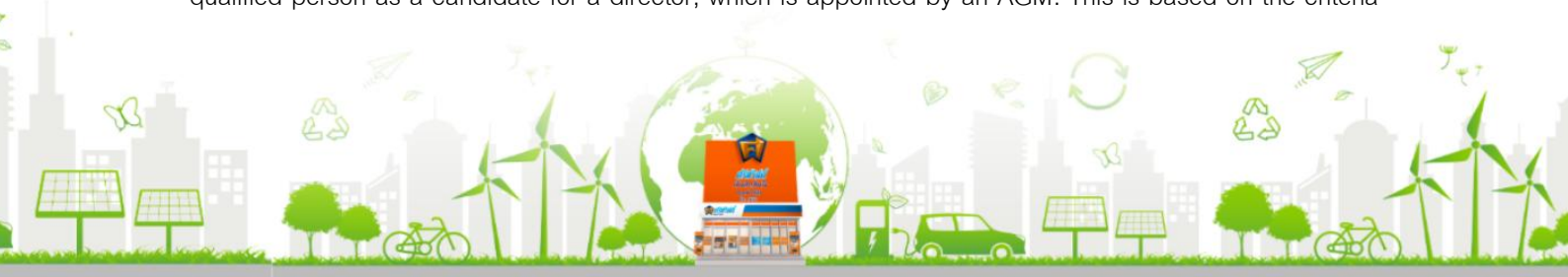
The Nomination and Remuneration Committee selected persons to replace the directors, who would leave upon term completion in the 2025 AGM. It is required that one third of the total 12 directors shall leave the position. Therefore, the following four directors had to leave the position upon the term completion.

- | | | |
|-----------------|----------------|--|
| 1. Mr. Vinai | Vittavasgarvej | Independent Director/Non-management director |
| 2. Mr. Chatchai | Kaewbootta | Director/Management director |
| 3. Mr. Sumate | Maneewattana | Independent Director/Non-management director |
| 4. Mr. Veera | Veerakool | Independent Director/Non-management director |

The Company opened an opportunity for the shareholders to nominate qualified individuals to replace the leaving directors; however, no nomination had been made during the specified time period. Thus, the Nomination and Remuneration Committee and the Board of Directors considered the knowledge, abilities and experiences of the leaving directors, who had completed the term; and after considering those factors, it was proposed to the 2025 AGM that the retired directors shall be re-appointed as directors for another term. Among these, there are 2 independent directors who has served for more than three consecutive terms. The Nomination and Remuneration Committee and Company's Board of Directors have considered the knowledge, competence, and independence of giving opinions of the independent director and deemed it appropriate to propose the reappointment for another term.

Shareholders are allowed to nominate a person as a director, as the following details.

The Company realizes the right and the fair treatment to all shareholders, based on the corporate governance principles. Therefore, the Company opened an opportunity for the shareholders to nominate a qualified person as a candidate for a director, which is appointed by an AGM. This is based on the criteria



disclosed on the Company's website. The qualifications of the shareholders, who are eligible to nominate a person as a director

1. Hold the Company's shares by one person or more than one.
2. Have held the shares not less than 5 % of the total voting stock for not less than six months and must still hold the shares as of the date of nominating a person as a director

The Nomination and Remuneration Committee considers qualifications, knowledge and abilities of a person before nominating such person with the Board of Directors. The decision made by the Board of Directors is deemed final. The name of the person approved by the Board of Director will be included in the list, which is put in one of the AGM's agendas indicated in the meeting invitation letters. During the time the Company was open for nomination (November 4, 2024 to December 30, 2024), no shareholders had nominated anyone as a new director.

Definitions of an independent director

1. An independent director shall be appointed by the Board of Directors or the shareholders' meetings.
2. An independent director shall possess all qualifications as stated in securities and exchange laws and regulations of the Stock of Exchange of Thailand.
3. An independent director holding no more than 1% of total voting stock in the parent company, the subsidiaries, the associates, including the shareholding of persons related to the independent director; and shall neither be a major shareholder nor a controlling party of the Company
4. An independent director is currently not or has never been a director participating in management, an employee, a salaried advisor, or a controlling party, except relieved from aforesaid characteristics at not less than two years before submitting the request for the permission. However, the prohibited characteristics do not include independent directors who used to work as civil servants or advisors to any government bodies holding major shareholding.
5. An independent director is not a person of whole blood or registration as stated in the law, in the manner of being father or mother, spouse, brotherhood and offspring, including spouse of the offspring of the management, other directors, major shareholders, controlling parties or persons to be proposed as the Company's directors or management or controlling parties in the Company or subsidiaries.
6. An independent director is currently not or has never been in business relation with the Company, the subsidiaries, and the associate, the major shareholders or the controlling parties, in the manners that may obstruct the independent exercise of discretion. In addition, he/she is not or has never been a significant shareholder or a controlling party of the Company, except relieved from aforesaid characteristics at not less than two years before the date of submission for the request for the permission from the Securities and Exchange Commission.



7. An independent director is currently not or has never been an auditor for the Company, the subsidiaries, the associate, a major shareholder or a controlling party of the Company. He / She is not a significant shareholder, a controlling party, or a partner of the audit firms, i.e., the workplace of the auditors performing audit for Company, the parent company, the subsidiaries and the associate, a major shareholder or a controlling party of the Company, except relieved from such characteristic at not less than two years before the date of submission for a request for a permission from the Securities and Exchange Commission.
8. An independent director is currently not or has never been a professional service provider of legal advisory or financial advisor services - with service fee exceeding two million baht per annum, for the Company, the parent company, the subsidiaries, and the associate. In addition, he / she is currently not a major shareholder or a controlling party of the Company and not a major shareholder or a controlling party or a partner of such a professional service provider, except relieved from such characteristic at not less than two years before the date of submission for the request for the permission from the Office Securities and Exchange Commission.
9. An independent director is currently not a director appointed to be a representative of a director of the Company, a major shareholder or a shareholder with a relation to the major shareholder.
10. An independent director does not operate similar businesses; and is not involved in a significant business competition to the Company or the subsidiary. He/ She is not a significant partner in a partnership company; nor a director, an employee, a salaried advisor; and does not hold shares of over one % of the total voting stock in other companies that operate business similar to or competing with business of the Company or the subsidiaries.
11. An independent director shall not possess other characteristics that will hinder independent opinions about the Company's operation.
12. An independent director shall be generally trusted and accepted.
13. An independent director shall devote adequate time to perform duties as a director.
14. An independent director shall be in the position for nine years or three consecutive terms.

The independent directors may be assigned by the company's Board of Directors to make decisions on the business operation of the Company, the subsidiaries, the associates, the subsidiaries at same level, the major shareholders or controlling parties of the Company. They can make decision by means of a collective decision approach.

In case a person may be considered to be appointed as an independent director but he or she has business relation or provides professional services at the value exceeding the set ceiling or there are certain



details that do not match the aforementioned Items 4 or 6 or 14, the Company's Nomination and Remuneration Committee will determine the actual dependence of such person every year. The Company's Board of Directors may relax certain issues and consider appointing that person as an independent director, provided that the Board of Directors views that that the appointment of such person will not have an impact on the performance and independent opinions of that person. The information must be included in the invitation letter of the an annual general meeting (AGM) of shareholders for the agenda about the appointment of independent directors

According to Company's articles of association, the Company's Board of Directors consists of at least five members and at least half of the total directors shall reside in the Kingdom of Thailand. In addition, the directors

shall be appointed by majority votes in an AGM of shareholders, as in the following criteria and method details.

1. Each shareholder shall have one vote per share held by them.
2. Each shareholder shall cast all of his/her votes in (1) for one or more candidates but shall not divide his/her voting rights amongst the candidates.
3. The candidates elected to fill in for the vacant positions in the Board of Directors shall be appointed in order of the number of votes received. In a case there is a tie amongst candidates, the chairman of the meeting shall cast the deciding vote

In every AGM of shareholders, one-third of directors have to vacate the position. In case the number of directors cannot be divided into three parts, the number of directors closest to the one-third portion shall leave the position. A director who is about to leave the position can be re-appointed. In addition to completing the term, a director may leave the position by death, resignation, disqualification, prohibition by law, termination by an AGM, or a court order.

In addition to the aforementioned rules, the article of associations also indicates the following requirements.

1. The directors are prohibited from operating similar business to compete with the Company's business. They are also prohibited from holding shares in partnership corporations or being directors in any other private companies or public companies doing the similar business as the Company's and competing with the Company, except for the case that they inform such information to an AGM prior to the resolution to appoint the directors.
2. The directors are required to immediately inform the Company of any interest in contracts made by the Company, either directly or indirectly; or any increases or decreases in holding of shares or bonds in the Company or the companies under umbrella.



Roles and Scope of Authority of the Board of Directors

The roles and duties of the Board of Directors

- (1) The Board of Directors takes the role in determining policies and overall direction of the organization. The directors also have the duty to review and provide opinions on important issues related to the Company's business operation, such as the vision, the missions, tasks, strategies, goals, risks, operation plans and budget. In addition, they also oversee that the management's operation is carried out in accordance with the set policies and operation plans with effectiveness and efficiency.
- (2) The Board of Directors arranges the corporate governance policies in a written form and review such policies regularly.
- (3) The Board of Directors supports and encourages all management and employees to understand the ethical standards used in the Company's business operation. The Board of Directors complete the code of conduct with a written form and announce such code of conduct for all employees to acknowledge and strictly follow.
- (4) The Board of Directors outlines the policies about conflicts of interest, based on the principle that any business decision making must take account solely of the maximum benefits to the Company. The directors shall avoid any action that may lead to a conflict of interest. Those who may involve in a conflict of interest in a certain transaction shall not take part in making decision on such transaction and they also hold no authority in approving such transaction. The Board of Directors sees that all procedure is well followed and that the details of connected transactions are accurately and completely disclosed.
- (5) The Board of Directors emphasizes the significance of the corporate government and internal control both for the management and operation levels to ensure efficiency and effectiveness. The Audit Committee has appointed Miss Ticha Suwansaeng as the Head of Internal Audit, responsible for evaluating the company's internal control system and reporting directly to the Audit Committee. This ensures that the company maintains an adequate and appropriate internal control system. Additionally, the company conducts regular monitoring and evaluations, with an annual internal control assessment at least once a year, which is disclosed in the Annual Report.
- (6) The Board of Directors appoints the Risk Management Committee to be in charge of outlining the risk management policies in the organization. The Company assigns the management to analyze possible risks and suggest them to the Risk Management Committee for their acknowledgement and suggestions in order to ensure that the risks are at acceptable levels. In case there are certain risks that may impede the Company's operation or prevent the Company from achieving the set goals, the Company is required to establish measures to manage such risks. The Risk Management Committee shall set the policy requiring that the assessment of the risk management system or the risk management performance shall be carried out at least once a year and the assessment result shall be disclosed in the annual report.



Scope of authority and duties of the Board of Directors

1. Manage and ensure that the Company's business operation conforms to the laws, objectives, and the articles of association including the resolutions of the shareholders' meetings, with caution, honesty and trustworthiness; and maintain benefits of the Company.
2. Determine the mission, vision, policies, objectives and business plans; approve the Company's annual budget; ensure that the management effectively and efficiently runs business in accordance with the Company's strategies and business plans; periodically review the Company's strategies and objectives in accordance with the changing circumstances in the Company.
3. Consider, review, and approve business expansion plans, joint venture plans, or investment plans proposed by the Executive Committee.
4. Ensure that the Company's financial and accounting report system, risk management, internal audit and internal control systems are appropriate, adequate, accurate and reliable in order to make sure that the Company's internal operation and information disclosure are accurately and transparently carried out in accordance with relevant laws.
5. Prevent problems related to conflicts of interests among the Company's directors and the management as well as preventing improper use of the Company's assets; and solve problems around conflicts of interests in the careful, honest, reasonable and independent manners under the ethical framework.
6. Review and approve the Company's financial statement and the financial report, which are already audited and/or reviewed by the authorized auditor and approved by the Audit Committee
7. Acknowledge the reports; and monitor the performance of the managing director
8. Review the good corporate governance policies, policies related to sustainability and anti-corruption policy and guidelines in a regular basis.
9. Review and approve the financial statement and the financial report, which are already audited and/or reviewed by the authorized auditor and approved by the Audit Committee.
10. Consider appointing advisors to the directors and/or sub-committees to consider or opine some particular matters.
11. Assign any individuals to operate the business of the Company under the Board of Directors' supervision; authorize such individuals to perform some tasks to a certain degree and within a timeframe, as deemed appropriate by the Board of Directors. The Board of Directors may cancel, dismiss, or amend such authority in case the Board of Directors empowers the managing director or other individuals to work on some tasks linked to the Company's core business.
12. Consider and approve other transactions, which are significant to the Company or deemed appropriate, in order to maximize benefits to the Company, except for the following matters that require the approval from an AGM.



- (a) Any matters required by law that they need the approval from an AGM;
- (b) Any transactions that involve conflicts of interests among directors as specified by law or regulations of the Stock Exchange of Thailand, which indicate that such transactions need approval from an AGM, e.g., certain connected transaction, acquisitions or disposals of significant assets of the Company, as specified by requirements of the Stock Exchange of Thailand

The following matters require the approval from the majority of the directors attending the Board of Director meeting and from three-fourth of the shareholders' total voting right in shareholders meeting.

- (a) Entire or partial disposal or transfer of the Company's significant businesses;
- (b) Acquisition or receipt of transfer of businesses from other companies or private companies;
- (c) Revision or termination of contracts linked to leases of entire or partial businesses of the Company; or arrangement of third parties to manage the Company's businesses; or the consolidation with the businesses of third parties for the purpose of profit and loss sharing;
- (d) Revision to or additions of details in the memorandum of association or the article of association;
- (e) Capital increase; capital decrease; issuance of bonds;
- (f) Company merging or dissolution;
- (g) Any other matters, for which the securities laws and/or regulations of the Stock Exchange of Thailand require that they need approval from Board of Director meeting and an AGM with the aforementioned amounts of votes

Note that the aforementioned scope of authority and duties of the Company's Board of Directors does not include the authority that allows any directors or individuals authorized by the directors to be able to approve transactions that they involve in conflicts of interest (as announced by the Office of Securities and Exchange Commission and the Stock Exchange of Thailand and/or the Capital Market Supervisory Board) with the Company or the subsidiaries; except for the case that the approval of those particular transactions is made in accordance with the policy or principle, which had already been approved by an AGM or a meeting of Board of Directors.

Roles and Scope of Authority of the Sub-Committees

The Audit Committee

As of December 31, 2025, the Audit Committee comprised the following three members.

- | | | |
|----|------------------------------|---|
| 1. | Mr. Vinai Vittavasgarnvej | Chairman of the Audit Committee / Independency Director |
| 2. | Pol.Gen Pharnu Kerdlarpphon | Member of the Audit Committee / Independency Director |
| 3. | Mr. Weerachai Ngamdeevilaiak | Member of the Audit Committee / Independency Director |
| | Mrs. Chomchaba Sathapornpong | Secretary of the Audit Committee |



Mr. Vinai Vittavasarnvej and Mr. Weerachai Ngamdeevilaisak possess such extensive and sufficient knowledge and experience in accounting and finance that they are able to review the reliability of the Company's financial statement. Mr. Vinai Vittavasarnvej, the chairman of the Audit Committee and the independent director, earned a bachelor's degree in accounting from Thammasat University. At present, he also holds the position of chairman of the Audit Committee and the independent director for Ekarat Engineering Plc. and the member of the Audit Committee for Charoen Pokphand Foods Plc. Another member of the Audit Committee and independent director, Mr. Weerachai Ngamdeevilaisak, received a bachelor's degree in accounting from Thammasat University. At present, he is the chairman of the Audit Committee and the independent director for Autocorp Holding Plc.

Scope of authority and duties of the Audit Committee

1. The Audit Committee reviews and ensures that the Company's financial reports are accurate and adequately disclosed, in cooperation with the external auditor and the management responsible for the quarterly and annual financial reports. The Committee reviews the financial statement and financial reports, which relate to the accounting approached based on the accounting standards, the existence of the corporate, the significant changes in accounting policies, as well as the reasons from the management department in regard to the outlining of the accounting policies, before proposing all these to the Board of Directors prior to the disclosure of such information to shareholders and general investors.
2. The Audit Committee outlines and reviews that the Company has the internal control system and internal audit system, which are sufficient and effective, in cooperation with the external auditor and the internal auditor. The Audit Committee also reviews the Company's annual audit plan and evaluates the audit results in cooperation with the authorized auditor and internal auditor. They examine problems and limitations observed from the review of the financial statement. The Committee also plans on control of electronics information processing and information safety in order to prevent frauds or improper uses of computers by employees or outsiders. The Audit Committee also examines the independence of the internal control unit as well as approving the appointment, transfer or termination of the employment contract of the head of the internal control unit or any units overseeing the Company's internal control affairs.
3. The Audit Committee also reviews the Company's operation and ensures it conforms to the Securities and Exchange laws and the requirements of the Stock Exchange of Thailand or other laws related to the business operation of the Company. The Committee also has duties and responsibilities, based on the requirements and the regulations of the Office of Securities and Exchange Commission as well as the Stock Exchange of Thailand.
4. The Audit Committee considers selecting and proposing an independent individual to be the Company's authorized auditor as well as proposing the audit fee, taking into account the reliability, resource adequacy, and the volume of audit work at that particular audit company and also considering



the qualification of the auditor assigned to perform audit for the Company. The Audit Committee also has a duty to attend the meetings with the authorized auditor, without the presence of the management department, at least once a year.

5. The Audit Committee also has a duty to review connected transactions and/or some transactions that link to either acquisition or disposal of the assets of the Company or the subsidiaries. The Committee also discloses transactions that may cause conflicts of interest, ensuring that the information relating to those particular transactions are adequate and accurate. Also, the Committee has a duty to approve such transactions before proposing them to the Board of Directors' meeting and/or an AGM; this is to ensure that those transactions are in compliance with related laws and to make sure that those transactions are justified and bring maximum benefits to the Company.

6. The Audit Committee also takes responsibility in preparing Audit Committee Report and disclosing it in the Company's annual report. The report must contain all details as specified by laws and be signed by the Chairman of the Audit Committee. The report must at least contain the following information:

- Opinions about the arrangement procedure of the Company's financial reports and the disclosure of the information in the financial reports in terms of the accuracy, adequacy and reliability
- Opinions about the adequacy of the Company's internal control system
- Opinions about the appropriate qualification of the Company's auditor
- Opinions about compliance with the securities and exchange laws and the requirements of the Stock Exchange of Thailand as well as other laws related to the Company's businesses
- Opinions about connected transactions, which may cause conflicts of interest
- The numbers of the Audit Committee meetings and the attendance of each member
- Opinions or overall observations from the Audit Committee's charter-based operation
- Other matters that should be disclosed to the shareholders and general investors under the scope of duties and responsibilities assigned by the Board of Directors and/or in compliance with the laws

7. The Audit Committee has the responsibility to the Board of Directors, as assigned by the Board of Directors. In addition, the Audit Committee is also responsible for reporting the committee's activities as well as other duties, which have been assigned by the Board of Directors, to the Board of Directors.

The Audit Committee shall report the following matters to the Board of Directors immediately.

- Connected transactions, which are entailing or may entail conflicts of interest.
- Suspicions or assumptions of existence of frauds, or unusual matters, or significant defects of the internal control system
- Suspicions of violation of the laws or requirements of the Office of Stock Exchange Commission and/or the Stock Exchange of Thailand
- Other matters that should be informed to the Company's Board of Directors



In the case that the Audit Committee reports a particular matter, which may have a significant impact on the Company's financial position and earnings performance and which the Audit Committee has already discussed with the Board of Director and the management - with a conclusion on certain solution or improvement to completed within specified timeframe - if the Audit Committee finds out that no action has been taken after that specified timeframe without any acceptable reasons, a member or the Audit Committee may report that matter to the Office of Stock Exchange Commission and/or the Stock Exchange of Thailand, whichever the case maybe.

8. Audit Committee has the authority to seek independent opinions from a professional advisor as deemed appropriate, in the expenses of the Company.

9. The Audit Committee has the authority to request additional information matters from different units to support their review or consideration on certain issues.

10. The Audit Committee also performs other duties as assigned by the Board of Directors and/or approved by the Audit Committee, e.g., review of the financial management policies and risk management policies, review of the code of conduct for the management, discussion with the management about important reports to be publicized as required by laws, e.g., the management report and analysis, and etc.

Note that the aforementioned scope of authority and duties of the Audit Committee does not include the authority to empower a director in the Audit Committee or an authorized representative for that director to express his/her opinions about any matters that the particular director or his/her representative or the connected persons (as announced by the Securities and Exchange Commission and/or the announcement of the Capital Market Supervisory Board and/or the Stock Exchange of Thailand) may have interest or conflicts of interest with the Company or the subsidiaries.

The Nomination and Remuneration Committee

As of December 31, 2025, the Nomination and Remuneration Committee comprised the following three members.

- | | | |
|----|-------------------------------|--|
| 1. | Pol.Gen Pharnu Kerdlarpphon | Chairman of the Nomination and Remuneration Committee |
| 2. | Mr. Chatchai Kaewbootta | Member of the Nomination and Remuneration Committee |
| 3. | Mr. Weerachai Ngamdeevilaisak | Member of the Nomination and Remuneration Committee |
| | Mr. Prayong Saennual | Secretary of the Nomination and Remuneration Committee |

Scope of authority and duties the Nomination and Remuneration Committee

1. Determine recruitment methods and qualifications of individuals for the positions of directors, sub-committee members and the managing director.
2. Proceed with the recruitment process and propose qualified individuals for the positions of directors, sub-committee members, and the managing director to the Company's Board of Directors.
3. Set the criteria or methods to determine the remuneration for directors, sub-committee members, and the managing director.



4. Proceed with the proposal of the determined remuneration for the directors to the Board of Director for its approval before proposing it for final approval by an AGM.
5. Consider proposing the determined remuneration for the managing director to the Board of Directors' meeting for its approval.
6. Review and conclude the succession plan for the managing director on an annual basis and report such plan to the Board of Directors for its acknowledgement.
7. Perform other duties as assigned by the Board of Directors.
8. The aforementioned scope of authority and duties of the Nomination and Remuneration Committee does not include the authority that empowers a director in the Nomination and Remuneration Committee or an authorized representative for such director to express his/her opinions about any matters that the particular director or his/her representative, or the connected persons (as announced by the Securities and Exchange Commission and/or the Board of Directors) may involve in interest or conflicts of interest.

However, the delegation of authority to the Nomination and Remuneration Committee as described above shall not include any authorization that would allow the Nomination and Remuneration Committee, or any person delegated by the Committee, to consider or provide opinions on matters in which they themselves or any person who may have a conflict of interest (as defined under the notifications of the Securities and Exchange Commission and/or the Capital Market Supervisory Board) has an interest or a conflict of interest with the Company and/or its subsidiaries. In such cases, the Nomination and Remuneration Committee shall submit the matter to the Board of Directors and/or the shareholders' meeting for further consideration.

The Risk Management Committee

As of December 31, 2025, the Risk Management Committee comprised the following five members.

- | | | | |
|----|----------------|-----------------|--|
| 1. | Mr. Weerachai | Ngamdeevilaisak | Chairman of the Risk Management Committee |
| 2. | Pol.Gen Pharnu | Kerdlarpphon | Member of the Risk Management Committee |
| 3. | Mr. Chatchai | Kaewbootta | Member of the Risk Management Committee |
| 4. | Mr. Somyot | Ngerndamrong | Member of the Risk Management Committee |
| 5. | Mr. Pinit | Puapan | Member of the Risk Management Committee |
| | Miss Kanoknuch | Chonvanich | Secretary of the Risk Management Committee |

Scope of authority and duties of the Risk Management Committee

1. Consider drafting the policies and guidelines for the Company's overall risk management, covering key risk aspects, e.g., financial risks, investment risks, risks impacting the Company's corporate reputation, and etc.; and propose such policies and guidelines to the Board of Directors for approval.



2. Identify the strategies and guidelines for the Company's risk management in accordance with the Company's risk management policies; also monitor, and evaluate the extent of factors, ensuring that they are at an appropriate level.
3. Supervise and monitor risk management operation to ensure it is carried out in accordance with the risk management guidelines and policies, which have been approved the Company's Board of Directors.
4. Determine the risk assessment criteria and an acceptable risk ceiling.
5. Determine the measures for appropriate risk management in accordance with the changing circumstances.
6. Review the adequacy of the risk management policies and the risk management system, including the effectiveness of the risk management system and the operation in compliance with the set policies.
7. Regularly reports to the Board of Directors in regard to the management, operation and the risk status of the Company as well as some changes and any matters requiring improvement or adjustment to be in accord with the set policies and strategies.
8. Arrange a risk management panel as necessary.
9. Support the risk management panel in regard to personnel, budget, and necessary resources in accordance with the scope of their responsibility.

The Corporate Governance and Sustainability Development Committee

As of December 31, 2025, the Corporate Governance and Sustainability Development Committee consisted of the following three members.

- | | | | |
|----|----------------|---------------|--|
| 1. | Mr. Sumate | Maneewattana | Chairman of the Corporate Governance and Sustainability Development Committee |
| 2. | Mr. Pinit | Puapan | Member of the Corporate Governance and Sustainability Development Committee |
| 3. | Mr. Kudun | Sukhumananda | Member of the Corporate Governance and Sustainability Development Committee |
| | Mrs. Chomchaba | Sathapornpong | Secretary of the Corporate Governance and Sustainability Development Committee |

Scope of authority and duties the Corporate Governance and Sustainability Development Committee

1. Determine the policies and key best practice for the effective corporate governance process and propose them to the Board of Director for its approval.
2. Determine strategies and corporate governance operation plans; monitor and ensure that the overall operation is in concord with the corporate governance principles announced by the Company.



3. Review the operation guidelines on corporate governance and the corporate governance principles; and ensure that these guidelines and principles are taken into consistent practice and that they are appropriate with the Company's business operation.
4. Oversee the operation in regard to sustainability development.
5. Review and report the overall operation of corporate governance and sustainability development, and offer opinions regarding operation guidelines and suggestions for improvement to the Board of Directors.
6. Oversee and ensure that the operation in regard to corporate governance and sustainability development is carried out in accordance with the set principles.

The Executive Committee

As of December 31, 2025, the Executive Committee comprised four members, as follows:

- | | | | |
|----|---------------|--------------|--------------------------------------|
| 1. | Mr. Chatchai | Kaewbootta | Chairman of the Executive Committee |
| 2. | Ms. Doungchai | Kaewbootta | Member of the Executive Committee |
| 3. | Mrs. Wanaporn | Pornkitipong | Member of the Executive Committee |
| | Mrs. Wanaporn | Pornkitipong | Secretary of the Executive Committee |

Scope of authority and duties of the Executive Committee

1. Determine the mission, vision, policies, objectives, business plans and annual budget of the Company and the subsidiaries on an annual basis ; and propose them to the Company's Board of Directors; ensuring that the Company's management runs business according to plans efficiently and effectively; also review the strategies and targets in accordance with the changing situations.
2. Consider the annual budget allocation plan proposed by the management before proposing the plan to the Company's Board of Directors for review and approval -. this includes the consideration and approval of the changes and additions of the annual expenditure budget during the time without Board of Directors' meetings; and propose such matters the next meeting of the Board of Directors.
3. Consider approving contracts and/or any transactions that relate to the Company's core business, financial transactions made with banks/ financial institutions, loan or lending approval, sale of collaterals or foreclosed assets, procurement of assets/services based on the budget limits approved by the Board of Directors or based on the budget limits under the authority.
4. Hold the authority to empower a member of Executive Committee or members of Executive Committee or other individuals to perform a particular duty under the control of the Executive Committee or empower such person on some matters and within certain timeframe, as deemed appropriate by the Executive Committee; the Executive Committee has power to cancel, dismiss or change the authorized person as appropriate.
5. Hold other duties and responsibilities as assigned by the Board of Directors.



Note that the aforementioned scope of authority and duties of the Executive Committee does not include the authority that enables a member of Executive Committee or an authorized representative for that member to express opinions about any cases that the particular member of the representative or the connected persons (as announced by the Securities and Exchange Commission and/or the announcement of the Capital Market Supervisory Board and/or the Stock Exchange of Thailand) may have conflicts of interests with the Company or its subsidiaries. The Executive Committee shall report any cases or transactions causing conflicts of interests to the Company's Board of Directors and/or the shareholders meeting so that they can consider approving such cases or matters based on the rules and regulations of relevant laws.

The Board of Directors' Meetings

1. The Company schedules of the Board of Directors' Meeting and make meeting agendas in advance before informing the directors. The Board of Directors shall convene not less than six meetings per annum.
2. The chairman of the Board of Directors and the managing director work together to determine the meeting agendas and consider issues to be included in the agendas, allowing each director to propose any matters to be included in the agendas.
3. In each meeting, the agenda document is sent to the directors at least five working days prior to the scheduled meeting to ensure that the directors have adequate time to consider the information, except for some urgent cases.
4. The chairman of the Board of Directors encourages directors to attend not less than 75 percent of the total meetings for the whole year.
5. The chairman conducts the meetings in an appropriate manner that is favorable to discussions and consideration of various issues, with directors allowed to freely express their opinions. For some agendas, the top management members may participate to provide additional useful information and to directly learn about the policies so that they can effectively apply such policies to operation.
6. The directors have the right to obtain necessary additional information from the managing director or the Company's secretary or other assigned management members. In some necessary cases, the directors may seek independent opinions from external professional service providers in the expenses of the Company.
7. The Board of Directors has a policy to allow separate meetings among non-management directors, as necessary, so that they can discuss the problems related to the management that interest them, without the presence of the management-based directors. The results of such non-management directors' meetings shall also be reported to the Board of Directors.



8. The resolution of an issue in the Board of Directors' meetings is based on the majority votes. One director holds one vote. A director involving in conflicts of interests in an issue does not attend the meeting and has no voting right in that particular issue. If the votes are equal, the chairman shall have another vote, which is deemed final.
9. In each meeting, the secretary to the Board of Director shall attend and complete the meeting minute. The complied minute shall be verified and signed by the chairman and shall be the first agenda for the next meeting proposed for the approval. The secretary is responsible for keeping information and documents about the meetings for future references.

In 2025 and 2024, the Company arranged Board of Director meetings for the total of 11 meetings and 10 meetings, respectively. Details of attendees are as follows.

| Name | Position | AGM | Non- | Board of Directors | |
|--|---|------|------|--------------------|-------|
| | | 2025 | 2025 | 2025 | 2024 |
| 1.Mr.Sukhont Kanjanahuttakij | Chairman | 1/1 | 1/1 | 11/11 | 10/10 |
| 2. Mr. Chatchai Kaewbootta | Director/ Chef Executive Officer | 1/1 | | 10/11 | 9/10 |
| 3. Ms. DOUNGCHAI KAEWBOOTTA | Director / Managing Director | 1/1 | | 11/11 | 10/10 |
| 4. Pol.Gen Pharnu Kerdlarpphon | Member of the Audit Committee /Independent Director | 1/1 | 1/1 | 11/11 | 10/10 |
| 5.Mr.Weerachai Ngamdeevilaisak | Member of the Audit Committee /Independent Director | 1/1 | 1/1 | 11/11 | 10/10 |
| 6. Mr. Somyot Ngerndamrong | Director | 1/1 | | 11/11 | 10/10 |
| 7. Mr. Vinai Vittavassarnvej | Vice Chairman of the Board / Independent Director | 1/1 | 1/1 | 11/11 | 10/10 |
| 8. Mr. Sumate Maneewattana | Director / Independent Director | 1/1 | 1/1 | 11/11 | 9/10 |
| 9. Mr. Pinit Puapan | Director | 1/1 | 1/1 | 10/11 | 10/10 |
| 10. Mr. Veera Veerakool | Independent Director | 1/1 | 1/1 | 11/11 | 10/10 |
| 11. Mr. Tzung-Han Tsai | Director | 1/1 | 1/1 | 10/11 | 9/10 |
| 12. Mr. Kudun Sukhumananda | Director | -/1 | 1/1 | 9/11 | 10/10 |
| 13. Mr. Wichit Phayuhanaveechai ¹ | Director | | | | 8/9 |

¹Mr.Wichit Phayuhanaveechai resigned from Director since 9 December 2024



Recruitment of the Chief Executive Officer and Senior Executives

The Nomination and Remuneration Committee, in collaboration with the Chief Executive Officer, prepares a Succession Plan for the Chief Executive Officer position by considering suitable candidates from both within and outside the organisation. The selection process takes into account qualified individuals from both internal and external sources, and an independent consultant may be engaged to assist in the recruitment process. In recruiting the Chief Executive Officer, candidates are evaluated based on appropriate qualifications, including skills, knowledge, competencies, leadership qualities, and experience that are necessary and beneficial to business operations such as experience in the financial industry or in professional fields relevant to organisational management or demonstrated management achievements and a well-established reputation in either the public or private sector, in both domestic and international institutions. Candidates must also possess a distinguished vision capable of leading the organisation to success and achieving the Company's sustainable development goals. The Nomination and Remuneration Committee will then propose the selected candidate to the Board of Directors for consideration and appointment.

In addition, the Company has developed succession plans covering two further levels of management below the Chief Executive Officer, which are considered critical positions for organisational management. Individuals have been identified to serve as replacements in cases where no immediately available candidate exists, and the Company has established a development system for personnel at the next level to prepare them for readiness, as well as recruiting externally where necessary. To maintain the confidence of investors, the organisation, and employees that business operations will continue without interruption, the Company has prepared individual development plans for successors across all positions and levels to develop them into readiness for assuming their respective roles. The relevant sub-committees present the senior management succession plan to the Board of Directors meeting for consideration on an annual basis.

Policy on Director and Executive Remuneration Determination

The Company has a policy for determining directors' remuneration in alignment with their roles and responsibilities. When benchmarked against companies in the same industry and companies of comparable size, the remuneration is set at an appropriate and sufficient level to attract and retain high-quality directors. The remuneration framework takes into account fairness and appropriateness in compensating directors and executives, consistent with the individual performance of each director and executive. The Nomination and Remuneration Committee is responsible for considering and determining the necessary and appropriate monetary and non-monetary remuneration for the Board of Directors, sub-committee members, the Chief Executive Officer, and senior executives who report directly to the Chief Executive Officer. In addition to the remuneration policy described above, the Committee also takes into consideration director remuneration survey results compiled by the Stock Exchange of Thailand and the Thai Institute of Directors (IOD). With respect to remuneration for directors and sub-committee members, the Nomination and Remuneration Committee submits its recommendations to the Board of Directors meeting for approval and to the Annual General Meeting of Shareholders for authorisation on an annual basis.



1.2 Code of Conduct



Target

- Zero warnings or significant findings from regulatory authorities.

Srisawad Corporation Public Company Limited is committed to conducting its business with due regard to fairness and ethical treatment of all stakeholders. The Company has established good practices in various areas relating to corporate governance principles to serve as strict operational guidelines for the Board of Directors, executives, and employees. These guidelines comprehensively cover human rights, treatment of employees, communities, society, the environment, health and safety, the offering or acceptance of assets or other benefits that may improperly influence decision-making, conflicts of interest in the Company's transactions, and the use of the Company's inside information. The guidelines also address compliance with laws, rules, regulations, the use of the Company's assets, information technology systems, and intellectual property, as well as the safeguarding thereof. In addition, they encompass the treatment of suppliers, counterparties (suppliers and creditors), and business competitors, including compliance with applicable laws and mutually agreed requirements with suppliers, customers, and business partners. The Company is committed to offering the best possible options and treating all suppliers equally, transparently, and fairly in order to foster good relationships and promote sustainable mutual development. In 2025, there were no complaints arising from non-compliance with ethical principles and the Code of Conduct, nor were there any cases of operations conducted in violation of applicable laws or regulations related to the Company's business operations. The Corporate Governance and Sustainability Development Committee regularly reported and monitored the implementation results to the Board of Directors.

2025 Performance

100 %

of business units identified as having corruption risk have an anti-fraud audit and prevention plan in place.



100 %

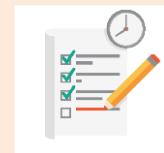
No warnings or significant audit findings from regulatory authorities. No complaints received through any of the channels designated by the Company for receiving such matters.

100% of all employees, executives, and directors

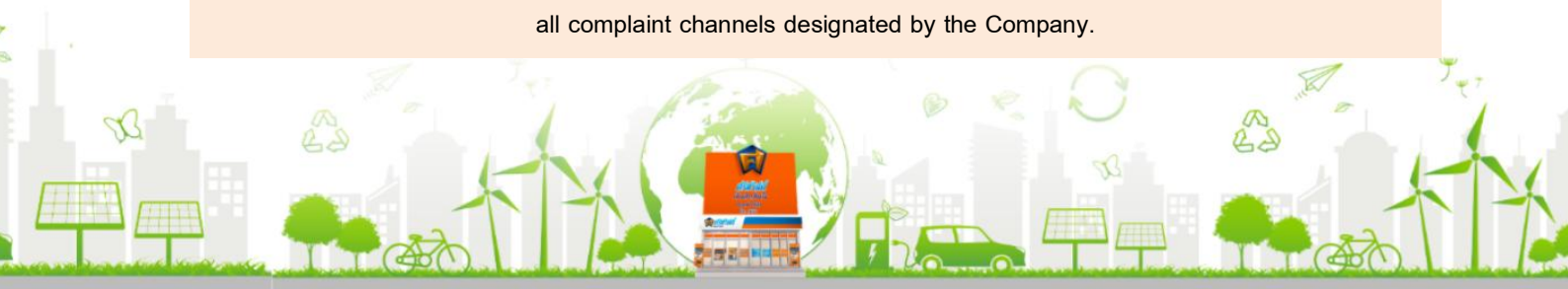
Acknowledged the Code of Conduct

100% of all employees, executives, and directors

Received training on the Code of Conduct



In 2025, the Company recorded "zero cases of code of conduct violations" based on reviews conducted across all complaint channels designated by the Company.



Whistleblowing and Complaint Channels

- Postal Mail : to the Chairman of the Audit Committee , 99/392 Srisawad Building, 4, 6 floor, Chaeng Watthana Road, Thungsonghong, Laksi, Bangkok 10210
- Email : AC@srisawadpower.com
- Corporate Website : <https://investor.sawad.co.th/th/corporate-governance/whistleblowing-channel>

Monitoring Compliance with the Code of Conduct

The Company has established a whistleblowing policy and provided secure communication channels through which employees and all stakeholder groups may seek advice, report whistleblowing cases, provide suggestions, or file complaints regarding any misconduct that violates laws, rules, regulations, corporate governance principles, or the Code of Conduct. Measures are in place to protect the rights of such individuals, and information provided by complainants will be kept strictly confidential and accessible only to responsible persons authorized to investigate the reported matters. Such complaints will be processed in accordance with the complaint management procedures prescribed in the Company's Code of Conduct Manual.

Complaint and Whistleblowing Management Process

1. Conduct fact screening and investigations in accordance with the Whistleblowing Policy by authorized persons assigned to carry out such duties. Information relating to complainants and relevant factual details will be treated as confidential and access thereto will be restricted. The Company has also established protection measures for complainants, information providers, and any persons who cooperate with or provide assistance to the Company to ensure that they are not subject to unfair treatment or unsafe conditions.
2. Consider and proceed with actions on a case-by-case basis where sufficient evidence of misconduct is found by the investigation committee, which consists of assigned Human Resources executives, particularly where violations of the Code of Conduct result in damage to the Company.
3. Consider providing remedies to affected persons who have suffered damages.
4. Establish corrective and preventive measures to avoid recurrence of similar incidents, while further communicating such measures to employees to ensure strict compliance with the Company's policies and Code of Conduct.
5. Report a summary of operational results to the Board of Directors at least once annually in order to prevent recurring issues or potential future incidents, and disclose related performance information in the annual Sustainability Report.
6. In cases involving violations of the Company's Code of Conduct, the Human Resources Department shall impose disciplinary actions against violators based on the severity of the misconduct, such as verbal warnings, written warning letters, escalation to management for further consideration, or the appointment of an investigation committee. The responsible department shall also determine corrective actions to address the root causes of the incident, including preventive measures to avoid recurrence in the future.



1.3 Anti-Corruption



Target: Operate with transparency, uphold good governance, and anti-corruption.



Srisawad Corporation Public Company Limited is committed to conducting business under the principles of Good Corporate Governance, prioritizing transparency, integrity, and accountability to all stakeholders. We strictly prohibit all forms of corruption and have established concrete operational guidelines to prevent such practices. Our commitment is underscored by our certification as a member of the Thai Private Sector Collective Action Against Corruption (CAC), reflecting our adherence to international anti-corruption standards. To foster a culture of integrity, the Company provides continuous anti-corruption training to employees at all levels and communicates these policies to business partners and stakeholders to ensure collective compliance.

Furthermore, the Company enforces a strict "No Gift Policy" for all seasons and occasions to mitigate risks associated with conflicts of interest. We actively encourage our business partners to join our anti-corruption network, ensuring long-term transparency and stakeholder confidence.



Anti-Corruption and Anti-Bribery Policy and Procedure

The company requires that all directors, executives, and employees at every level exercise caution against all forms of corruption, as follows:

1. Not engage in or participate in any form of corruption, whether directly or indirectly.
2. Ensure comprehensive communication at all levels directors, executives, and employees requiring that all operational processes strictly comply with the law. If errors occur due to negligence or insufficient awareness, the penalties prescribed by law shall apply.
3. Directors, executives, and employees shall not engage in or support corruption under any circumstances, and shall strictly comply with anti-corruption measures.
4. Directors, executives, and employees have a duty to report to the company any acts that constitute corruption related to the company, by notifying their supervisor or the responsible person, and to cooperate in fact-finding investigations.
5. The company will act fairly and protect whistleblowers who report corruption, as well as individuals who cooperate in reporting and in corruption investigation processes.
6. Those who commit acts of corruption shall be subject to disciplinary penalties in accordance with the company's regulations, and may also face legal penalties for such offenses.
7. Directors, executives, and employees have a duty to comply with the good corporate governance and anti-corruption policy, with the Board of Directors delegating management to communicate and implement anti-corruption measures.
8. Directors, executives, and employees are prohibited from taking any action that constitutes a demand for or acceptance of assets or any other benefits for themselves or others in a manner that suggests inducement to perform or omit duties, or that may cause the company to lose its rightful interests. Directors, executives, and employees are also prohibited from offering or proposing to offer assets or any other benefits to external parties to induce such persons to act or omit to act in violation of the law or contrary to their duties, or in exchange for undue privileges, including:
 - Giving and Receiving Bribes: Giving or receiving bribes in any form whatsoever in exchange for business benefits is prohibited, and delegating others to give or receive bribes on one's behalf is also prohibited.
 - Business Relationships and Procurement with the Public Sector: The company's operations and dealings with the public sector must be conducted transparently, honestly, and in compliance with relevant laws.
 - Giving or Receiving Gifts, Hospitality, and Other Benefits: Hospitality and other benefits, including events (such as meals, entertainment, training, conferences, and related travel and accommodation) where the host/payer participates in the event with the recipient, shall be considered gifts. Gifts, hospitality, and other benefits exceeding the prescribed value threshold must receive written



approval from authorized persons as designated by the company. The giving or receiving of gifts, hospitality, or other benefits must be appropriate and consistent with customs and traditions, and in compliance with applicable laws in each country where the company operates.

- Political Contributions: The company has no policy of supporting or contributing to political parties, political groups, or politicians, whether directly or indirectly.
- Directors, executives, and employees of the company and its subsidiaries are prohibited from engaging in extortion, fraud, deception, collusion, price-fixing, embezzlement, money laundering, cybercrime, and other similar acts including theft of company assets for personal ownership or personal benefit.
- Accepting Donations, Charitable Contributions, Public Benefit Activities, and Giving or Receiving Sponsorships: The company stipulates that accepting donations, making charitable contributions, public benefit activities, and giving or receiving sponsorships must comply with the following requirements:
 - (1) Must be conducted transparently, in accordance with the law, and not contrary to moral principles, and must not cause harm to society as a whole.
 - (2) Must not be related to or used as a pretext for bribery.
 - (3) Must comply with the review and approval procedures for charitable contributions, public benefit activities, or sponsorships in accordance with the company's regulations.
 - (4) In cases of doubt that may have legal implications, written consultation must be sought from the legal department, or for other matters of significant importance, the decision shall be at the discretion of management.

Corruption Risk Assessment and Performance on Anti-Corruption Policy Implementation

The Company regularly and continuously conducts corruption risk assessments in order to identify risk factors, the likelihood of occurrence, and potential impacts on the organization. The Company's anti-corruption risk management process consists of the following:

1. Identification of corruption-related risks
2. Risk assessment by considering the likelihood of occurrence and the potential impacts on the organization
3. Establishment of risk control and prevention measures
4. Whistleblowing channels and whistleblower protection measures
5. Monitoring, auditing, and reporting
6. Review and continuous improvement of the process

Based on the risk assessment results, Srisawad Corporation Public Company Limited has established appropriate internal control measures and risk management approaches, including:

- Establishing internal audit systems and regularly monitoring operational practices



- Providing training and communication on Code of conduct and anti-corruption practices to directors, executives, and employees
- Establishing whistleblowing and complaint channels, together with whistleblower protection measures
- Promoting compliance with the No Gift Policy

In addition, the Company continuously monitors the implementation of anti-corruption measures through internal audits, reporting to the Board of Directors, and ongoing reviews of the effectiveness of control measures to ensure that corruption risks are appropriately prevented and mitigated.

Anti-Corruption Performance Indicators

The Company has established key performance indicators (KPIs) to evaluate the effectiveness of our governance systems and anti-corruption measures. Our performance results are as follows:

| Indicators | 2023 | 2024 | 2025 |
|--|------|------|------|
| Number of corruption and bribery cases | 0 | 0 | 0 |
| Number of complaints related to corruption and bribery | 0 | 0 | 0 |
| Number of bribery and facilitation payment cases | 0 | 0 | 0 |
| Number of political contribution cases | 0 | 0 | 0 |
| Number of conflict of interest cases | 0 | 0 | 0 |
| Number of cases involving disclosure of confidential business information/personal data | 0 | 0 | 0 |
| Number of insider trading cases | 0 | 0 | 0 |
| Number of harassment, sexual harassment, and bullying cases | 0 | 0 | 0 |
| Percentage of regular monitoring and assessment of corruption risks in significant operational processes | 100 | 100 | 100 |
| Percentage of employees receiving anti-corruption policy training | 100 | 100 | 100 |
| Percentage of employees acknowledging the No Gift Policy and Anti-Corruption Policy | 100 | 100 | 100 |
| Percentage of suppliers acknowledging and complying with the Company's Anti-Corruption Policy | 100 | 100 | 100 |

The Company is committed to conducting its business with transparency in accordance with its Anti-Corruption Policy. The Company has clearly established guidelines stipulating that it does not have a policy to employ government employees, government officials, or former government officials as employees or



consultants of the Company in order to prevent conflicts of interest and avoid the use of relationships or inside information for the Company's benefit. In 2025, the Company did not employ any personnel in such capacities.

Communicating Employees' Understanding of the Anti-Corruption Policy

The Company instills in all employees a clear understanding of and compliance with the Anti-Corruption Policy, applicable laws, and related regulations, while also establishing proper measures regarding the giving and receiving of gifts from the first day of employment. This is achieved through ethics and professional code of conduct training programs to ensure employees understand their roles and responsibilities, while also fostering the Company's corporate culture and the awareness of being responsible employees for future generations. In addition, the Company has established fraud detection and reporting procedures through its complaint channels, enabling employees or any persons who witness misconduct to report concerns or provide information through secure communication channels.

Complaint and Whistleblowing Measures

The Company has established complaint and whistleblowing channels to receive complaints, comments, or suggestions from stakeholders who are affected or may potentially be affected by the Company's business operations or by the actions of the Company's executives and employees, including violations of laws or non-compliance with the Code of Conduct, as well as behaviors that may indicate fraud or acts of corruption directly or indirectly related to the Company. Stakeholders are encouraged to report such matters to the Company for further investigation.

Procedures upon Receiving Complaints

1. Upon receiving a whistleblowing report or complaint, the Company shall appoint an appropriate responsible person to handle the matter. The responsible person shall conduct preliminary screening, gather relevant facts, investigate the matter, and determine whether any violations or non-compliance with the Code of Conduct have occurred. In cases where the accused party is an executive director of the Company, the complaint shall be submitted to the Audit Committee for consideration and determination.
2. The matter shall be proposed to the Chief Executive Officer for consideration in appointing an investigation committee comprising qualified experts with appropriate knowledge and impartiality to investigate the reported facts.
3. The investigation committee shall collect all relevant information related to the complaint through interviews and/or document reviews.
4. The investigation committee shall analyze and determine the facts in order to establish appropriate management procedures and corrective actions.
5. The investigation committee shall determine corrective and remedial measures for affected parties, taking into consideration the overall impacts and damages incurred, and shall report the results to the Chief Executive Officer for acknowledgment by the Board of Directors.



6. The investigation committee shall inform the complainant of the investigation results, provided that the complainant has disclosed his or her identity.

Protection and Confidentiality Measures

The Company has established protection measures against retaliation and mechanisms to mitigate damages for whistleblowers, complainants, or persons cooperating in reporting violations or breaches of the Code of Conduct. Such persons shall receive protection and fair treatment for providing information or useful evidence relating to fraud, non-compliance with laws or regulations issued by government authorities, or violations of the Company's rules, regulations, or Code of Conduct, as follows:

- Whistleblowers, complainants, or cooperating persons may choose to remain anonymous if they believe disclosure of their identity could result in insecurity or damages. However, disclosure of identity may enable the Company to communicate investigation results and provide remedies more efficiently and promptly.
- The Company shall treat all related information as confidential and disclose it only when necessary to persons responsible for resolving the matter, taking into consideration the safety and potential impacts on whistleblowers or related parties.
- If complainants believe they may face insecurity or damages, they may request the Company to implement appropriate protection measures. The Company may also independently provide such protection measures if it considers that there is a risk of hardship, damages, or insecurity. Persons suffering damages shall receive remediation through appropriate and fair procedures.

Dissemination of the Anti-Corruption Policy

- The Company prominently displays the Anti-Corruption Policy within office premises to ensure that all employees can easily access and read it.
- The Company disseminates the Anti-Corruption Policy through various communication channels, including the Company's website, email communications, sustainability reports, and Form 56-1 One Report.
- The Company provides anti-corruption policy training to all new employees.
- The Company regularly reviews the Anti-Corruption Policy and related practices.

Complaints and Whistleblowing Reporting Channels

When witnessing any violations or non-compliance with the Code of Conduct, including acts that may constitute corruption, fraud, or illegal conduct, employees and stakeholders may seek clarification or submit complaints through the following channels:

1. Employees must not ignore or overlook any operations that conflict with the Company's rules or regulations, or any actions that may constitute or are suspected to constitute corruption related to the Company. Employees are required to report such information to their supervisors or responsible persons. In case of uncertainty or inquiries, employees may seek guidance from their supervisors.



2. Any persons who witness, suspect, or are affected by acts potentially involving corruption may submit whistleblowing reports or complaints through any of the Company's designated channels.
- Report directly to the Chairman of the Board, the Chief Executive Officer, and the Managing Director.
 - Report directly to the Chairman of the Audit Committee through the Secretary of the Audit Committee.
 - Report directly to supervisors.
 - Report directly to the Chairman of the Audit Committee in cases involving senior executives or members of the Board of Directors.
 - Postal Mail: Send to the Chairman of the Audit Committee, the Chairman of the Corporate Governance and Sustainability Development Committee, the Company Secretary, the Head of Internal Audit, or the Head of Human Resources at the following address:
Srisawad Corporation Public Company Limited
99/392 Soi Chaeng Watthana 10 Yak 3 (Benjamit), Chaeng Watthana Road, Thung Song Hong Subdistrict, Lak Si District, Bangkok 10210
 - Email: AC@srisawadpower.com
 - Website : <https://investor.sawad.co.th/th/corporate-governance/whistleblowing-channel>

Employees are required to cooperate in investigations and provide factual information in cases where acts potentially involving corruption are identified. The Company shall ensure fairness and provide protection to employees who report whistleblowing cases or refuse to participate in corrupt practices, in accordance with the Company's regulations regarding whistleblowing, complaints relating to fraud, and corruption reporting.

1.4 Risk Management and Business Continuity Management



Targets

- Establish organization- wide risk management systems and processes capable of formulating strategies and identifying risks in a timely manner.
- Monitor and review risk management on a regular basis, ensuring that company risks are managed appropriately.

2025 Performance

- The 2025 Risk Management Report was prepared with particular emphasis on Emerging Risks, specifically Cybersecurity and Data Security risks, including those related to the Personal Data Protection Act (PDPA), which are identified as significant risks with high likelihood of occurrence in the future. Accordingly, risk mitigation measures and management approaches have been established.



Risk Management

SAWAD Group emphasizes the significance of risk management; therefore, the Company arranges business performance evaluation and risk assessment to examine certain risks that may have impact on the Group's business operation. The performance evaluation and risk assessment is arranged at least once annually. In light of the risk assessment, the Company's management analyzes possible risks in different areas before reporting them to the Board of Directors for the board's acknowledgement. In addition, the management also provides some suggestions to limit risks or keep risks under acceptable levels. Should there be any risks that may possibly impede potential achievement of the targeted business goals, the Group needs to seek measures to manage these risks.

Risk Management Structure

Board of Directors

The Board of Directors determines or approves the framework for good and effective risk management. The Company also specifies the extent of risk appetite, which is determined by the Risk Management Committee. The framework of risk management covers five areas, namely strategic risks, marketing risks, credit risks, liquidity risks, operational risks and IT risks. Moreover, the Company also reviews related operation guidelines and policies on a regular basis.

Risk Management Committee

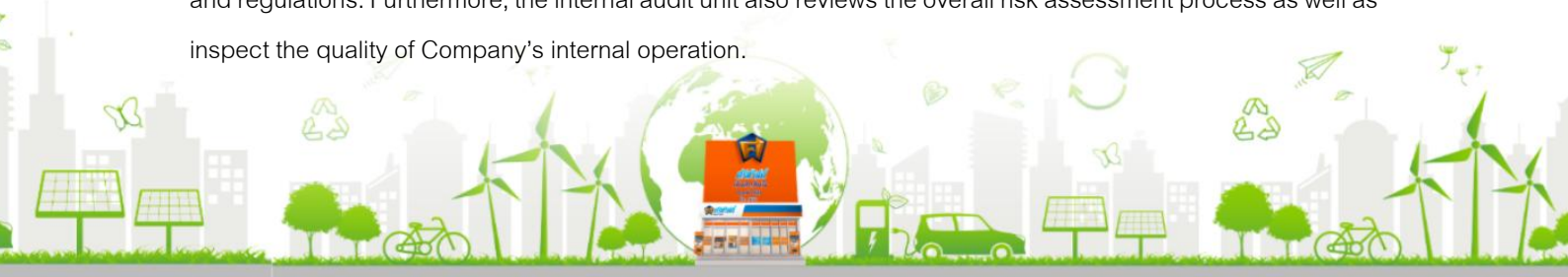
The Risk Management Committee has a duty to outline certain policies and a direction for the organization's overall risk management, which include key areas of risks. The Committee also determines the strategy and the direction for risk management to match the Group's overall risk management policy as well as monitor and keep the extent of risks under an appropriate level. In addition, risk measurement criteria and acceptable risk ceiling are also identified so that the Company can proceed with appropriate risk management measures that match the circumstances.

Risk Management Unit

The risk management unit has a duty to design and determine risk management tools and process. The unit also sees that all designed risk management tools and process are applied to operation in different business units. The risk management unit is also responsible for risk analysis, risk monitoring, and completion of risk reports in order to maintain the risks under acceptable levels.

Internal Audit Unit

The internal audit unit is responsible for examining and assessing the Company's internal control system. The unit also reviews the operation to ensure that it conforms to the Company's set policies, principles and regulations. Furthermore, the internal audit unit also reviews the overall risk assessment process as well as inspect the quality of Company's internal operation.



Risk Owners

Risk owners include units, divisions and departments of the Company, that are responsible for risk management in various areas related to the products and services under their responsibilities. They are required to ensure that their operation process and operation system are under the risk management at acceptable risk levels.

Risk Management Process

The Company defines roles, responsibilities, and accountabilities for all parties involved in the risk management process, including designating decision-making authority for enterprise risk management within the Group. The Board of Directors is responsible for overseeing the Group's policies and appointing qualified members to serve on the Risk Management Committee. The Risk Management Committee is responsible for reviewing the Group's risk management policies and overseeing the effectiveness of risk management across the Group, reporting to the Board of Directors at least quarterly. The Risk Management Working Group, comprising representatives from Risk Management in each business group, is responsible for formulating the Group's risk management policies, presenting risks to the Risk Management Committee, and monitoring the effectiveness of risk management with reports submitted to the Risk Management Committee at least quarterly. The Company has defined guidelines and a risk management process comprising five components:



ESG Risk Management

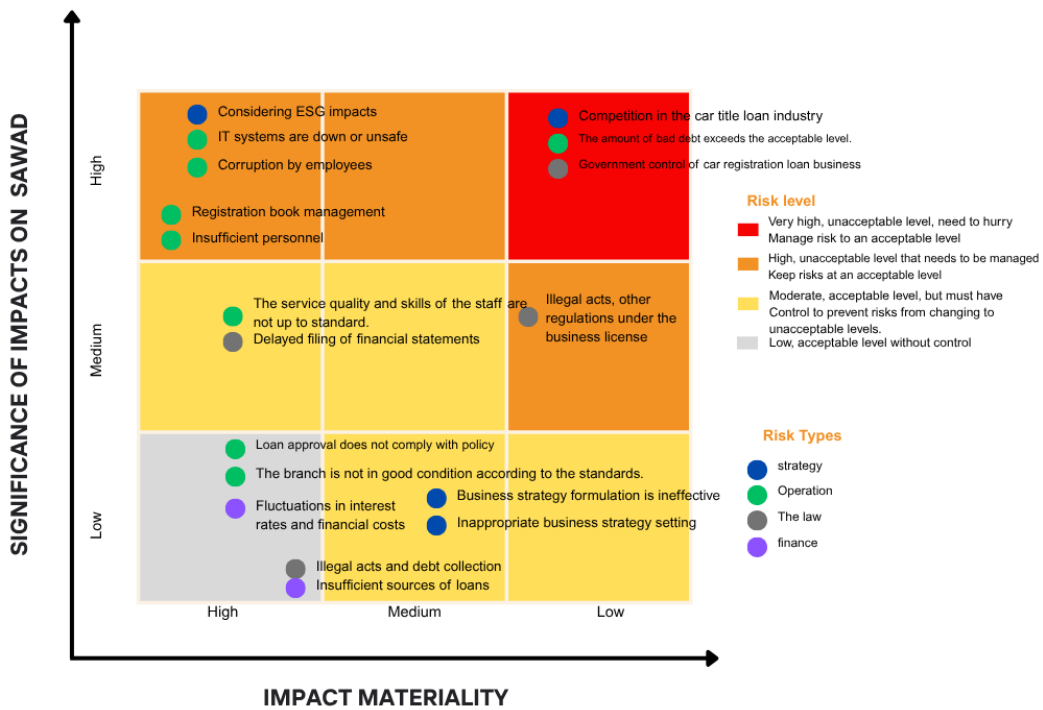
The Company manages environmental, social, and governance risks with the objective of developing a systematic ESG risk management process. An ESG risk management framework has been established covering various processes, divided into five steps: 1) Risk identification and materiality assessment; 2) Integration into frameworks and processes according to risk type; 3) Risk mitigation; 4) Scenario analysis and stress testing; and 5) Target-setting and integration into risk management.



Risk identification and materiality assessment focuses on identifying and selecting risks that are material to the organisation within the environmental, social, and governance scope, in order to prioritise and allocate resources for management to achieve the highest overall effectiveness for the Company. These risks are then integrated into the Company's existing risk frameworks and processes according to the established risk categories to ensure management efficiency. Risk mitigation processes are subsequently considered in light of impact and likelihood, and analyses of potential impacts arising from various scenarios and losses under stress conditions are conducted to address key risks across various dimensions, in order to maintain risk levels within the defined thresholds in accordance with the organisation's risk management guidelines.

The Level of Risk is an indicator used to determine the significance of each individual risk, derived by comparing the likelihood of occurrence against the impact and severity on the organisation, enabling the determination of an acceptable Risk Tolerance level, which is then used to establish operational guidelines to ensure that risks remain within the acceptable Risk Appetite framework.

Sustainability Risk Factors (Risk Matrix)



Risk Assessment Matrix (ESG)

| Risk Factor | ESG | Risk Issues and Potential Impacts | Mitigation Plan |
|--|-----|--|--|
| Transition Risk to a Low-Carbon Society | E | Risks arising from changes in environmental laws, regulations, and policies, including new climate disclosure standards, which may impact operational costs and business operations. | <ul style="list-style-type: none"> Continuously assess climate related risks in accordance with the Task Force on Climate-related Financial Disclosures (TCFD) framework Regularly monitor environmental legislation and trends |
| Sustainable Finance Landscape Risk | E | The Company must develop financial products and services in alignment with Sustainable Finance trends and stakeholder requirements. | <ul style="list-style-type: none"> Develop financial products that support greenhouse gas emission reductions |
| Climate Change and Natural Disaster Risk | E | Natural disasters such as floods, storms, or droughts may affect debtor quality, collateral value, and employee operations in disaster-affected areas. | <ul style="list-style-type: none"> The Business Continuity Plan (BCP) is reviewed annually. Risk-prone areas affecting branches and debtors are assessed. Assistance measures are provided to customers affected by such impacts. |
| Competition in the vehicle title loan industry | G | Intense competition and the entry of new market players may affect market share and operating performance. | <ul style="list-style-type: none"> Establish branch expansion strategies to ensure nationwide coverage. |
| NPL Volume Exceeding Acceptable Levels | G | An increase in Non-Performing Loans (NPL) may adversely impact the Company's financial position and operational performance. | <ul style="list-style-type: none"> Establish credit risk management plans Closely monitor loan quality and customer repayment capacity |
| Vehicle registration book management | G | Delays in returning vehicle registration books to customers beyond the timeframe specified by the Company | <ul style="list-style-type: none"> Manage and control the turnaround time for returning vehicle registration books to customers |



| Risk Factor | ESG | Risk Issues and Potential Impacts | Mitigation Plan |
|--|-----|---|---|
| Violations of laws, regulations, or other requirements under business operation licenses | G | Non-compliance with laws and regulatory requirements may affect business operations and corporate reputation. | <ul style="list-style-type: none"> • Establish compliance governance policies and procedures. • Regularly monitor and review legal and regulatory requirements. |
| Late Submission of Financial Reports | G | System errors, processing delays, and complex software. | <ul style="list-style-type: none"> • Develop an operational control plan to ensure compliance with external regulatory requirements |
| Ineffective Business Strategy | G | Business strategy does not progress as planned. | <ul style="list-style-type: none"> • Continuous evaluation and review of business strategies • Analysis of risk factors and market trends |
| IT System Disruptions or Security Breaches | S | Information system instability and cybersecurity vulnerabilities may affect customer data and business operations. | <ul style="list-style-type: none"> • Information Technology Security Policy • Develop network protection systems and data backup systems |
| Employee Fraud | S | Fraudulent or unethical behavior may affect the Company's reputation and stakeholder confidence. | <ul style="list-style-type: none"> • Anti-corruption and anti-fraud policies and practices • Internal operational procedures for relevant departments • Regular monitoring and detection of employee fraud |
| Insufficient Personnel / Below Standard Service Quality and Skills | S | Insufficient personnel in each unit, and knowledge and skills do not match the job requirements or Company standards. | <ul style="list-style-type: none"> • Effective personnel recruitment and selection management, including employee skills and competency development |

Emerging Risk Management

The Company is aware of and prepares to respond to Emerging Risks. Regular risk assessments are conducted to identify risks to the Company's business operations by monitoring changing conditions and analyzing various risk factors that may cause damage or impact operations. These are considered in risk



management planning to ensure preparedness in responding to or reducing the likelihood and impact of such risks in both the short and long term.

In 2025, the Company identified the following Emerging Risks and risk management approaches:

1. Climate Change Risk

| | |
|----------------------|---|
| Causes of Risk | <ul style="list-style-type: none"> - Structural climatic changes lead to natural disaster events such as earthquakes, droughts, floods, and increasingly severe storms. |
| Potential Impacts | <ul style="list-style-type: none"> - Climate change events such as floods, droughts, or other natural disasters may affect the operations of customers' businesses, preventing customers from repaying debts on schedule and necessitating debt restructuring negotiations, thereby impacting the Company's operations. |
| Risk Management Plan | <ul style="list-style-type: none"> - The Company has approaches to mitigate impacts and risks from such situations by reviewing risk management processes, exercising greater caution in reviewing new credit extensions, continuously monitoring and controlling credit quality, and engaging in debt restructuring negotiations. - The Business Continuity Plan (BCP) is updated annually to cover future natural disaster scenarios. |

2. Rapid Technological Change Risk

| | |
|----------------------|---|
| Causes of Risk | <ul style="list-style-type: none"> - The rapid development of technology without clear industry standards or established guidelines. - The use of Generative AI by employees or external parties without adequate governance or oversight. |
| Potential Impacts | <ul style="list-style-type: none"> - Rapid technological changes may render the Company's technology investments unable to support long-term usage as planned, affecting investment value and potentially generating additional costs. - Reputational damage may occur if AI chatbots respond inappropriately or unintentionally disclose information - Cybersecurity attacks via Generative AI are also a concern. |
| Risk Management Plan | <ul style="list-style-type: none"> - Regularly monitor and evaluate technology trends to plan investments and system improvements appropriate to future changes. - The Company has established policies and IT risk management measures covering risk assessment and analysis, as well as monitoring and control for remediation. A comprehensive Information Technology Security Policy has been implemented, including restricting system access rights based on individual roles and requirements. |



3. Risk from Border Situations

| | |
|-----------------------------|--|
| <p>Causes of Risk</p> | <ul style="list-style-type: none"> - The border situation between Thailand and neighboring countries remains fragile and may affect business operations. Border-area economies rely heavily on cross-border trade and travel. If border-related issues arise, border checkpoints may be closed and population evacuations may occur, causing economic activities to come to a halt. |
| <p>Potential Impacts</p> | <ul style="list-style-type: none"> - This could impact the income of local entrepreneurs, create shortages of cross-border labor, and disrupt the supply of raw materials from neighboring countries. As a result, supply chains in certain industries may be affected. - In addition, the Company's customers may also be affected by relocation or temporary business shutdowns in various sectors. This may result in some customers being unable to repay interest or principal on schedule and may require negotiations to reduce interest rates or extend repayment periods. Consequently, such circumstances could negatively affect the Company's operating performance. |
| <p>Risk Management Plan</p> | <ul style="list-style-type: none"> - To mitigate the impact and risks arising from such situations, the Company has implemented measures including considering the evacuation of employees in high-risk areas and preparing alternative work locations to enable employees to continue their duties. - The Company also reviews its risk management processes, exercises greater caution in granting new loans, and continuously updates its business continuity plans to align with evolving situations |

Fostering a Risk Governance and Management Culture

The Company recognizes that organizational culture is a critical component of successful risk management. Accordingly, the Company designates senior management as the primary communicators of the importance of risk management and as role models for risk management practices. This includes establishing practical approaches to implement risk management effectively, by defining acceptable risk levels and implementing a uniform risk assessment system. Roles and responsibilities for risk owners are clearly defined, with risk management topics included as part of the new employee orientation program to build broad risk management awareness from the commencement of employment. Risk management is also integrated into training and development curricula for directors, executives, and employees to ensure all personnel have the knowledge and understanding of the benefits of adhering to the risk management framework on an ongoing basis.



Risk Management Communication

The Company has established communication channels for risk management guidelines through various channels, including the Company's website, to disseminate the risk management policy. Communication channels between management and employees are also maintained through various meetings to ensure employees are informed of current situations and risk management approaches for various scenarios.

Risk Management Training and Education

Board of Directors: Upon the appointment of new directors, the Company conducts an orientation program to provide important information on business overview, risk management and control, and good corporate governance policies. Risk Management Committee meetings include reports on risk assessment results and risk management approaches for various risk factors relevant to the Company's business operations, as well as measures for managing risks to the Board of Directors and reports on matters requiring corrective actions.

Senior Management: Receive knowledge of new regulations or various risk factors related to the Company's business operations and newly developed risk management approaches through management meetings at each scheduled session.

Employees: Receive training in various relevant courses through the Company's e-Learning system, covering topics such as the Company's risk management policy and relevant regulations and laws applicable to operations. In 2025, 100% of new employees completed the required training.

Business Continuity Management

The Company's business operations currently face significant risks in several areas. Operational risk is one of the most critical, and despite the Company maintaining effective control systems, certain risks cannot be fully prevented particularly those arising from external factors such as natural disasters, terrorism, or events that may affect the Company's reputation. The Company recognizes the importance of ensuring business continuity in the event of disaster impacts. Business Continuity Management (BCM) and the Business Continuity Plan (BCP) are therefore essential tools for mitigating damage when such events occur.

The Company has a Business Continuity Management system aligned with the Bank of Thailand's guidelines on Business Continuity Management (BCM) and Business Continuity Planning (BCP). The following contingency plans have been established:

1. A Business Contingency Plan to address natural disaster situations and civil unrest events affecting the Company's operations.
2. A Financial Contingency Plan to address the Company's liquidity requirements for withdrawals and legally transacted credit approvals under normal operating conditions, Company-specific crises, and crises arising from other financial institutions (Contagion Effect).



3. An Information Technology Contingency Plan to address IT-related scenarios in which the Company's information systems become disrupted (Disaster), providing a framework for planning the recovery of operational status following an event that causes operational stoppage.
4. A written Business Continuity Plan (BCP) defining steps and operational processes for restoring operations to normal, enabling the business to continue functioning when an operational disruption occurs.

The Company requires that all contingency plans and Business Continuity Plans (BCP) be prepared, reviewed, and tested at least once a year, or whenever there is a significant change in factors materially affecting the Company's business operations.

Crisis Management Results

In 2025, a simulated scenario involving a fire in the office building and partial operational suspension for building restoration was conducted. The drill results were deemed satisfactory, and analysis was conducted to identify opportunities for improvement in crisis management, covering personnel readiness, facilities and necessary resources, communication systems, and rapid recovery to normal operations.



1.5 Sustainable Supply Chain Management



The Company has announced and enforced guidelines for business partners under the "Supplier Code of Business Ethics" to establish standards for business partners' conduct in dimensions beyond commercial considerations, namely Environmental, Social, and Governance (ESG) aspects and to encourage business partners to adopt these guidelines in their own operations and communicate them to their own suppliers. The Company has set a target for all business partners doing business with the Company to acknowledge and comply with these guidelines as part of disseminating its sustainability management policy and building a sustainable supply chain, in alignment with UN Sustainable Development Goal (SDG) No. 12.

The Company also enters into ESG-based contracts with business partners that include terms and conditions aligned with environmental management, occupational health and safety, and corporate social responsibility regulations and policies, as well as sanctions for violations of such terms.

In 2025, the Company had 266 suppliers, and 100% of key suppliers submitted acknowledgement forms confirming their acceptance of the Company's Supplier Business Code of Conduct and their compliance with the Company's procurement policy.

Supplier Management

Supplier Management

1. Supplier Selection

The Company evaluates both critical suppliers and indirect suppliers using the same assessment criteria, considering four dimensions: level of supplier dependency, substitutability, service and delivery performance, and cost impact. Critical and indirect suppliers must achieve a combined score of 80 points or above all four dimensions. Critical suppliers are those with whom the Company transacts regularly.

2. Identification of Critical Suppliers

The Company applies clear criteria for classifying suppliers by analyzing annual expenditure per supplier in conjunction with a criticality assessment and a comprehensive ESG risk evaluation. Suppliers are categorized into two types:

Critical Tier 1 Suppliers

Criteria for Critical Tier 1 classification:

- Suppliers with high purchase volume
- Suppliers of strategic importance with a significant impact on competitive advantage and market success
- Suppliers with limited alternatives or those that are non-substitutable



Critical Non-Tier 1 Suppliers

Criteria for Critical Non-Tier 1 classification:

- Suppliers with medium to low purchase volume
- Other supplier groups that are substitutable

In 2025, the Company's critical suppliers (Critical Tier 1) accounted for 82%, representing 218 suppliers, while critical suppliers that did not conduct business directly with the Company (Critical Non-Tier 1) accounted for 18%, representing 48 suppliers.

3. Supplier Risk Assessment

The Company conducts satisfaction assessments and risk evaluations across various dimensions that may arise from its suppliers, beginning from new supplier registration, supplier screening and selection, supplier audits, and ongoing supplier performance monitoring. Sustainability risks are categorised into three main dimensions: Environmental, Social, and Governance, assessed at least once per year to promote and support suppliers in conducting their business sustainably.

Supplier ESG Risk Assessment Process

The Company evaluates supplier performance by sending questionnaires to service users to assess satisfaction with the services received, as well as to gather opinions, expectations, and suggestions, in order to analyse the results and improve operational processes for greater efficiency, and to identify approaches for jointly developing business operational capabilities. The Company also monitors the development and improvement of service quality, and randomly selects suppliers from each group for visits, follow-ups, audits, and performance evaluations to ensure that suppliers operate in accordance with the Company's Supplier Code of Conduct, and that the Company receives goods and services through a sustainable procurement process. Examples of assessment criteria include:

- Environmental assessment: such as pollutant waste management and greenhouse gas emission reduction
- Social assessment: such as human rights, workplace safety, and equality
- Economic assessment: such as anti-corruption, product quality, and legal and regulatory compliance

4. Supplier Audits

The Company requires all key suppliers that have completed economic and sustainability risk self-assessments to undergo on-site audits covering economic, environmental, social, and governance dimensions, with audit details and frequency determined according to the supplier's risk level. In cases where a key supplier is assessed as high-risk, an immediate on-site audit is required. Key suppliers assessed as medium-risk are audited once per year, and key suppliers assessed as low-risk are audited every two years, in accordance with the Company's requirements and established criteria, as well as environmental management system standards. Supplier audits are conducted through review of relevant documents from suppliers and on-site inspections



carried out by the Company's procurement working group. Suppliers that pass the annual evaluation must achieve a score of 80 points or above out of a total of 100 points. Following completion of the annual evaluation, the procurement department ranks and grades suppliers of each category based on their scores as follows: 80 and above = Grade A (Pass); 70–79 = Grade B; 60–69 = Grade C; below 59 = Grade D (Requires Improvement). The supplier audit results for 2025 are as follows:

| Supplier Audit Results 2025 | 2025 |
|---|----------------------|
| Critical Tier 1 Suppliers proportion completing audit within the year | 218 suppliers / 100% |
| Critical Non-Tier 1 Suppliers proportion completing audit within the year | 48 suppliers / 100% |
| New suppliers proportion completing audit within the year | 48 suppliers / 100% |
| Existing suppliers proportion completing audit within the year | 218 suppliers / 100% |

In 2025, based on the risk assessments of Critical Tier 1 suppliers and Critical Non-Tier 1 suppliers, 100% showed no risk issues arising from the Company's suppliers in the environmental, social, and governance dimensions. In addition, in 2025 the Company conducted on-site inspections of supplier operations involved in branch signage installation to control and ensure the quality of work performed for the Company.

5. New Supplier Registration

The Company has established guidelines for the selection of new suppliers, comprising a process for verifying the preliminary qualifications and past performance of suppliers and contractors prior to procurement, to determine whether they meet the defined standards. All new suppliers are required to complete a sustainability risk assessment covering economic, social, environmental, and governance dimensions using a supplier self-assessment form before being registered as new suppliers. If the assessment score meets the required criteria and no economic, social, environmental, or governance risk issues are identified, the new supplier is required to sign an acknowledgement of the Business Code of Conduct and their name is recorded in the new supplier register. However, if the score does not meet the assessment criteria or risks are identified, the supplier must submit prevention or corrective measures along with a clear monitoring plan until the score reaches an acceptable level before being registered as a new supplier. In 2025, the Company had 48 new suppliers, all of whom passed the selection process in accordance with the established procedures, accounting for 100% of new suppliers.

6. Supplier Development Participation

The Company places importance on conducting business fairly with its suppliers to promote cash management liquidity and capital management for both suppliers and the Company. The Company considers adherence to agreements and obligations toward suppliers on an equitable basis. The Company has policies and measures in place to screen and evaluate suppliers within the group, such as manufacturers, contractors, and subcontractors, using consistent and effective guidelines or standards, with awareness of social



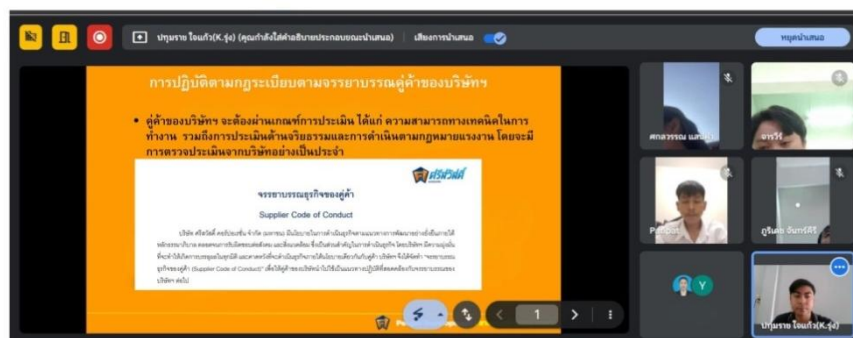
responsibility. The Company maintains procurement regulations and has established a Procurement Committee to ensure that supplier selection is transparent, auditable, and strictly adhered to.

Supplier Development in Regulatory Compliance

The Company organised a 2025 supplier development training programme on regulatory compliance in accordance with the Company's Supplier Code of Conduct, delivered through online channels, primarily targeting the Company's suppliers. The training aimed to ensure suppliers are informed of work policies and operational controls in accordance with standard systems and relevant regulations under the Company's Supplier Code of Conduct, which requires consideration of Environmental, Social, and Governance (ESG) factors, as well as the exchange of views on elevating and improving operational efficiency for sustainable collaborative operations. The Company conducts annual supplier audits to measure the success of joint operations. A total of 48 suppliers benefited from this programme in 2025, with a 100% training completion rate.

Trade Credit Period Determination

The Company has established trade credit periods based on principles of fairness and appropriateness to create business opportunities and collaboration, which is an important factor in driving sustainable business growth. The payment period for trade creditors is within 30–50 days, with payments made through banking channels, enabling suppliers to have confidence and receive payments within the timeframe set by the Company's policy. However, payment timelines may not always align with the policy due to the constraints of individual businesses and various factors that require additional consideration, such as the type of goods and services, contractual timelines with suppliers, and the quality standards of goods and services.



Promotion of Environmentally Friendly Procurement

In 2025, the Company implemented environmental management measures and safety standards for both internal employees and external contractors. These include selecting materials and equipment meeting environmental standards, waste segregation (general waste, recyclable waste, and organic waste), and proper disposal at designated collection points.

The Company has maintained ongoing collaborative plans with its business partners to jointly develop and improve environmental performance. This is achieved through the establishment of a procurement policy that incorporates environmental impact considerations into its criteria and operational procedures, while requiring all business partners to acknowledge the Company's regulations prior to commencing operations.



These regulations set out clear practices in compliance with applicable legal requirements, grounded in respect for human rights and with due regard for the management of environmental and social impacts.

To effectively manage and mitigate potential impacts arising from operations with business partners, the Company classifies its business partners according to procurement value, product and service characteristics, and the level of business criticality to the organization. This classification enables the organization to adopt appropriate business partner management approaches and to align operational practices with the requirements of relevant regulatory bodies.

Environmentally Friendly Procurement Process

- 1) All business partners are informed of and acknowledge the organization's Supplier Code of Business Ethics.
- 2) Business partners are classified according to their importance to the organization's business operations.
- 3) Business partners are selected based on Environmental, Social, and Governance (ESG) criteria.
- 4) Business partner practices are monitored and reviewed with respect to environmental management, workplace safety and working conditions, and legally mandated labor practices.
- 5) Business partner operational performance is evaluated.

Environmentally Friendly Products and Solutions Initiative

In 2025, the Company selected environmentally friendly goods and products, such as the use of photocopiers with environmentally friendly technology, participation in the HP Planet Partners programme to return ink cartridges for recycling, and the organisation of awareness-raising training to enable employees to recognise the importance of environmental management within the organisation, in order to build an organisational culture of social and environmental responsibility.

1.6 Responsible Lending, Investment, and Financial-Product Development



The Company places importance on maintaining a balance in its business operations across the economic, social, and environmental dimensions, amid the challenges presented by environmental, social, and governance considerations, and collaborates to promote sustainable business and social development. As a financial intermediary responsible for allocating funds to both the business and public sectors, the Company places great emphasis on a careful and prudent credit consideration process to reduce environmental, social, and governance risks and impacts, including those related to climate change. A Responsible Lending Policy



has been established as a guideline for management and employees to follow, with primary consideration given to the best interests of customers. The policy comprises three key elements:

1. Providing access to formal sources of funding for grassroots customers through the development of products tailored to each customer group, taking into account repayment cycles and repayment capacity, ensuring that after deducting debt obligations and other expenses, customers retain sufficient funds for their daily living needs. Srisawad has also expanded its branch network extensively to facilitate customers' ease of access and to encourage greater participation in the formal credit system.
2. Assisting customers experiencing financial hardship, whereby Srisawad considers providing assistance to customers on a case-by-case basis.
3. Presenting products clearly and transparently while providing customers with financial discipline knowledge, with an emphasis on the consequences of failing to repay within the stipulated timeframe.

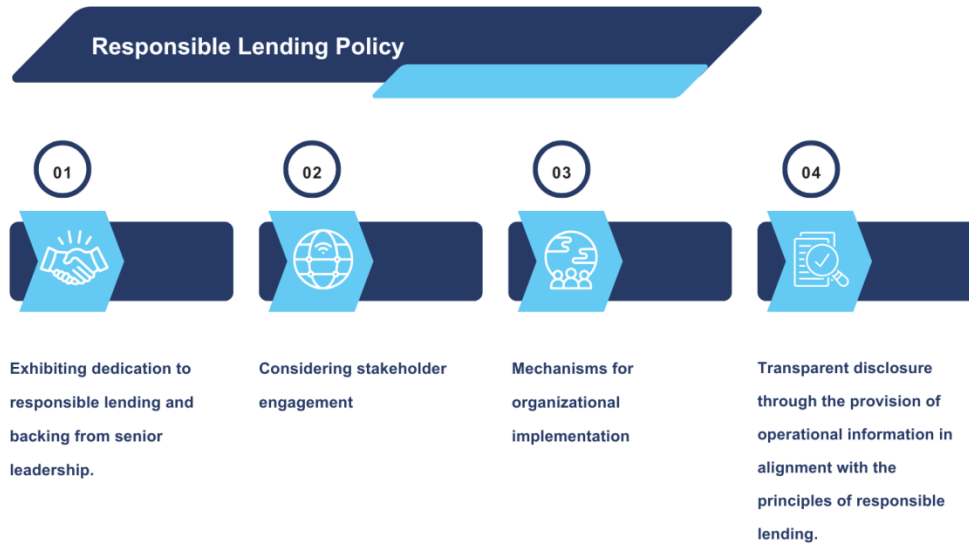
The Company has reviewed and improved its policies and operational guidelines on responsible and fair lending by incorporating environmental, social, and governance risk considerations as an integral part of the credit evaluation process. An Exclusion List / Prohibited List has also been established, specifying categories of credit that the Company will not extend to individual customers or organisations engaged in unlawful business activities.



Responsible Lending

The Company is committed to operating its lending business under the principles of good governance, fairness and social responsibility, adhering to the principle of “Responsible Lending” to reduce customers’ risk of being in debt beyond their repayment capability and to promote customers’ financial stability in the long term.





Responsible Lending Practices

1. Assessment of Debt Repayment Capacity

- The Company carefully assesses customers' debt repayment capacity by referencing income, repayment history, current debt obligations, and other relevant factors.
- The Company will not encourage or induce customers to use credit beyond their needs or financial capacity.

2. Transparency and Information Disclosure

- The Company provides clear, complete, and easily understandable information regarding credit products, such as interest rates, fees, repayment conditions, and the consequences of default.
- Customers are encouraged to fully understand the terms before deciding to use the service.

3. Fair Treatment of Customers

- The Company treats all customer groups equally, without discrimination, and respects customers' rights.
- The use of inappropriate methods or pressure tactics in sales or debt collection is avoided.

4. Promoting Customer Financial Discipline

- The Company promotes financial knowledge and discipline among customers through educational materials or guidance from staff.
- Customers are encouraged to manage their debt appropriately and sustainably.

5. Debt Management and Assistance for Customers Experiencing Difficulties

- The Company has measures to assist customers experiencing financial difficulties, such as debt restructuring or relief approaches within an appropriate framework.
- Effective channels are provided for consultation and complaint handling.

Following credit approval, there is a process to monitor the utilisation of credit facilities to ensure alignment with the stated purpose of the credit application. The purpose of fund usage is verified to assess credit risks



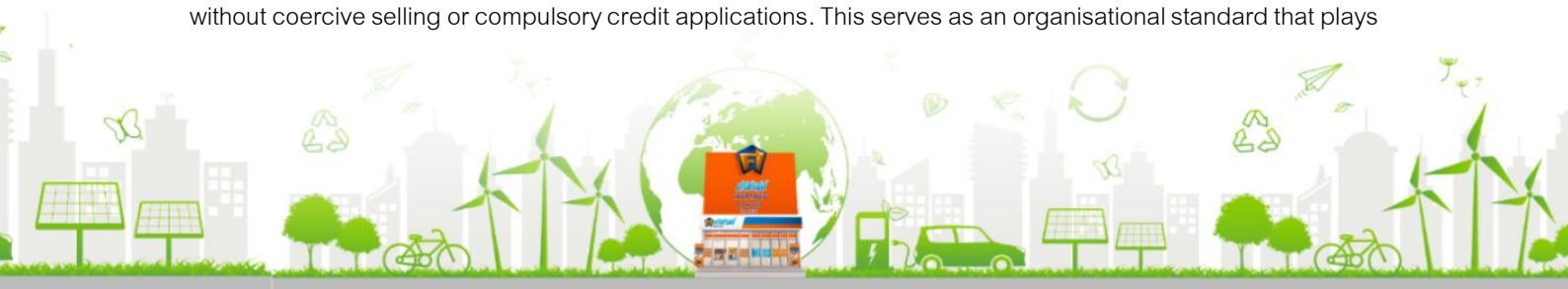
that may result in negative impacts, and credit will not be extended to activities with prohibited purposes or to prohibited credit categories. A compliance verification process is in place to ensure adherence to the stipulated credit conditions, with ongoing review of credit facilities and continuous monitoring of debtors' repayment capacity, as well as appropriate control and monitoring mechanisms commensurate with the level of risk.

Market Conduct

The Company places great importance on transparent and fair business operations, and has implemented governance over fair customer service management in accordance with the guidelines announced by the Bank of Thailand, adapting and establishing a Fair Customer Service Policy that prioritises customers' best interests throughout the entire service process from start to finish. The policy covers nine key components supporting fair treatment of customers, in alignment with the Bank of Thailand's requirements, as follows:

1. Organisational culture and the roles and responsibilities of directors and senior management
2. Product development and customer segmentation
3. Sales processes
4. Remuneration structure determination
5. Employee communication and training
6. Complaint management
7. Customer data management
8. Control, supervision, and audit
9. Operational practices and contingency plans

To promote awareness of corporate governance principles among all employees across the organisation and to build an understanding of the importance of adhering to established practices, the Company has mandated learning initiatives to foster knowledge and understanding of operational practices, with close and rigorous supervision. This begins from new employee orientation, followed by briefing sessions to promote a correct understanding of responsible lending service operations, so that all employees study and comply accordingly. All employees are also required to sit monthly comprehension assessments through the Company's Tanjai Classroom system. Furthermore, clearly designated units are responsible for overseeing relevant operational compliance, with control, supervision, and audit processes in place to monitor, control, and mitigate potential risks. The Company also promotes the building of an organisational culture of workplace accountability, with strong emphasis on strict adherence to established criteria, particularly by instructing all employees to provide customers with complete and accurate information to support their decision-making, without coercive selling or compulsory credit applications. This serves as an organisational standard that plays



a key role in building public trust and enabling stable and sustainable growth. The Company continues to monitor operations and develop tools to support increasingly effective customer service, ensuring that all customers receive appropriate and fair products and services, in alignment with the Market Conduct policy and the Responsible Lending policy.

1.7 Financial Inclusion



The Company continues to focus on reaching customers through its strategy of expanding its branch network across all regions of the country, in line with the Company's business strategy, which is built on the conviction that promoting universal access to financial services and adequate financial literacy will create positive economic and social impacts, build financial stability for individuals and households, create new opportunities for businesses, reduce inequality, and lead to sustainable economic and social development. The Company is therefore committed to promoting inclusive access to financial services by placing importance on expanding financial service coverage, alongside the development of products and services that meet the needs of all customer groups whether small, large, or various vulnerable segments. Furthermore, the Company remains committed to continuously instilling financial knowledge and discipline among customers and the general public of all age groups, in order to contribute to the sustainable resolution of household debt. In terms of 2025 performance results, the Company expanded its branch network to 5,806 branches.

Expanding Access to Financial Products and Services in 2025

- The Company sources funding in collaboration with both domestic and international financial institutions to strengthen the economy, enhance the quality of life for Thai society, and support the Thai economy over the long term.
- Financial products covering all customer groups are developed, with diverse product designs to meet the needs of all customer types such as vehicle title loans from "Srisawad Ngern Sod Tan Jai" taking into account the debt repayment capacity and liquidity of each customer group.
- Branch expansion is extended to cover remote areas, alongside the 'Srisawad' digital application channel, which enables all customer groups to access financial services more easily and conveniently. Customers can view their contract details through the app for transparency, confidence, and legal compliance, reducing inequality and promoting equal access to financial services.
- Communication channels are established for financial communication and financial literacy education that are convenient and accessible to all stakeholder groups.



- Employee communication skills with customers and relevant stakeholders are developed to prevent the sale of financial products beyond customers' needs or the adoption of sales practices that do not respect customers.

Continuously Enhancing Customer Satisfaction

In the current economic environment characterised by intense business competition, Srisawad Corporation Public Company Limited recognises business opportunities that require greater customer reach by focusing on conducting business that connects with communities and customers' ways of life, in order to understand and appreciate the problems faced by society and communities. The Company is ready to play a part in addressing these challenges and to drive economic and social development in tandem with its business growth.

Operational Approach

The Company provides secured loans and is therefore committed to placing customers first, recognising that business growth stems from its valued customers, who are a key driver of the Company's continued advancement. Offering suitable products for customers, creating diverse options for customers to choose from, and providing quality advice and consultation from employees are therefore among the Company's top priorities. Understanding customers with genuine attentiveness in service delivery, and always ensuring that customers receive the very best in terms of both products and fast, responsive, quality service, are enshrined as the first two of the Company's core values: "Fast, Instant, Customer-Focused." The Company also maintains a policy of continuously driving business expansion and growth in line with the intensely competitive market environment of today, with an unwavering commitment to developing the business to build on its success further into the future.

Approaches to Enhancing Service Satisfaction

1. Survey customer expectations, behaviours, and satisfaction with the Company's products and services
2. Setting organisational targets and directions in terms of customer behaviour and satisfaction
3. Formulating strategies for building customer satisfaction with products and services
4. Developing the quality of employee relationships with customers
5. Evaluating overall strategy outcomes and establishing a continuous feedback loop for ongoing service improvements.

Customer Experience

In the current economic environment characterised by intense business competition, Srisawad Corporation Public Company Limited recognises business opportunities that require greater customer reach by focusing on conducting business that connects with communities and customers' ways of life, in order to understand and appreciate the problems faced by society and communities. The Company is ready to play a



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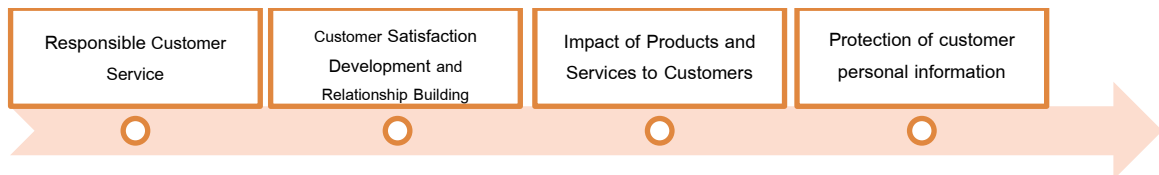
Policy and Practices for Responsible Marketing and Advertising

To create long-term sustainable value, in addition to product development, the Company places significant importance on marketing operations. The Company believes that communication, especially advertising, must provide accurate and clear information to help consumers make informed decisions when choosing products, while also ensuring confidence in the company's micro-lending services under the "Srisawad Ngern Sod Tun Jai" brand.

The guidelines are as follows

1. Provide accurate and correct information about the company's products and services in compliance with local laws, regulations, and the Responsible Lending Policy.
2. Do not market using misleading information or attacking other brands with false information.
3. Present products clearly and transparently while educating customers about financial discipline, highlighting the consequences if they are unable to repay within the agreed timeframe.
4. Communicate and market creatively in a way that is easy to understand, especially for vulnerable groups, ensuring that customers have sufficient information to make decisions that meet their needs.

In 2025, the company remains committed to following proper, responsible, and fair marketing practices towards customers, with no advertisements that violate ethical standards or provide false, vague, exaggerated, or harmful information to society, both in the short and long term. The company has developed a customer management plan for the past year, as follows:



■ Responsible Customer Service

Customer Experience is designed based on meaningful and differentiated Customer Value Proposition tailored for each customer segment and continuously improved through Analysis and Insights. Aiming to deliver a perfect journey for each individual customer along different product journey across each touch points, we constantly listen to the voices of our customers, take preventive and corrective actions in order to provide delightful experiences.

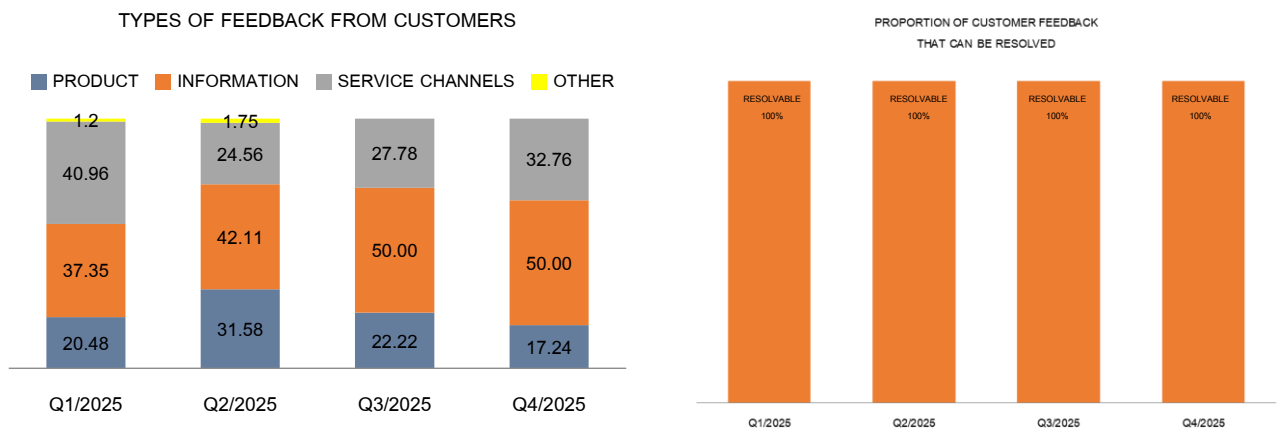
SAWAD's Customer Experience Measurement survey is done at transactional level across three key channels, branch, contact center, and digital channels. The company has established mechanisms for monitoring and controlling the quality of services to ensure compliance with the business's Service Level Agreement (SLA) standards, actively monitoring to prevent delayed complaints. Additionally, the company has





a system for collecting customer feedback or issues on social media through Social Listening tools, enabling the company to stay informed of various problems that customers may experience.

The Company places great emphasis on addressing problems sustainably by establishing a systematic mechanism for managing customer feedback. This involves collaborating with both internal and external departments to analyze the root causes of customer issues and develop solutions to improve service processes, preventing the recurrence of such problems. As a result, the company can better meet customer needs and reduce the proportion of complaints from customers, even as the business continues to grow.



After receiving feedback and suggestions received from customers through various channels, the Company takes corrective actions and coordinates with relevant departments to continuously incorporate such feedback into the improvement of its products and services through established processes. At the same time, the Company places the highest priority on protecting and safeguarding customers' personal data to ensure a positive customer experience (Customer Experience).

Customer Satisfaction Development and Relationship Building

The Company conducts customer satisfaction surveys to gather information about customer needs and measure satisfaction levels. This process ensures that customers receive prompt service and products that meet their needs through the Call Center channel.

Satisfaction survey results

In 2025, the Company conducted a comprehensive customer satisfaction survey regarding our products and services through telephonic interviews. The results indicated an overall satisfaction rate of 98%, surpassing the established target of 90%. Key areas of satisfaction are summarized as follows: Service Efficiency: 97% satisfaction regarding prompt and accurate service delivery. Information & Promotions: 96% satisfaction concerning the clarity, completeness, and accessibility of information, promotions, and privileges across all communication channels. Location & Accessibility: 98% satisfaction regarding the strategic locations



of branches, ensuring ease of access and convenient transportation. Product Variety: 98% satisfaction with the diverse range of products that effectively meet customer needs.



Operational measures to create customer satisfaction

The Company places a high priority on creating a superior Customer Journey. Insights gained from customer evaluations have been strategically integrated into our development plans, focused on the following four core measures:

1. Service Excellence

- Conducting regular training for staff on Service Mind, effective communication, and real-time problem-solving.
- Implementing Coaching Systems and standardized performance evaluations for service quality.
- Continuously monitoring service standards through formal Customer Satisfaction Surveys.

2. Transparency and Fair Treatment

- Providing comprehensive product disclosures before customer decision-making, in strict adherence to Responsible Lending principles and Market Conduct standards (Fair Treatment of Customers).

3. Customer-Centric Product Development

- Continuously studying customer behaviors and evolving needs to ensure market relevance.
- Expanding service and payment channels to offer greater diversity and flexibility.
- Utilizing customer feedback as a key driver for New Product Development.

4. Enhancing Service Accessibility

- Strategically selecting and expanding branch locations to ensure proximity to local communities and economic hubs.
- Advancing Digital Service Channels, including mobile applications and integrated online platforms.

■ Communication of the Impact of Products and Services to Customers

The Company operates with a strong commitment to responsible lending, in line with the guidelines set by the Bank of Thailand (BOT). We ensure transparent, complete, and verifiable communication of the potential impacts of our products and services to customers. This approach is part of our effort to address household debt at a manageable level, promoting better financial health and enhancing the quality of financial



services. We also focus on providing financial education to communities and offering loans that are fair and beneficial to customers. Our goal is to help bring informal debt into the formal financial system, offering support based on customers' real financial capabilities. By doing so, we aim to alleviate financial burdens, reduce costs, and enable sustainable debt management for customers in the long term.

■ Protection of customer personal information

The Company engaged in providing microloans under the brand "Srisawad Ngern Sod Tun Jai" places great importance on the management and processing of customer data with the highest level of security and efficiency. The company has developed an appropriate data governance structure based on a three-layer governance principle, overseen by an organizational structure with clearly defined roles and responsibilities, and under the supervision of the company's senior management through regular meetings. This ensures that all operations align in a consistent direction throughout every business process. The company has appointed a Head of Operations to serve as the Data Protection Officer (DPO), who provides guidance and oversees operations across the company independently. At the same time, the DPO acts as the central authority for data protection compliance, managing data quality and overseeing privacy risks. The company is committed to safeguarding the privacy and confidentiality of customer personal data, in line with the company's data governance framework as well as applicable laws and regulations.

Customer Feedback Management

The Company is committed to developing service quality in order to enhance positive customer experiences, and places great importance on a systematic customer complaint management process through diverse customer feedback channels. The Company also prioritises the continuous development and improvement of products and service processes to ensure that customers receive the best possible experience from the Company's products and services. In managing customer feedback, the Company focuses on resolving customer issues quickly and in a timely manner to minimise impact on customers, and has therefore established the following customer feedback channels.

Customer Feedback Channels

The Company welcomes suggestions and complaints from customers in order to improve and develop its products and services through three communication channels as follows:



Call Center: 1652



LINE@: Srisawad



Facebook: Srisawad Ngern Sod Tun Jai

To ensure that customer issues are addressed within an appropriate timeframe, the Company has established service quality inspection and control mechanisms in accordance with industry standards, monitoring to prevent complaints from remaining unresolved for extended periods. In addition, the Company has a mechanism for collecting customer issue data and needs on social media through a Social Listening tool, enabling the Company to stay informed of the various issues experienced by customers.

The Company places great importance on sustainable problem resolution by establishing a systematic customer feedback management mechanism, working collaboratively with relevant internal and external units to analyse the root causes of issues experienced by customers and identify approaches for improving service





processes to prevent recurrence, and to better respond to customer needs. As a result, the Company has been able to reduce the proportion of customer complaints even as the business continues to grow.

Customer Satisfaction Management

Following the receipt of customer feedback and suggestions through various channels, the Company coordinates with relevant departments to continuously develop its products and services based on customer input through various processes, alongside the highest level of protection, care, and security for customers' personal data, in order to create positive customer experiences. In 2025, the Company developed the "Srisawad" application under the slogan "A Great App for a Smoother Life A Must-Have on Your Device," with a focus on providing comprehensive financial services in a single app covering both loan and insurance management convenient, fast, and accessible anytime, anywhere, as though bringing a Srisawad branch right to the customer's mobile phone. Customers can view their loan account information 24 hours a day, with functions for requesting credit limit increases online and tracking loan application status instantly, paying instalments via QR code, applying for new loans, and conveniently selecting vehicle insurance plans. Customers can also search for Srisawad branches nationwide, receive notifications as payment due dates approach, and stay fully updated on the latest news and promotions.

Customer Voice

A real customer feedback story a small-scale construction contractor working in plastering and tile laying was significantly affected by the economic downturn, resulting in inconsistent work and a sharp decline in income from a previous level of approximately 10,000–20,000 baht per month to only around 7,000 baht. Despite the reduced income, the customer still had fixed family expenses and daily school costs for their child, and therefore chose to apply for a loan with Srisawad Ngern Sod Tun Jai using their motorcycle as collateral, borrowing an amount that was manageable and affordable, with monthly repayments of just over one thousand baht. The customer was impressed by the transparency of the contract and the clear, legally compliant explanation of interest details. The service was convenient due to the extensive branch network, and transactions as well as account information could be accessed quickly via Line and SMS. This loan helped provide liquidity and working capital to sustain the family through a period of interrupted work.

Watch more at YouTube:" Srisawad Ngern Sod Tun Jai"



1.8 Data Governance and Management



1. Data Governance and Personal Data Protection

The Company places ongoing importance on protecting customer personal data. A Data Protection Officer (DPO) serves as the central function responsible for preventing and monitoring the protection of customer personal data, providing guidelines and policies to ensure the organization operates within the framework of applicable laws and regulations across all subsidiary companies, and acting as an advisor to various departments on customer data collection and retention.

Personal Data Protection Governance

To ensure effective, rigorous, and legally compliant personal data protection governance, the Company has established a Data Protection Officer (DPO) department and appointed a Data Protection Officer to oversee personal data protection matters.

Personal Data Protection Department

Responsible for overseeing personal data protection operations, proposing improvements to relevant policies and practices, and ensuring that personal data risk management is conducted appropriately and in alignment with the Company's overall risk management framework.

Data Protection Officer (DPO)

Responsible for supervising and controlling the processing of personal data in compliance with applicable legal requirements.

Personal Data Protection Policy and Standards

The Company has established a Personal Data Protection Policy and standards in compliance with the Personal Data Protection Act B.E. 2562 (2019), with mandatory application across the Group, including business partners and external service providers. An operational manual for personal data protection has been prepared for various departments to ensure correct implementation. All employees are required to acknowledge and comply with the requirements specified in the Personal Data Protection Policy.

The Company has published a Privacy Notice for prospective customers, current customers, and related parties on the Company's website.



Response to Personal Data Breach Incidents

To ensure clarity and systematic order, the Company has defined guidelines, procedures, and responsible parties for responding to personal data breach incidents in accordance with regulatory requirements and the Company's Personal Data Protection Policy. A personal data breach reporting form has also been prepared covering key details for use by affected departments to report to the responsible department head and the Data Protection Officer department.

In the event of a personal data breach, customers may file complaints through the Company's complaint channels or contact the Data Protection Officer or the Data Protection Officer department. The Company will investigate facts transparently and fairly. If a breach is confirmed, the Company will take action against the responsible party in accordance with defined sanctions and appropriately compensate affected parties.

2025 Performance

1. Training on the Personal Data Protection Act B.E. 2562:

Targets: Training was conducted to build knowledge and understanding among directors, executives, and employees.

Performance: In 2025, all directors, executives, and employees completed the required training.

2. Customer Personal Data Management:

Targets: Properly manage customers' personal data in accordance with applicable laws, regulations, and the Company's data protection measures.

Performance: The Company has established a personal data breach notification mechanism and reporting channels, with provisions for urgent investigation and resolution in the event of an incident, along with measures for careful and rigorous data governance and personal data security to prevent such occurrences. The Company is also able to report personal data breaches in a timely manner.

As a result of the above operations, the Company did not identify any significant personal data breach incidents in 2025.

| Complaint Data | 2022 | 2023 | 2024 | 2025 |
|---|------|------|------|------|
| Number of complaints received from external organizations | 0 | 0 | 0 | 0 |
| Number of complaints from regulatory bodies | 0 | 0 | 0 | 0 |

In 2025, the Company found Zero significant personal data breach incidents, and No instances of customer personal data being used for unauthorized purposes were detected.



2. Cybersecurity

The Company has established systems and defined practices for managing and monitoring cybersecurity. The cybersecurity unit is specifically responsible for protecting the organisation and raising awareness of cybersecurity matters. The Company is committed to safeguarding its systems against cyber threats by regularly updating systems and infrastructure in accordance with information security standards, conducting security assessments and audits prior to system deployment, and enhancing its capacity and response speed to cyber threat incidents. In addition, the Company monitors and responds to cyber threats affecting both the organisation and its customers around the clock through a centralised alert system, ensuring timely incident response and enhancing the capability to detect anomalies and assess cyber threats promptly. Cybersecurity policies and operational guidelines are also regularly reviewed and updated.

Cybersecurity Governance

To establish a clear operational direction and promote transparency in policy-level and operational-level management, the Company governs and manages its information security system in alignment with the cybersecurity standards and framework developed by the National Institute of Standards and Technology (NIST) of the United States. The governance structure is divided into three levels: (1) Governance Level, (2) Management Level, and (3) Operational Level.

| Level | Role | Relevant Committees / Departments |
|-------------------|---|--|
| Governance Level | - Oversee and ensure compliance with IT security policies and strategy governance | Board of Directors, Audit Committee, Risk Management Committee |
| Management Level | - Oversee IT information management strategy implementation and accuracy monitoring - Oversee IT security | Executive Committee, IT Executive Management Team |
| Operational Level | - Define systems, procedures, and services for users - Assess performance monitoring and report risks to the enterprise Risk Management Committee | Information Technology Department |



Guidelines and Processes for Information Security and Cybersecurity Management in Accordance with the NIST Cybersecurity Framework



Information and Cybersecurity Readiness

The Company strengthens cybersecurity awareness and readiness among directors, executives, and employees at all levels through the "Information Systems Security Policy" training course and evaluates understanding through post-training assessments. In 2025, the knowledge and understanding assessment scores for directors, executives, and employees in information and cybersecurity were 100%.

| Training Course | Directors (persons) | Executives (persons) | Employees (persons) |
|---|---------------------|----------------------|---------------------|
| 1. Cybersecurity Case Study: Email Phishing Scams | 12 | 14 | 6,311 |
| 2. Personal Device Security | 12 | 14 | 6,311 |

Information and Cybersecurity Infrastructure

The Company has implemented an information security management system and asset security practices in accordance with international standards. External parties conduct annual inspections and reviews of information and cybersecurity infrastructure. Reviews in previous years confirmed that the Company's information and cybersecurity infrastructure meets international standards with no deficiencies identified.

The Company conducts Vulnerability Assessments (VA) of computer systems at least once a year and regularly prepares Business Continuity Plans. In 2025, the Company conducted an annual Cyber Incident Response Tabletop Exercise to test the Company's information security and IT systems by simulating a cyber-attack scenario involving unauthorized external access to the Company's information systems resulting in data leakage. In 2025, no complaints were received regarding customer data security issues, data loss, data falsification, or unauthorized data access.



1.9 Innovation for Sustainability



Innovation Policy

In implementing Innovation Policy, the Company enlists technology to enhance efficiency throughout supply chain. The company promotes internal culture of innovation to harness employees' strength, while at the same time open to external collaboration to accelerate the ability to cope with change. The latter aspect is achieved through collaboration with research and other entities, investing in start-ups and in new business models globally to speed up adoption within The company. As a result, the company stays at the forefront of innovations to deliver stakeholders in a sustainable manner.

Innovation & Digital Transformation

1. Elevating the Value Chain through Digital Technology (Digitalization across the Value Chain)

The Company focuses on applying digital technology as a key tool to enhance business efficiency throughout the value chain, from the credit consideration process to customer database management.

- Approach: Reduce complex procedures, increase service speed, and reduce the use of natural resources (Paperless) to maximize customer satisfaction.

2. Building an Internal Innovation Culture

The Company aims to encourage employees at all levels to participate as a "creative force" by opening opportunities for employees to propose new ideas or solutions to improve work processes.

- Approach: Develop Digital Literacy skills and create an environment conducive to experimentation, in order to transition from a traditional work culture to a learning and innovation organization.

3. Open Innovation and Strategic Partnership

To keep pace with the rapidly changing financial landscape, the company adopts an "Open Innovation" policy not limiting itself to internal development alone.

- Approach: Build collaboration with external organizations and technology partners to transfer knowledge and rapidly implement prototype innovations (Rapid Implementation), helping to accelerate competitive capability and reduce the development time for new products and services.

Managing Toward Innovation Leadership

The company's goal is to drive Sri Sawad toward becoming a "Financial Innovation Leader", focusing not only on profit but also on delivering "Better Value" to all stakeholders, as follows:

- Customers: Receive services that are easily accessible, convenient, and fast
- Employees: Possess expert innovation skills and work with greater efficiency
- Society and Environment: Reduce negative operational impacts and create broader financial access opportunities



Customer Innovation Performance Results in 2025

Delivering digital solutions and innovation is a core pillar of the Company's digital strategy. We firmly believe that technology and innovation are instrumental in addressing evolving customer needs. To this end, the Company has fostered a Customer-Centric culture, empowering employees to innovate and enhance the overall customer experience. Beyond strengthening our core infrastructure and data analytics capabilities, the Company has strategically invested in digital channels and expanded financial solutions. These initiatives aim to promote Financial Inclusion through easy and convenient access, while increasing customer satisfaction via in-depth behavioral analytics throughout the customer experience journey. Simultaneously, this approach ensures more efficient operating cost management and promotes the long-term financial well-being of our customers. Our culture of innovation was prominently demonstrated during the launch of the Srisawad Application. This project fostered cross-functional collaboration to drive innovation at a pace that matches today's rapid digital evolution. The Srisawad Application stands as a tangible result of this collaborative effort. By continuously enhancing our mobile transaction platforms, the Company ensures secure digital customer management and timely responsiveness to market demands. Furthermore, we are committed to developing digital transaction platforms tailored to the specific needs of diverse customer segments, while consistently promoting broader access to financial products.

Internal Innovation Development and Promotion Process

1. Establish a dedicated unit for developing innovation in products and services, gathering stakeholder feedback to review and develop new innovations.
2. Promote the building of organizational values that encourage employee creativity.
3. Promote the development of innovation that creates value for the economy, society, and environment.

The "Srisawad" Application Innovation

The Company places importance on the development of innovation and digital technology to elevate service quality and increase the convenience of customers' access to financial services. The company has developed the "Sri Sawad" application to accommodate consumer behavior in the digital era and reduce the limitations of traveling to branches. The application is designed to provide convenience throughout the customer service lifecycle customers can check their loan information in real time, including payment due dates, amounts due, and outstanding loan balances. The application also serves as a payment channel, enhancing the speed, accuracy, and security of financial transactions.

The development of this digital platform also supports the company's environmental goals by reducing paper usage in storing slips and receipt documents, and improving the efficiency of data storage and management resulting in more convenient, fast, and efficient service processes.



New Function Development in 2025

In 2025, the Company continued to enhance the “Srisawad” Application to improve customer experience and flexibility. These efforts resulted in 366,681 mobile app registrations. Key features launched include:

- Online Loan Appraisal System: Customers can perform self-appraisals for land-backed loans using title deeds. The system provides an estimated credit limit within one minute, facilitating faster financial decision-making.
- Top-up Function for Existing Customers: Enables existing clients to request additional credit limits instantly through digital channels, anytime and anywhere, eliminating the need for branch visits.
- Referral Program: A "Member Get Member" initiative that allows customers to refer friends to the Company's services in exchange for benefits. This strengthens customer relationships and fosters sustainable growth of our customer base.

Value and Impact of Innovation

The development of the “Srisawad” Application reflects our commitment to creating multi-dimensional value:

- Economic & Governance Dimension: Enhancing convenience, speed, and transparency in accessing financial information and services.
- Social Dimension: Supporting the transition toward Digital Financial Services and financial inclusion.
- Environmental Dimension: Reducing paper usage and related resource consumption.

The Company remains committed to continuous technological advancement to elevate customer experiences and drive long-term sustainable growth. Furthermore, the “Srisawad” Application aligns with the United Nations Sustainable Development Goals (SDGs), particularly regarding innovation, technology, and efficient resource utilization as follows:

1. SDG 9: Industry, Innovation and Infrastructure

The Company is committed to integrating sustainable practices into our digital innovation strategy, specifically contributing to the following goals:

The company's support for SDG 9 includes:

- Developing digital platforms to elevate service quality
- Expanding channels for accessing financial services through technology
- Applying technology to improve service processes for greater speed and efficiency
- Developing functions that enhance convenience and reduce limitations of location and time





Outcomes achieved

- Improved service delivery efficiency
- Reduced transaction processing time
- Enhanced Customer Experience
- Supporting the transition to digital financial business

2. SDG 12: Responsible Consumption and Production

The Company places importance on efficient resource utilization and reducing environmental impact. The development of the "Srisawad" application contributes to reducing paper usage and resources associated with operational processes.

The company's support for SDG 12 includes:

- Digital Transaction
- Paperless Process
- Reducing the storage of paper-based receipts

Outcomes achieved:

- Reduced paper resource consumption
- Reduced environmental impact from operational processes



In 2025, there were 366,681 Mobile App registrations.



1.10 Tax Management



Tax Policy

The Company is committed to complying with tax laws and managing tax-related risks, recognising the importance of being a responsible and transparent taxpayer that fulfils its tax obligations accurately and in accordance with legal requirements. This demonstrates the Company's social responsibility, which is an essential component enabling the business to grow in a stable and sustainable manner, while promoting the creation of value for all stakeholder groups. The Company also maintains consistent approaches to tax planning and operations. The Company's tax policy comprises three key components, as follows:

1. Tax Governance

- The Company upholds good corporate governance through internal practices that form part of its tax governance, in alignment with tax regulations and laws relevant to its business operations. Regular oversight of compliance with the tax policy framework is conducted by the relevant audit units.

2. Tax Risk Management

- The Company is committed to managing and assessing tax risks in alignment with tax laws and regulations, adhering to the risk management policy, and ensuring that all departments maintain internal communication. Tax training is provided for employees to strengthen their understanding of tax risk management and control, and to enable accurate and effective compliance with tax laws.

3. Tax Transparency

- The Company discloses its tax policy to the public through the Company's website.
- The Company transparently discloses tax information to government authorities in accordance with the disclosure requirements under applicable tax collection laws, and prepares the Company's financial reports accordingly. The Company also supports public disclosure of tax policy information to demonstrate tax integrity and transparency, thereby building confidence and trust among society and all stakeholders.

2025 Tax Performance Results

The Company manages its tax affairs accurately and in compliance with relevant laws through the following actions:

1. Providing training for employees responsible for the Company's tax functions.
2. Monitoring laws and regulations related to tax operations to ensure that the Company complies with all applicable laws and criteria fully and accurately.
3. The Company received no significant tax rulings from tax regulatory authorities.
4. Analysis of tax impacts arising from changes in laws or regulations is conducted to enable the Company to plan and prepare for potential impacts accordingly.

The Company has fulfilled its corporate income tax and other related tax obligations accurately in accordance with the requirements of the Revenue Department.



SOCIAL DIMENSION



Enhancing Quality of Life
To Build a Sustainable Society



Social Dimension

Srisawad Corporation Public Company Limited is committed to and firmly believes that valuable human resources are individuals who possess both knowledge and integrity. Human resource development therefore remains a key priority in driving sustainability and fostering a strong corporate culture. The Company also places importance on consolidating organizational knowledge through innovation in order to deliver the best services to customers and further strengthen business growth and operational performance. In recruiting employees, the Company continues to emphasize fair and equitable selection practices, while promoting high-quality employee development to maximize employees' potential and capabilities. At the same time, the Company strives to retain employees by fostering a positive and happy workplace environment through unity and teamwork, thereby building a strong foundation to support the Company's continuous and sustainable growth in the future.

When new employees join the Company, they are introduced to and cultivated in the Company's corporate culture in order to strengthen the organizational foundation supporting future growth. The Company has also established personnel development plans aligned with its business direction and Career Path Planning framework to ensure the effective and sustainable growth of both the organization and employees. To further enhance professional capabilities, the Company established a professional development training center known as the "Srisawad Leadership School," which provides various employee development programs aimed at improving work performance and operational efficiency.

2.1 Sustainability Management in Social Dimension



The Company is committed to conducting business for positive change and maximizing societal benefits from business operations. It aims to create sustainable quality of life, considering social dimensions as the primary mission of the organization in caring for society and improving people's quality of life in social aspects. This includes respecting human rights and labor practices, being responsible for human resources, clients, and participating in community development to enhance the quality of life in society. The company integrates these principles into its business operations and has a policy of conducting business with social responsibility to contribute to sustainable development, making it a core policy of the company at all levels, managing





according to ethical principles, and taking responsibility for all stakeholders. It emphasizes awareness and support for community and social development activities, setting guidelines for practice as follows:

Human Rights

The Company shall comply with the human rights policies in accordance with the United Nations Guiding Principles on Business and Human Rights (UNGP). All directors, executives, and employees are required to strictly follow and adhere to the principles of human rights as a common practice, taking into account equality, freedom of persons, which is equal in dignity and rights. There is no discrimination in terms of race, nationality, language, religion, gender, age, education. The Company does not support any businesses or activities that violate international human rights in order to be consistent with the sustainable development policies and ensure that the Company's business operations are free from human rights violations. The Company shall also establish policies to prevent harassment and ensure non-discrimination in the workplace in order to control and promote good practices towards labor equality and diversity in the Company's business establishments. A comprehensive human rights due diligence process should be developed to support compliance with human right principles and manage human right impacts that may occur throughout the business value chain. In addition, the Company shall promote a culture of respect for human rights within the organization. The comprehensive human right examination process consists of declaration of commitment, defining the scope, identifying issues related to risks in regard to human rights, assessing risks relating to human rights, identifying measures to mitigate impacts, monitoring, communicating, and providing remedies. Further details can be obtained from the 2025 Sustainability Performance Report.

Human resource management

The Company recognises the importance of its personnel as a vital organisational resource and a key factor driving the Company toward success. The Company has therefore established various human resource strategies and policies focused on enhancing management effectiveness and developing human resources in a manner appropriate to the Company's business, taking into account key factors such as workforce demand analysis to support business expansion, competition, and various changes, in alignment with the Company's policies, mission, and organisational culture. A Key Performance Indicator (KPI) performance evaluation system is applied systematically across all levels of personnel. In response to its human resource management and development policy, the Company has established plans and implemented initiatives for personnel development and related human resource policies, focusing on the following areas: operational capability development, employee potential development, retention of high-potential personnel, and Succession Planning. The Company has clearly established occupational health and safety protection practices for employees, including consistently defined Safety, Health, and Environment management measures implemented from the pre-employment stage onward, in order to reduce the risk of hazards and accidents. An Occupational Health, Safety, and Working Environment Committee has also been established to consider workplace safety policies



and plans, as well as to ensure that occupational safety practices comply with applicable laws, with the aim of preventing and reducing the occurrence of accidents, injuries, illnesses, and work-related incidents.

Relationship management and responsibility to customers

With the current economic environment that entails business competition, "Srisawad Corporation Public Company Limited" sees a channel for conducting business with the desire to reach even more customers. Thus, the Company focuses on doing business to reach the communities and way of lives of customers in order to understand and recognize the problems of society and the communities. In addition, the Company is ready to be a part in solving problems and willing to push the economy and society forward alongside business growth.

Social responsibility

The Company is aware of the importance of conducting business with social responsibility, according to standards and guidelines for responsibility based on the principles of fair business operations, anti-corruption, respect for human rights, fair treat to labor, responsibility to consumers, environmental care, and participation in community and social development. To determine operation guidelines for implementing corporate social responsibility projects, the Company has therefore created social responsibility strategies, focusing building relationships and participation with communities, society, and environmental conservation. The strategies are based on the concepts of creating acceptance of the business operations and supporting the United Nations Sustainable Development Goals in order to maintain balance in business operations, respond to stakeholders' expectations, prevent possible impacts from business operations on the communities, society, and environment. The Company has established a framework for implementing social responsibility projects, which consists of three important goals, i.e., enhancement of the quality of life, promotion of savings, and creation of a lifestyle that takes into account the environment.

2.2 Human Rights Management



Human Rights Management Policy and Guidelines

The Company has guidelines for managing human rights throughout the value chain, following the recommendations of the United Nations Guiding Principles on Business and Human Rights (UNGPs), to prevent and avoid violations of human rights of employees within the company group, business partners, suppliers, and local communities. This serves as a model for conducting business that is firmly committed to human rights principles, with significant operational outcomes including:

1. Fair Treatment of Employees



The Company ensures fair treatment by providing protection, care, and appropriate welfare benefits to all personnel, including safeguarding the working conditions of employees in each department. This includes fair compensation, provision of various benefits such as medical services, uniforms, traditional holidays, annual leave, overtime pay, work on holidays, sick leave, personal leave, maternity leave, training leave, grievance mechanisms, retirement funds, annual health check-ups, social security, annual bonuses, and promoting safety and health in the workplace, as well as adhering to organizational culture-building policies such as "Good People, Good Professionals", starting with providing continuous training opportunities for employees in each department.

2. Promotion of Gender Equality

Since Thailand has enacted the Gender Equality Act B.E. 2558, which prohibits discrimination based on gender, the Company has announced a human rights policy to guide gender equality practices. This encompasses recruitment, compensation, career advancement, working conditions, and amenities equally for all genders.

3. Promotion of Human Rights Practices

To ensure that all employees have knowledge and understanding of human rights practices to carry out their duties correctly and appropriately, the company provides regular training on human rights issues for new employees, which is conducted during orientation sessions for new hires.

4. Respect for Freedom and Rights according to Human Rights Principles

The Company strictly respects and complies with human rights laws, with no engagement in illegal labor practices such as child labor, forced labor, or undocumented migrant labor. The company places importance on respecting the dignity, rights, freedoms, and equality of individuals as recognized and protected under the Constitution of the Kingdom of Thailand. All employees are afforded protection through mechanisms for safeguarding, remediation, and grievance filing via various channels, and the company respects differences in culture, gender, ethnicity, nationality, education, beliefs, and religion among individual employees.

The Company also instills human rights awareness across all departments, overseeing that no violations of rights or freedoms whether in thought or action occur, and protects against the unlawful access, disclosure, or transfer of personal data such as personal records, health history, employment history, or other personal information to unrelated parties, which could cause harm to the data owner or any other person. In addition, the company provides a grievance and remediation mechanism for employees through direct contact with the Human Resources Department or via email at hrbp@srisawadpower.com, offering employees the opportunity to share their opinions and feedback. Employee opinion surveys are conducted regularly, both formally and informally.

5. Support for Social Employment of Persons with Disabilities

The Company aims to enhance the quality of life and opportunities for persons with disabilities or disadvantaged individuals, promoting their abilities to generate income, become self-reliant, and reduce the burden on families and society for care and support. Additionally, this initiative aims to empower persons with disabilities as



significant contributors to family and national economic development. In accordance with the Disabilities Promotion and Development Act B. E. 2550, Article 33, the company provides employment opportunities for persons with disabilities, including those in public organizations. In 2025, the company supported the employment of 131 persons with disabilities.

Human Rights Due Diligence

The Company is committed to managing human rights throughout its value chain by implementing a Human Rights Policy in alignment with the United Nations Guiding Principles on Business and Human Rights (UNGPs). This policy aims to mitigate risks, prevent, and avoid human rights violations across the company's value chain. The company also follows Human Rights Due Diligence Processes to ensure that all business operations strictly uphold and protect human rights.



The comprehensive human rights due diligence process is structured with the following systems and objectives:

1. **Human Rights Policy Declaration:** The company has announced and implemented a human rights policy as a guideline for responsible business conduct, disseminated through the company's information systems and communicated to employees, executives, and stakeholders for strict awareness and compliance.
2. **Human Rights Risk and Impact Assessment:** The company conducts human rights risk assessments by considering the severity of impact and the likelihood of occurrence that may arise from business operations throughout the value chain, in order to identify risk issues that may affect stakeholders.
3. **Integration of Assessment Results into Organizational Management:** Upon completing the risk assessment, the company establishes risk management measures and plans to be integrated into the organization's operational processes, in order to prevent, reduce, and control potential human rights impacts.
4. **Performance Monitoring and Reporting:** The company requires regular monitoring and evaluation of performance against its human rights risk management plans, including conducting reviews to ensure the effectiveness of management processes, while transparently disclosing performance results and outcomes to stakeholders.
5. **Remediation and Impact Correction through Grievance Mechanisms:** In the event that the company identifies that its business operations have caused or contributed to negative human rights impacts, the company will take corrective action, provide remediation, and prevent recurrence through a





Grievance Mechanism that allows stakeholders to file complaints or provide suggestions in a convenient, transparent, and fair manner.

Human Rights Risk Assessment 2025

In 2025, the Company conducted a human rights risk assessment throughout its business value chain, with 100% of business activities assessed for human rights risks under the organization's sustainability risk management framework.

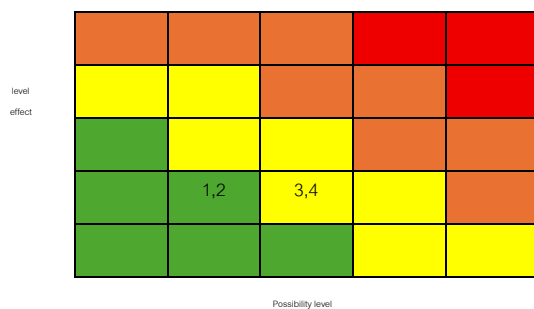
The Company compared the likelihood criteria against the organization's risk assessment standards and evaluated impact levels in accordance with the United Nations Guiding Principles on Business and Human Rights (UNGPs), covering stakeholders who may be affected, including:

- Employees
- Customers
- Supplier
- Communities and the environment

The human rights risk issues assessed include:

- Discrimination and equal treatment in the workplace
- Occupational health and safety
- Privacy and personal data protection
- Fair employment conditions
- Freedom of association and collective bargaining
- Illegal labor practices, such as child labor, forced labor, and undocumented migrant labor
- Impacts on community living standards and quality of life

The assessment results found that, when considering existing risk control measures, the majority of human rights issues carry a low to moderate risk level, as follows:



1. Community engagement
2. Occupational health and safety
3. Labor rights in the supply chain
4. Customer data privacy

However, the company has identified 4 key human rights issues of high significance, namely:

1. Employees
2. Communities and the environment
3. Partners
4. Customers



The company has established additional measures to prevent and mitigate potential impacts, while continuously monitoring performance to ensure that the company's business operations are conducted responsibly and with respect for human rights. Human Rights Risk Matrix as follows:

| Human Rights Issues | Relevant Stakeholder Groups | Likelihood | Impact | Risk Level | Control measures |
|---|-----------------------------|------------|--------|------------|--|
| Discrimination and equality at work | Employees | Low | Medium | Low–Medium | Equality and Non-Discrimination Policy / Employee Training |
| Health and safety at work | Employees | Medium | High | High | Safety Management System / Safety Training |
| Protection of Personal Data | Customers / Employees | Medium | High | High | Information Security System |
| Workers' rights in the supply chain | Partners | Low | Medium | Low–Medium | Supplier Code of Conduct |
| Illegal labor employment | Partners | Low | High | Medium | Supplier Verification / Supplier Selection |
| Freedom of association and bargaining | Employees | Low | Medium | Low | Human Rights Policy |
| Impact on the community and the environment | Community | Medium | High | High | Community Engagement / CSR |

Measures to reduce the risk of 4 main issues

| Key Risk Issues | Management Approach | Implementation measures |
|-------------------------|--|---|
| Employees | Protect labor rights and promote a fair working environment. | <ul style="list-style-type: none"> - Develop human rights policies and business ethics. -100% Human Rights and ESG training for employees - Provide a complaint channel for employees. |
| Community & Environment | Reduce the impact of business operations on the community. | <ul style="list-style-type: none"> - Community Impact Assessment -Community Development and CSR Projects -Engagement with local stakeholders |



| Key Risk Issues | Management Approach | Implementation measures |
|-----------------|---|---|
| Suppliers | Promote responsible business practices in the supply chain. | - Develop a Supplier Code of Conduct. - Evaluate ESG and human rights suppliers -Verify legitimate employment |
| Customers | Protecting the rights of customers and personal information | - Personal Data Protection Policy (PDPA) - Fair customer service standards -Customer complaint system |

Training Course to Promote a Culture of Respect for Human Rights within the Organization As follows:

| Topics | Number of employees participating in the training | | |
|---|---|-------|-------|
| | 2023 | 2024 | 2025 |
| Labor Law and Human Rights Training for New Employees | 6,011 | 6,311 | 2,918 |
| Cognitive review Labor Law and Implementation of Labor Relations and Human Rights | 2,356 | 3,031 | 1,698 |

Monitoring and reporting of human rights complaints

| Complaint Information | 2023 | 2024 | 2025 |
|--|------|------|------|
| Number of complaints relating to labor practices, issue management, and complaint resolution methods | 0 | 0 | 0 |
| Number of significant incidents or cases involving violations of social and human rights laws or regulations | 0 | 0 | 0 |
| Number of significant labor dispute cases or incidents | 0 | 0 | 0 |
| Number of disputes or incidents involving communities/society | 0 | 0 | 0 |

The Company conduct monitoring and follow-up on human rights performance, and continuously communicate to educate and train employees on human rights matters. In order to prevent problems that are at risk of negative impacts through the Company's activities and business relationships on a regular basis, the performance in 2025 is as follows:



- 100% of the Company's operations and business activities were assessed for human rights risks and impacts.
- 100% of the Company's operations and business activities identified as having high human rights risks were subject to impact mitigation measures and remediation processes.
- In 2025, there were no cases or cases of human rights violations, including human trafficking, Forced labor Child labor Discrimination and any form of sexual harassment or harassment. Freedom of association, the right to collective bargaining, equality of remuneration, and other human rights are enforced.

In addition, the Company reports on its human rights performance annually through its annual sustainability report or the Company's website, and opens channels to listen to all stakeholders. In order to be able to report human rights violations to the Company through this specified channel.

Remediation and Corrective Action

The Company places importance on preventing and addressing human rights impacts that may arise from its business operations, by establishing a Remediation and Corrective Action framework in accordance with the principles of the United Nations Guiding Principles on Business and Human Rights (UNGPs), to ensure that affected stakeholders can access remediation and corrective processes in a fair, transparent, and effective manner.

The Company has established a Grievance Mechanism for employees, customers, partners, and other stakeholders, through which complaints can be submitted via designated channels such as the company's complaint channel, the company website, or relevant departments enabling the company to promptly acknowledge issues and conduct fact-finding investigations. When the company identifies that its operations have caused or contributed to negative human rights impacts, it will proceed with the following steps:

1. Complaint Receipt and Fact-Finding Receive complaints and investigate information in a fair and transparent manner, with due regard for the complainant's privacy.
2. Determination of Corrective Measures Establish appropriate corrective approaches to reduce or cease the identified impacts, and improve operational processes to prevent recurrence.
3. Remediation of Affected Parties Provide appropriate remediation to those affected, such as compensation, improvement of working conditions, or corrective actions in accordance with relevant laws and standards.
4. Follow-up and Recurrence Prevention Monitor the outcomes of corrective actions and improve risk management measures to prevent similar incidents from occurring in the future.

In 2025, the company found no cases of human rights violations arising from its business operations, and remains committed to continuously developing its grievance handling processes and human rights management, to ensure that its business operations are conducted in accordance with good corporate governance principles and social responsibility.



2.3 Human Resource Management



Human resource recruitment and allocation policy

The Company focuses on recruiting personnel suitable for each role, adhering to its human rights policy published on the company's website under the "Investor Relations" section and embraces diversity in personnel selection with equality and fairness, regardless of physical differences, gender, ethnicity, gender identity, sexual orientation, age, disability, nationality, religion, social status, or political views. Selection is also considered in conjunction with individual competencies, limitations, and operational risks. As a result, the company's workforce is non-discriminatory, comprising employees from diverse backgrounds, cultures, knowledge bases, capabilities, and work experiences. Operational level employees the majority of whom are stationed at branches have primary duties and responsibilities in credit analysis, credit approval, and debt collection follow-up. These roles are considered to carry operational risks and limitations, and the company therefore avoids placing female employees in such positions. However, operational-level employees with other duties and responsibilities that carry no operational risk comprise both male and female staff, with all decisions made in adherence to the company's human rights policy.

Equitable and fair recruitment of employees

The Company has a workforce plan in line with the business growth goal, considering from the goals of the organization (Goals & Strategic Directions), which is a factor that determines adequate workforce at the organizational level. The Company assigns the Human Resource department to work with executives and heads of all departments in determining the workforce to ensure it is in line with the business direction.

Employee Potential Development

- Managers regularly discuss and plan employees' career paths to help them understand the growth process within their respective job roles.
- The company assigns specialized tasks or special projects to employees with potential, enabling them to utilize their skills and knowledge beyond regular job duties. This provides opportunities for employees to work in different capacities to enhance their skills, knowledge, and abilities.

Succession Plan

The Company has begun planning for job succession, starting from managerial positions, taking into account the skills and abilities of individual successors to determine their readiness and areas for further development. This development will be carried out on a personalized basis to maximize effectiveness.

The company ensures that employees adhere to good corporate governance principles and ethics, emphasizing the importance of employee development. It promotes equality and does not restrict or



discriminate based on gender, race, religion, or culture. In 2025, the company had a total of 11,369 employees with diverse ages, genders, and educational levels. The number of branch employees decreased due to the implementation of the Srisawad application platform, which streamlined processes, reduced paperwork, and improved work-life balance for employees. This increased work efficiency and yielded better results compared to traditional methods, while reducing costs and resource utilization.

Unit: Persons

| Information (persons) | 2023 | 2024 | 2025 |
|---|--------|--------|--------|
| Total number of employees | 10,718 | 11,177 | 11,369 |
| Separated by gender | | | |
| Male | 5,149 | 5,076 | 4,889 |
| Female | 5,569 | 6,101 | 6,480 |
| Broken down by age | | | |
| Under 30 years old | 5,746 | 5,450 | 4,959 |
| 30-50 years old | 4,892 | 5,558 | 6,209 |
| More than 50 years | 80 | 169 | 201 |
| Sort by other groups | | | |
| Number of employees with disabilities | 118 | 100 | 131 |
| Number of Disabled Employees Male | 61 | 55 | 68 |
| Number of Disabled Female Employees | 57 | 45 | 63 |
| Number of employees by gender, age | | | |
| Number of Male Employees Under 30 Years Old | 2,773 | 1,999 | 1,701 |
| Number of Male Employees 30-50 years old | 2,327 | 2,966 | 3,064 |
| Number of male employees over 50 years old | 49 | 111 | 124 |
| Number of female employees under 30 years old | 2,973 | 3,451 | 3,258 |
| Number of female employees aged 30-50 years old | 2,565 | 2,592 | 3,145 |
| Number of female employees over 50 years old | 31 | 58 | 77 |
| Number of employees by position level | | | |
| Number of Operational Level Employees | 10,454 | 10,911 | 11,099 |
| Number of Executive Employees | 252 | 252 | 255 |
| Number of Senior Executives | 12 | 14 | 15 |





| Information (persons) | 2023 | 2024 | 2025 |
|--|-------|-------|-------|
| Number of Male Employees by Position Level | | | |
| Number of Male Employees at Operational Level | 5,035 | 4,960 | 4,684 |
| Number of Male Employees at Executive Level | 109 | 109 | 197 |
| Number of Male Employees Senior Management | 5 | 7 | 8 |
| Number of Female Employees by Position Level | | | |
| Number of Female Employees at Operational Level | 5,419 | 5,951 | 6,415 |
| Number of female employees at management level | 143 | 143 | 58 |
| Number of Female Employees Senior Executives | 7 | 7 | 7 |
| Number of Male Employees Operating in Thailand classified by region | | | |
| Male employees working in Thailand | 5,149 | 5,076 | 4,889 |
| Northern Region | 423 | 289 | 285 |
| Central Region | 2,864 | 3,081 | 2,823 |
| Northeast | 998 | 898 | 932 |
| Southern Region | 476 | 481 | 497 |
| Eastern Region | 276 | 182 | 191 |
| Western Region | 112 | 145 | 161 |
| Number of female employees working in Thailand classified by region | | | |
| Female employees working in Thailand | 5,569 | 6,101 | 6,480 |
| Northern Region | 390 | 393 | 423 |
| Central Region | 2,424 | 2,460 | 2,570 |
| Northeast | 990 | 1,449 | 1,574 |
| Southern Region | 1,023 | 1,020 | 1,038 |
| Eastern Region | 497 | 490 | 521 |
| Western Region | 245 | 289 | 354 |
| Number of employees leaving the organization | | | |
| Male | 1,904 | 1,705 | 1,696 |
| Female | 2,391 | 2,008 | 2,275 |



Compensation, benefits and employee care

Compensation and Benefits Policy Long-term compensation

The Company has a policy to offer benefits for employees according to their knowledge, abilities, and work performance, taking into account suitability, fairness and relevance to the average returns of the same type of business. In addition, the Company also has a policy to pay bonuses and raise annual salaries, based on the operating results each year and the performance of each employee, in return for their work and in order to motivate employees to perform their duties to their fullest potential.

Guidelines

1. Employees are treated with courtesy and respect, and all employees are treated equally without discrimination based on differences in race, religion, culture, political views, or gender—including gender identity, gender expression, and sexual orientation.
2. Provide fair compensation for employees.
3. Base employee appointments, transfers, promotions, rewards, and disciplinary actions on universal human resource management standards.
4. Prioritize employee development by ensuring equal and continuous learning opportunities.
5. Maintain a safe working environment to protect employees' lives and assets.
6. Listen to employees' opinions and suggestions, considering their professional expertise.
7. Strictly comply with laws and regulations related to employees.
8. Respect employees' rights and provide opportunities for them to file complaints if they experience unfair treatment, following established processes.

The Company has established employee feedback channels, including a complaint submission box at the company and an email channel at hrbp@srisawadpower.com. Employees can report concerns related to work conditions, performance evaluations, and compensation through these channels, ensuring all information remains confidential.

The salary system of the company

Individuals selected for employment will receive compensation according to the rates set by the company, based on qualifications that match the job description and position criteria. In any case, the salary will not be lower than the minimum wage as mandated by law

Employee Benefits

The Company is committed to ensuring the health and well-being of its employees so they can perform their duties efficiently. Employee benefits are aligned with industry standards for similar businesses, comparable sectors, or as required by law.



Provident Fund

In addition to standard base compensation, the Company has established a provident fund in accordance with the Provident Fund Act B.E. 2530 (1987). Under this policy, employee fund members may choose to make monthly contributions to the fund at a rate of 3–15% of their salary, while the employer contributes at a rate of 3–7% of the employee's salary (the employer contribution rate is determined by the length of service of the employee fund member). This provident fund is managed by Kasikorn Asset Management Company Limited and will be paid out to employees upon their departure from the company in accordance with the company's fund regulations.

Information about the Employee Provident Fund

| Detail | 2023 | 2024 | 2025 |
|--|------------|------------|------------|
| Number of Eligible Employees (person) | 6,614 | 8,624 | 9,163 |
| Number of employees who are members of the Provident Fund (person) | 6,538 | 8,397 | 8,450 |
| Proportion of employees who are members of the Provident Fund to total employees (%) | 61.00 | 75.13 | 74.32 |
| Amount of Employer Contribution to the Provident Fund for Employees (Baht) | 33,334,646 | 44,413,459 | 60,069,942 |
| The amount of money accumulated by the employee into the provident fund (Baht) | 86,295,845 | 97,989,495 | 98,376,880 |

Other benefits



Insurance: The Company provides benefits in health insurance, life insurance, and accident insurance. This is to facilitate medical treatment, as well as to create stability for employees and reduce the burden of medical treatment costs.

Benefits in the form of subsidies: The Company provides benefits in the form of grants for various agendas, such as scholarships for children. Subsidy in case of death of an employee or parent, etc.



Relationship Activities Because the love and unity of employees are considered the core of work to achieve the highest efficiency and success, the Company organizes activities to connect relationships between employees, including New Year's parties. Annual team building activities of each department, as well as social activities to provide opportunities for employees to jointly create benefits for society and the community in which they participate.



Activities Categorised by Employee Care and Welfare

| Guidelines | Objective | Activity |
|---|--|---|
| <p data-bbox="204 286 432 315">1. Health Well-being</p>  | <p data-bbox="635 293 963 365">- To encourage employees to have motivation.</p> <p data-bbox="635 383 927 412">Motivation for good health</p> <p data-bbox="635 430 995 595">- Encourage employees to exercise in a way that is popular with them and spend time together.</p> | <p data-bbox="1023 293 1378 779">- Annual Health Check-up: The Company organises an annual health check-up and influenza vaccination programme for employees to promote appropriate health screening and hygiene practices, strengthen employees' physical well-being, and ensure they are always ready to perform their duties.</p> <p data-bbox="1023 797 1383 1384">- Anti-Drug Football Activity: The Company organises internal sports competitions to provide employees with opportunities to engage in activities together. Sports events are held to strengthen relationships, including badminton and football competitions, with an emphasis on mixed-team formats where team members must come from different departments.</p> |
| <p data-bbox="204 1406 427 1435">2. Mental Well-being</p>  | <p data-bbox="635 1413 979 1541">To promote employees to gain knowledge Understanding of Mental Health Management</p> <p data-bbox="635 1559 986 1697">To be stable, reduce the risk of depression, work-related stress and daily life.</p> | <p data-bbox="1023 1413 1383 1906">The company has arranged to open a course for Unlocking the mindset to enable employees to have positive thinking every month to find solutions to manage problems and be able to build mental immunity and create good mental health from work and daily life in a balanced way.</p> |



| Guidelines | Objective | Activity |
|---|---|--|
| <p data-bbox="204 241 459 271">3. Financial Well-being</p>  | <p data-bbox="635 241 991 555">Financial management, including debt management, savings and investment, as well as facilitating access to sources of funds that provide benefits to employees with better conditions.</p> | <p data-bbox="1023 241 1390 875">The company organizes monthly activities such as providing knowledge to employees about financial management, including debt management, savings, and investment, for employees who need to consolidate their debts in one place to manage interest rates at an appropriate level / The last part is opening up space for employees to have the opportunity to bring their products to sell to generate income.</p> |
| <p data-bbox="204 896 496 925">4. Employee Engagement</p>  | <p data-bbox="635 896 991 1070">To promote good relationships that will directly affect the ability to perform duties and reduce employee turnover rates.</p> | <p data-bbox="1023 896 1390 1995">- The Company organises internal relationship-building activities throughout the year, with a focus on social and cultural occasions such as Songkran, Retirement Day, and New Year's Day. These activities are designed to encourage employees to participate in recreational activities and shared meals involving both management and staff, in order to foster a sense of belonging and organisational unity. During these events, management presents gifts to employees and joins in the activities together. - SAWAD On Tour Activity The Company recognises the importance of providing opportunities for both head office and regional employees to engage in activities together. The programme combines</p> |



| Guidelines | Objective | Activity |
|--|---|--|
| | | <p>academic sessions focused on building knowledge and understanding of the Company's services, labour law, and human rights principles, with recreational activities designed to strengthen team relationships. In 2025, activities were held across 7 regions, with a total training duration of 1,000 hours, and 2,130 branch managers participated. During the activities in each region, the Human Resources department conducted visits to employees and inspected employment conditions at nearby branches to gather updates, suggestions, and feedback from employees.</p> |
| <p>5. Activities to Promote Employee Work Efficiency</p>  | <p>To encourage employees to adopt modern work processes in order to enhance operational efficiency, with an emphasis on collaborative brainstorming for improving individual or team performance or discovering new working methods.</p> | <ul style="list-style-type: none"> - 5S Activity: This programme is designed to develop and improve the operational performance of the Company's personnel, promoting good work habits and a disciplined work culture. The implementation of 5S activities as a foundational operational practice helps ensure smooth workflow and delivers measurable results. - Nationwide Employee TikTok Clip Competition: This activity aims to encourage employees across the country to collaboratively produce promotional clips for Srisawad Ngern Sod Tan Jai, with the objectives of enhancing work |





| Guidelines | Objective | Activity |
|------------|-----------|--|
| | | <p>efficiency, reducing costs, or increasing profitability.</p> <p>Employees from different departments and units are encouraged to brainstorm and submit entries with a focus on creativity and innovation in their work.</p> |

Employee Potential Development

The Company provides training in communication skills and leadership to enable employees to manage more effectively and work with their teams more efficiently. The Srisawad Leadership School has been established as a learning centre offering diverse learning methods to support the development of employees' potential across various areas, including management, leadership, and professional specialisation. The Company places importance on establishing employee potential development plans to equip employees with the knowledge, understanding, and skills necessary for maximum operational efficiency and effectiveness. Continuous training is mandated for employees at all levels to ensure ongoing self-development and to retain knowledgeable and capable employees within the Company over the long term, thereby reducing employee turnover particularly among the organisation's talent group. Training curricula have been designed in alignment with the roles and responsibilities of each position, and knowledge management is facilitated through internal knowledge-sharing channels to foster a learning atmosphere and environment, transforming Srisawad into a learning organisation. The Company also supports employees' potential development to enable career growth in accordance with their career advancement plans. Employee knowledge and skills development is categorised into three areas, as follows:

Onboarding Program: This is a basic work knowledge training course for all new employees aimed at building product knowledge, conditions for loan consideration, risk management, and customer centricity so that all employees, especially those at branch offices can offer various products and services of SAWAD to customers correctly in order to help solve their financial problems and meet the needs of all customer groups. In addition, the training course also help instill awareness on providing services with transparency, accuracy and integrity among all new employees starting from their first day working with SAWAD.

Re-training/Knowledge Refreshment Program: This is a developmental course for reviewing and testing knowledge, continuous understanding of employees'work to ensure that employees of Srisawad's branch offices nationwide always acquire updated knowledge in work. They are also expected to possess knowledge in an extent that they can present products to customers correctly in accordance with the established criteria (knowledge quality). In addition, they are also expected to hold good service standards according to Srisawad's



value “Always Customer First” (Service Quality). In light of this, the HR Learning Hub teams in various regions across the country conduct training courses for employees to brush up on their knowledge and skills necessary for continuous branch operations Both in terms of product knowledge and process & work instruction. IN addition, the teams also test knowledge and review various errors that happen often in order to always improve the work efficiency and service of branch employees.

Leadership Development Program: This new generation leadership development course aims to create talent within the organization to support business expansion in a timely manner. The course content is designed to cover both hard-skills and soft-skills to ensure that the new generation of leaders of the organization will be prepared to take on more challenging roles. This is in line with the organization's value with the desire to instill courage in employees and prepare them to be willing to change. In addition, the training course also reinforces to employees that the organization places great emphasis on the development of their skills.

In the implementation of training and personnel development. It starts with the process of exploring needs. The need for training and to create and develop training courses for employees, as well as to monitor and evaluate the training results. It can be used in personnel development with training in all job positions. In the year 2025, the Company had an average training hour of 9 Hours per person per year

Training Courses in 2025

| Training Courses | Hours per course | Qualified Persons (%) | Number of employees |
|--|------------------|-----------------------|---------------------|
| Functional Skills for District Managers | 20 hours | 100% | 221 |
| Preparing employees for career growth | 16 hours | 100% | 41 |
| District Manager Management Techniques | 16 hours | 100% | 30 |
| Branch Manager and Super Management Techniques | 16 hours | 100% | 97 |
| Management techniques for general employees | 16 hours | 100% | 631 |
| Staff Clinic Cell Training | 8 hours | 100% | 56 |
| Enhance sales and customer acquisition skills for branch employees | 6 hours | 100% | 1,698 |
| Recruitment and Interview Course | 8 hours | 100% | 62 |
| Coaching | 1 hour | 100% | 221 |
| Sales and Marketing Techniques | 2 hours | 100% | 103 |
| Soft Skills at Work | 2 hours | 100% | 2,761 |
| Debt collection and debt collection techniques in accordance with the Code of Business Ethics. | 2 hours | 100% | 814 |
| Product Knowledge Review | 2 hours | 15 | 2,314 |
| Loan Criteria | 2 hours | 100% | 12,600 |
| New Employee Orientation | 3 hours | 100% | 2,918 |



| Training Courses | Hours per course | Qualified Persons (%) | Number of employees |
|---|------------------|-----------------------|---------------------|
| Information Systems for Work | 1 hour | 100% | 14,415 |
| Review of insurance products | 2 hours | 100% | 18,206 |
| Service Knowledge | 1 hour | 100% | 2,918 |
| Environmental, Social and Corporate Governance Training | 1 hour | 100% | 2,918 |
| Human Rights Training | 1 hour | 100% | 2,918 |
| Risk Training | 1 hour | 100% | 2,918 |
| Business Ethics Training | 1 hour | 100% | 2,918 |
| Occupational Safety/Fire Escape Training | 1 hour | 100% | 2,918 |
| Anti-Corruption | 1 hour | 100% | 2,918 |

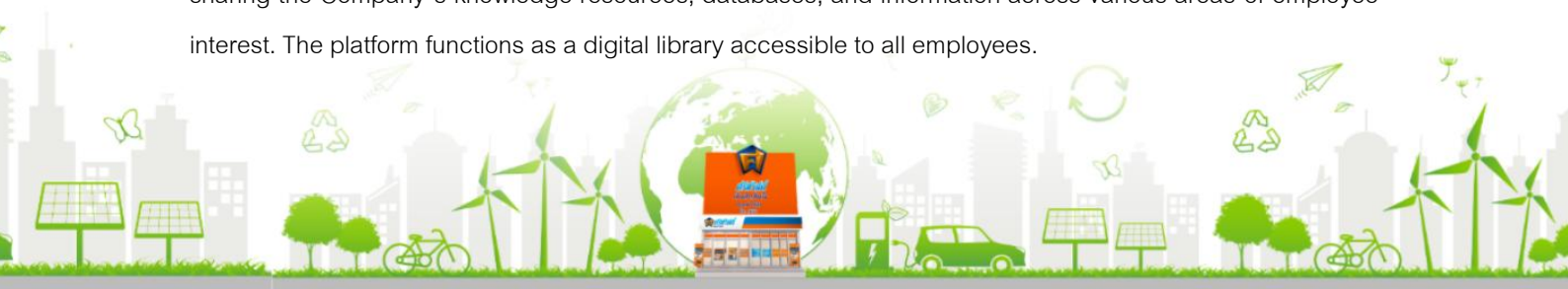
Number of Training Hours

| Average Training Hours | Unit | 2023 | 2024 | 2025 |
|--|-----------------------|------------|------------|------------|
| Average employee training hours | Hours / Person / Year | 9.00 | 9.00 | 9.00 |
| Total employee working hours | Hours | 20,149,848 | 21,012,760 | 24,211,622 |
| Employee training and development expenses | Baht | 8,402,468 | 5,353,588 | 3,904,748 |
| Percentage of employees receiving capability development training | % | 100 | 100 | 100 |
| Percentage of executives receiving capability development training | % | 100 | 100 | 100 |

The achievement of the Talent Development Plan implementation for high-potential employees (Talent) in 2025 reached 100%.

Learning Exchange Platform: "Hongrian Thanjai"

Srisawad Corporation Public Company Limited encourages employees to continuously develop the skills and knowledge necessary for effective and efficient work performance through training programs and a knowledge-sharing platform known as "Hongrian Thanjai" (Instant Learning Classroom). This platform serves as a centralized digital platform for managing various internal organizational matters, as well as connecting and sharing the Company's knowledge resources, databases, and information across various areas of employee interest. The platform functions as a digital library accessible to all employees.



The objective of “Hongrian Thanjai” is to foster a culture of continuous learning and capability development among employees in order to keep pace with the evolving competitiveness of the industry. In addition, the knowledge accumulated within the digital platform serves as an important tool for transferring organizational knowledge to new employees.

Average Training Hours per Employee per Year through the “Hongrian Thanjai” Learning Exchange Platform

| Average Training Hours | 2023 | 2024 | 2025 |
|------------------------|-------|-------|-------|
| Total employees | 49.97 | 59.91 | 69.22 |

Following the development of employees’ skills and essential knowledge for work performance, the Company implements a performance evaluation process as a standard assessment mechanism for employees. Employee compensation is determined based on performance outcomes. The Company conducts individual performance evaluations, with 100% of employees receiving performance assessments in an equitable, transparent, and fair manner. Based on employee performance evaluations, the Company maintains a compensation policy that takes into consideration employees’ knowledge, capabilities, duties, and responsibilities, while ensuring fairness and alignment with industry benchmarks in order to maintain and strengthen the Company’s competitiveness in human resource management. Furthermore, the Company determines annual salary adjustments and bonus payments based on both the Company’s performance in each fiscal year and individual employee performance in order to encourage employees to perform their duties to the best of their abilities.

Annual Performance Evaluation

Srisawad Corporation Public Company Limited conducts annual performance evaluations on a regular basis in order to monitor operational performance in a concrete and measurable manner through feedback processes, as well as continuous coaching and improvement processes, including guidance, support, problem-solving, corrective actions, and ongoing development.

The Company also evaluates the performance of executives and employees against established targets. Performance evaluation criteria have been comprehensively designed to align with the Company’s strategies and organizational direction in both the short and long term. These include Financial performance indicators, Non-Financial performance indicators, and Sustainability Development performance indicators. Such performance indicators are cascaded to the Corporate Level, Division Level, and Individual Level, as appropriate. In addition, behavioral indicators aligned with the Company’s core values are also incorporated into the evaluation process. For executives, the Company implements a 360-degree evaluation approach, which serves as a tool for assessing individual behavior and potential. This evaluation includes self-assessment together with assessments from surrounding parties, including supervisors, colleagues, and subordinates. The



process enables executives to gain insights into their behavior from multiple perspectives and accurately identify areas requiring further development.

Key Performance Indicator



Employees Receiving Performance Evaluations

Executives 100%

Employees (Monthly Employees) 100%

Multidimensional performance appraisal



Employees Receiving Performance Evaluations

Executives 100%

Development of Executive-Level Employees Based on Annual Performance Evaluations

The Company focuses on managing executive potential development in the form of future leaders to support organisational growth. Executives are required to undergo 360-degree evaluations from relevant parties to analyse strengths and areas for further development. The executive potential development approaches are as follows:

| Programme | Objective | Details | 2025 Performance |
|---------------------------------------|--|--|--|
| 1. Leadership Development Program | To build a coaching culture within the organisation and develop coaching skills among the Company's executives | Development of coaching skills for executives, providing accessible coaching tools and enabling executives to coach employees both within and outside their own departments, delivered in a workshop-based learning format | 100% of executives developed the necessary skills for their roles |
| 2. Transformational Leadership series | To invite experts to share experiences and provide updates on technology trends, business directions, or | Divided into three areas: 1. Technology/financial innovation in the digital era. 2. Leadership in a changing world and | Executives were equipped with knowledge awareness of global change trends and innovations in finance, marketing, and |



| Programme | Objective | Details | 2025 Performance |
|-----------|--|--|---|
| | global innovations for senior executives | digital-era workforce management. 3. Business strategy and digital marketing. | human resource management, and are prepared to navigate the digital era |

Development of Staff-Level Employees (Department Manager Level and Below) Based on Annual Performance Evaluations

The Company promotes management and is committed to developing the potential of employees at all levels to support business growth and future business expansion, through a variety of skill enhancement programmes covering sales skills, service skills, leadership skills at each level, professional skills, new ways of working, organisational sustainability skills, personal data protection law skills, data analytics skills, digital skills, and process improvement skills. This ensures that employees at all levels within the organisation develop the skills necessary for their roles and are prepared to adapt promptly in the event of emergencies, crises, or future changes.

The Company drives employee potential development through diverse online and offline methods and channels, and has developed training curricula that are more accessible, engaging, and aligned with individual needs such as classroom-based learning, workshop-based learning, online learning, On-the-Job Training (OJT), Cross-Functional learning in a Project-Based format, and Action Learning with executives or experts serving as advisors. In addition, the Company has initiated a self-directed learning management system accessible across various electronic devices such as computers, mobile phones, and tablets, enabling employees to study content of interest anytime, anywhere, serving as an additional channel to complement regular employee skill development. The Company is committed to enabling all employees to develop the necessary skills and maximise their potential in accordance with the competencies required for each career path (Role-Based Competency), thereby enabling business operations to proceed effectively through the organisation's human resource management.

Health and Safety Management in the Workplace

The company prioritizes the health and safety of its employees, aiming to promote safety to prevent accidents, injuries, and illnesses in the workplace, thereby enhancing the quality of life. This is achieved by providing a conducive working environment in accordance with relevant standards and laws, including:

- Designing separate document copying rooms from workstations and dedicated document storage rooms.
- Providing adjustable chairs and work desks suitable for users and desk heights.
- Establishing a medical room to provide medical services, medication, and basic first aid.
- Allocating spaces for relaxation during working hours.
- Installing perimeter windows that prevent excessive light and sound disturbances during work.



- Regularly cleaning and inspecting air conditioning units.
- Controlling temperature and humidity to suit seasonal conditions.
- Installing adequate lighting systems that meet legal standards for work.
- Providing knowledge on health and safety care through the company's Arun Sawad application and intranet.

Workplace Safety and Occupational Health Policy

The Company designates the Occupational Health, Safety, and Working Environment Committee with the responsibility of considering workplace safety policies and plans to prevent and reduce the occurrence of accidents, injuries, illnesses, or work-related disturbances arising from work or unsafe working conditions. The Committee reports and recommends measures or corrective approaches in compliance with workplace safety laws and standards, considers training projects and plans, conducts workplace safety practice surveys, and reviews accident statistics at least once per month, reporting on performance results on a regular basis.

The Company maintains a strong building and premises security policy, with standardised systems and equipment, appropriate security maintenance, and a well-arranged workplace that promotes operational efficiency and effectiveness while taking into account employee welfare and hygiene. Records of leave related to work-related accidents or illnesses are maintained, with clearly defined occupational health and safety protection practices for employees. These begin with the provision of additional life and health insurance for all employees beyond the social security and other statutory welfare benefits required by law. Safety measures and Safety Plans are established to manage hygiene and environmental conditions in both office and operational premises. Quality safety protection equipment is provided to employees, and regular Safety, Health, and Environment (SHE) training is conducted from the pre-employment stage onward to reduce the risk of hazards and accidents. In 2025, a total of 12 occupational health, safety, and working environment training sessions were held.

Measures to mitigate risks from issues of occupational safety and health and working environment

Due to the Company's operating model. Therefore, measures have been established to remedy personnel in case of accidents as a guideline to ensure the safety of employees, take into account the livelihood of personnel and compensate after an accident. The goal is to reduce the average injury rate of employees per hour not exceeding 0.25.

Employee injury rate

| Occupational Health and Safety Information | 2023 | 2024 | 2025 |
|--|------|------|------|
| Number of work-related illnesses | 0 | 0 | 0 |
| Rate of work-related illnesses per hour | 0 | 0 | 0 |
| Number of work-related injuries | 5 | 3 | 0 |
| Number of fatalities from work-related incidents | 0 | 0 | 0 |



Employee Sick Leave and Total Leave Data

| 2025 | Female (Days) | Female (Hours) | Male (Days) | Male (Hours) |
|--------------------------|---------------|----------------|-------------|--------------|
| Employee sick leave data | 26,755 | 208,629 | 13,790 | 107,702 |
| Total leave data | 75,581 | 584,831 | 24,620 | 190,421 |

Maternity leave and return to work after maternity leave

Besides, The Company allows female employees to take maternity leave of up to 98 days for each pregnancy including holidays during the leave period and still earn salary for no more than 45 days for natural birth and up to 60 days for caesarean delivery. Also, employees may ask to be assigned to another job on a temporary basis either during pregnancy or after childbirth in line with the Children's Rights and Business Principles of the United Nations International Children's Emergency Fund (UNICEF), the UN Global Compact and the Save the Children for the safety of expectant employees and for their children's right to proper upbringing by their mothers.

Statistics on employee return to work and retention rates after maternity leave

| Maternity Leave Cases | 2023 | 2024 | 2025 |
|---|------|------|------|
| Number of employees who became pregnant that year | 102 | 315 | 351 |
| Number of employees exercising right of maternity leave | 331 | 335 | 351 |
| Number of employees returning to work after maternity leave | 315 | 300 | 262 |
| Number of employees who do not return to work after the end of maternity leave period | 16 | 35 | 89 |
| Number of employees returning to work after maternity leave and continuing to work thereafter | 274 | 255 | 262 |

2025 Health, Safety, and Working Environment Training Curricula

1. Fire-fighting and fire evacuation training and drills were conducted, along with employee knowledge and understanding assessments. 100% of employees completed occupational health and safety training, averaging 6 hours per person per year, in accordance with the organisation's established targets.
2. A campaign to prevent work-related accidents and promote road safety for both car and motorcycle users was conducted, providing knowledge and reinforcing the importance of wearing helmets, fastening seatbelts, and complying with traffic regulations while working off-site, while continuously instilling a culture of safe and careful driving to maximise the reduction of accident risks and severity.





This was delivered through classroom training in the Tanjai Classroom system, the production of video clips for online learning through the Tanjai Classroom on safe driving, accident prevention, and riding skill demonstrations, building confidence and the ability to handle emergency situations effectively, so that employees can study and develop safety skills efficiently to strengthen their driving safety capabilities, with a focus on developing driving and service skills to enable employees to work effectively and safely.

3. Ergonomics and Occupational Safety training was conducted to study working conditions in relation to employees and to examine the work environment through design considerations, with improvements implemented to suit the employees within the organisation, enhancing workplace comfort and safety. As a result of the ergonomics and occupational safety training, employees demonstrated understanding of correct techniques for lifting, pushing, pulling, computer workstation posture, and office syndrome prevention. Work-related illness as measured by safety statistics was recorded at zero.
4. Health care and nutrition knowledge training was provided, as proactive employee health promotion helps employees maintain better health, reducing sick leave rates and other health-related expenses. The Company therefore organised online training on health care and nutrition knowledge, and women's health care in collaboration with the Kluay Nam Thai Hospital Network Clinic for consultations and health care guidance. On average, 15% of employees sought consultations, indicating a growing level of employee interest in their own health and well-being.



2025 Health, Safety, and Wellness Performance Monitoring and Management

The Company maintains an employee accident recording and reporting system to collect, monitor, and analyse data in regular management meetings, with a target of 90% of employees completing occupational health training at an average of no less than 2 hours per person per year.

| | | |
|--|---|--|
| Year 2025:100% of employees have received occupational health training.Average 6 hours per person per year | Year 2025:100% of employees passed the post-training test | Year 2025:100% of employees have received safe driving training. |
| Occupational health | | |





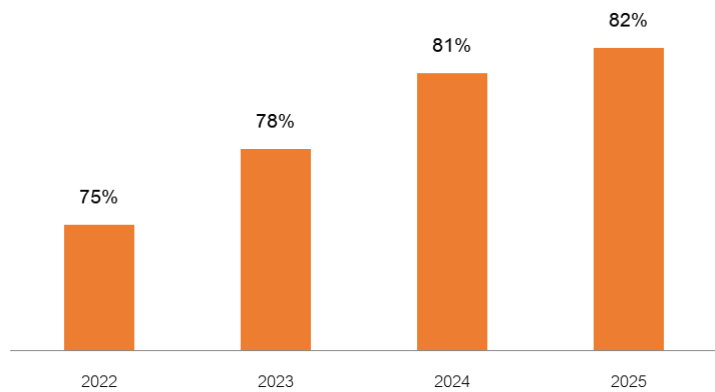
Employee engagement

The Company places importance on fostering employee engagement, as employees are a key resource in driving the organization's success and sustainable growth. The Company therefore conducts an annual employee engagement survey to gather feedback and suggestions from employees and uses the results to continuously improve its human resource management system.

In 2025, the Company conducted an employee engagement survey. The results indicated that overall employee satisfaction and engagement were at a high level, at 82%, reflecting employees' confidence in the organization as well as a work environment that supports the development of their potential. The Company has analyzed these results in depth to identify key factors influencing employee engagement and has used the insights to review and enhance its human resource management practices. These improvements cover key areas such as career development, employee management, development of high-potential employees, and performance management.

In addition, the Company has integrated its human resource management system to ensure it is comprehensive and aligned with future business expansion. This is guided by the principle of Role Model Leadership, whereby senior executives act as role models in fostering engagement within each department. The Company also promotes two-way internal communication to ensure that employees clearly understand the organization's business direction and are encouraged to openly share their opinions with their supervisors. This approach helps inspire employees, while also supporting their capability development and career growth.

From the above improvement implementation. As a result, the level of employee engagement in each of the above factors in 2025 has increased, and the overall engagement of the organization has improved accordingly.



Engagement factors and development approaches

According to the survey results, The Company has identified key factors that affect employee engagement and determined improvement and development guidelines. As follows:

| Engagement factors | Improvements |
|---|--|
| 1 .Management of employees and subordinates | <ul style="list-style-type: none"> -Develop learning systems in collaboration with various institutions to strengthen the skills and potential of employees. -Review the succession plan and the guidelines for developing potential employees. |
| 2 .Career growth and development of high-potential employees. | <ul style="list-style-type: none"> -Develop and communicate the Career Path to employees clearly. |
| 3 .Performance Management | <ul style="list-style-type: none"> -Increase the communication of the organization's mission and vision. -Improve the remuneration management system to be in line with performance. -Use the Performance Evaluation system as a tool to provide feedback and develop the potential of employees. |



Fair treat to labor

The Company has policies and guidelines to treat employees equally without exception and to be fair to employees at all levels. These include determining compensation and benefits, employee transfer, training, health, work safety and career growth, and labor protection. In addition, the Company established a welfare committee in the business establishment, which is responsible for completing the operation plan for organizing labor relations activities, coordinating with agencies involved in labor disputes. Since the establishment of the company, there has never been a labor dispute, because the Board of Directors adheres to various laws and regulations strictly. Furthermore, the Company has established and provided various welfare benefits for employees equally, as well as providing opportunities for employees to grow within the organization, considering the performance results, the competency, and the characteristics that are consistent with the organization's values. The Company treats employees equally under the same standard throughout the organization.

2.4 Social and Community Responsibility



Community Engagement, Promotion, and Development Policy

The promotion and development of society play a crucial role in modern business operations, as societal changes can lead to social deterioration. The company recognizes its responsibility toward society and is committed to enhancing and contributing to social development. This commitment drives the company to actively participate in and improve the well-being of communities, aiming for social progress. The company carries out corporate social responsibility (CSR) initiatives annually to support nearby communities, fostering skill development and knowledge-sharing for sustainable social growth.

Guiding Principles

1. Compliance with relevant laws and regulations regarding community engagement and development.
2. Encouraging participation to foster mutual understanding and positive relationships with community stakeholders.
3. Promoting transparency in operations, mitigating negative impacts, and supporting sustainable development principles to create positive social impact.
4. Instilling responsibility among employees, business partners, and related stakeholders to contribute to community well-being.



Strategies and Action Plans

1. Utilizing employee expertise to empower communities in self-sufficiency and social support. The company actively engages in problem analysis, planning, and execution to address national issues with tangible and scalable results, serving as a model for other organizations.
2. Developing innovations that address community needs and social challenges to enhance quality of life and strengthen social capabilities through employee-driven initiatives.
3. Promoting local employment to provide job opportunities for community members, reducing unemployment and labor shortages.

Community and Social Development Performance in 2025.

Srisawad Ngern Sod Tun Jai Joins the Safe Driving Campaign During Long Holidays

Srisawad Corporation Public Company Limited donated products and beverages to participate in a safe driving campaign in collaboration with the Expressway Authority of Thailand (EXAT), supporting the Public Convenience and Safety Facilitation Project for travelers during long holiday periods. The project involves joint safe driving campaign activities to support government policy in reducing losses from accidents during long holidays, educating the public on safe and correct driving practices, as well as proper vehicle use and maintenance. Drinking water was also distributed to support service units assisting members of the public using expressways to travel in and out of Bangkok, return to their hometowns, or travel to other provinces for leisure during the New Year and Songkran festivals. The company has also continued to reinforce its Corporate Social Responsibility (CSR) policy by launching a safe driving campaign under the concept "Caring for Every Journey", through the installation of safe driving awareness signs covering high-risk areas and communities nationwide. The project aims to raise safety awareness among the general public, customers visiting branches, and surrounding communities particularly in areas with intersections, crossroads, or high-traffic routes. The campaign signs feature reminder messages and road safety guidance.

In addition to the installation of awareness signs, branch staff nationwide have also served as advocates by providing safe driving advice to customers visiting Sri Sawad Ngoen Sod Tan Jai branches, in order to promote positive behavioral change toward safe and correct driving practices on every journey.





Sri Sawad Ngoen Sod Tan Jai Organizes a Food Donation Activity at Nong Bua Lam Phu Hospital

The Company organized a social activity by co-hosting a food and beverage donation booth, providing drinks to patients, patient relatives, medical personnel, and the general public at Nong Bua Lam Phu Hospital in Nong Bua Lam Phu Province. The activity was held to share goodwill and provide convenience to patients and their relatives who must stay for extended periods of treatment, while also helping to create a spirit of sharing within the hospital.



Srisawad Ngern Sod Tanjai Contributes to Bringing Happiness to Youth

The Company continues to bring happiness to Thai youth on the occasion of National Children's Day 2025 at various branches, with the aim of promoting learning and building positive relationships with the community. This year's Children's Day activities focused on easily accessible events held in the vicinity of branch locations. Activities included the distribution of educational supplies and gift sets to support children's education in the community, free food and beverage booths for children and parents in attendance, recreational games with prizes designed to develop skills and build confidence, and the incorporation of savings knowledge by providing basic guidance on financial discipline for children. These activities are part of the company's ongoing youth development social program, conducted every year.

Srisawad Ngern Sod Tanjai Donates Wall Fans, Sanitary Ware, and Bathroom Renovation Equipment to Chomthong Hospital

The Company continues its public benefit and social activities by donating wall fans, sanitary ware, and bathroom renovation equipment to improve facilities for patients in the Ear, Nose, Throat, and





Ophthalmology Ward at Chomthong Hospital in Chiang Mai Province, in order to elevate service quality and hygiene standards for people in the community.

For this donation, Sri Sawad Ngoen Sod Tan Jai recognized the importance of the hospital environment and its impact on the quality of life of patients and service users, and therefore provided the following key items:

- Wall fans: to improve ventilation and enhance comfort in waiting areas and patient wards
- Sanitary ware and bathroom renovation equipment: to replace damaged existing fixtures, improving cleanliness and hygiene in accordance with public health standards

This contribution is part of The Company commitment to being more than just a financial service provider but also a part of driving Thai society toward a better quality of life, particularly in the area of essential public health.



Srisawad Ngern Sod Tanjai with Pan Kan to Foster a Sharing Community

The Company has launched a project to transform unused items into educational opportunities for underprivileged children through the Yuvabadhana Foundation. This initiative aims to support social enterprises seamlessly, leading to the "SAWAD with Pan Kan to Foster a Sharing Community" campaign. Through this campaign, the company collaborates with Pan Kan, a social enterprise under the Yuvabadhana Foundation, to facilitate the transportation of donated items. Pan Kan operates donation-based thrift stores, where good-condition secondhand items are sold, with 100% of the proceeds funding scholarships and youth development programs for disadvantaged children. To encourage participation, donation boxes have been set up at the company's headquarters and Chaeng Watthana branch, allowing employees and the public to contribute gently used clothing and household items to support this meaningful cause.

Srisawad Ngern Sod Tanjai Delivers Clean Drinking Water for Community Well-being

The Company recognizes the importance of participating sustainably in improving the quality of life of surrounding communities and society, under the concept of "Growing Alongside Thai Society" The company has continuously carried out social activities, including the "Srisawad Ngoen Sod Tan Jai Passing on Drinking Water for Your Wellbeing" project, which provides clean drinking water to the public and organizations in community areas, hospitals, and centers for the protection and development of persons with disabilities. The project aims to support access to clean drinking water a fundamental necessity for daily living and hygiene



particularly in areas with high volumes of service users, such as centers for persons with disabilities, hospitals, medical facilities, and public service centers. This helps alleviate expenses and provides convenience for service recipients, patient relatives, and working staff alike. Company employees actively participated in this activity by personally assisting in the preparation and delivery of drinking water, reflecting a corporate culture that promotes public-mindedness and social responsibility, while also strengthening positive relationships with communities in branch areas nationwide. The company hopes that this project will help elevate the quality of life of the public and serve as an important contribution to driving its Social goals under the Environmental, Social, and Governance (ESG) framework creating shared value with stakeholders and growing sustainably alongside Thai society.



Supporting Flood Victims in Restoring Their Livelihoods

In response to the severe flooding that has affected multiple areas across Thailand, Srisawad Corporation Public Company Limited takes pride in playing a role in assisting those affected by the disaster. The company is committed to supporting the restoration of flood victims' livelihoods, reinforcing its dedication to standing by the Thai people through both challenges and progress. This initiative reflects the company's unwavering commitment to improving the quality of life for all Thais

Commitment to during times of crisis

Phase 1: Relief

The Company prepared and delivered essential relief supplies to households affected by flooding, including dry food, consumer goods, and personal necessities. This support aimed to enable affected individuals to maintain an adequate standard of living during the emergency and to help alleviate household financial burdens during a difficult period. In addition, the Company mobilized employee volunteers to assist in packing relief kits and delivering aid to flood-affected areas, reflecting its organizational culture that promotes employee engagement and social responsibility. The initiative also helped foster positive relationships with local communities and stakeholders. These activities form part of the Company's Social initiatives under its Environmental, Social, and Governance (ESG) framework, with the objective of supporting affected individuals in returning to their normal lives as quickly as possible. Furthermore, the Company established donation drop-off points at Srisawad Ngern Sod Tanjai branches in Phuket Province to encourage the public to contribute and extend support to those impacted in high-risk area.





Phase 2: Protection and assistance

The Company implemented the "United Thai Force Helping Flood Victims" project by establishing relief centers in affected provinces to support recovery efforts and provide assistance to flood victims. Boats were deployed to assist victims in collaboration with rescue personnel operating in the field, in order to help evacuate those affected as quickly as possible.

Within the relief centers, the company provided essential basic services for daily living, including food and drinking water for victims, mobile phone charging services, and the preparation of toilet facilities to meet the urgent needs of the public during the emergency situation. The company also mobilized volunteer employees to work in the field to support fellow employees, their families, and surrounding community members reducing the impact on the livelihoods of those affected and strengthening public confidence in the company as a member of society. These operations reflect the company's role in participating in community-level disaster management (Community Support) and form part of its Social initiatives under the company's Environmental, Social, and Governance (ESG) framework.



Phase 3: Assistance and Rehabilitation





ศรีสวัสดิ์ เงินสดทันใจ ห่วงใยไม่ทิ้งกัน
“มาตรการช่วยเหลือลูกค้าศรีสวัสดิ์” ที่ประสบอุทกภัยในพื้นที่ภาคใต้

พักชำระเงินต้น 4 เดือน
สำหรับสินเชื่อทุกประเภท

ติดต่อได้ที่สาขาที่ท่านทำสัญญา
ตั้งแต่วันที่ 1 ธันวาคม 2568 ถึง 31 มกราคม 2569
ศูนย์ลูกค้าสัมพันธ์ ☎1652

*เงื่อนไขเป็นไปตามที่บริษัทฯ กำหนด

Following the resolution of the flood situation, the company implemented recovery measures to support the return to normalcy for those affected, with a focus on providing continuous assistance alongside building the long-term livelihood resilience of the public.

- The company's volunteer employees mobilized to conduct a "Big Cleaning" operation in the Hat Yai Municipality, Hat Yai District, Songkhla Province, cleaning up areas following severe flooding that caused heavy damage to homes and vehicles. Working in coordination with officials from multiple sectors, the effort aimed to swiftly restore public areas, main and secondary roads, markets, and key commercial districts to normal. Volunteer employees participated in sweeping roads, clearing obstructions, and washing affected routes to enhance public safety following the receding of floodwaters.
- Expressing concern for customers affected by flooding across several southern provinces, the company introduced a relief measure offering a "4-month principal payment suspension" for all types of loan products, to help reduce the principal repayment burden, improve liquidity, and support post-flood recovery. This measure aims to urgently alleviate hardship, reduce customers' principal repayment burden, and enable smoother debt management as customers move toward improved financial wellbeing. The measure is effective from 1 December 2025 to 31 January 2026 (subject to the company's terms and conditions), to ensure that assistance reaches the public for a swift and sustainable recovery with the assurance that Srisawad Ngoen Sod Tan Jai will stand by customers at all times, in line with its vision: "Srisawad Growing Alongside the Lives of Thai People."
- The Company, together with its business partners, conducted field visits to facilitate insurance claims for affected customers in the southern region. These field visits reflect the close collaboration between the company and its partners in caring for customers, with the aim of alleviating hardship, supporting



ongoing recovery, and ensuring that customers can access their insurance benefits quickly, transparently, and fairly standing beside those affected when they need assistance the most.

The Company is committed to supporting government agencies and non-profit organizations in providing continuous assistance to those in need, in order to improve the quality of life of all Thai people.

Supporting Environmental Research Innovation

Srisawad Corporation Public Company Limited, in collaboration with Phuket Rajabhat University's Faculty of Science and Technology, has undertaken a research and innovation development project for an "Agricultural Growing Medium Mixer Machine" to support the operations of the Ban Li Phon Bangkok Organic Agriculture Community Enterprise, Srisunthon Sub-district, Thalang District, Phuket Province.

Operational Approach

The project was developed under a Quality Function Deployment (QFD) process, integrating academic knowledge with the real-world needs of community users, to ensure the equipment is efficient, aligned with the production context, and suitable for long-term use. The development of the growing medium mixer enhances the efficiency of the growing medium preparation process, reducing time and labor costs, while enabling more consistent and standardized production ultimately improving the quality of organic agricultural produce.

The Growing Medium Mixer Innovation and Its Sustainability Value

The Company places importance on leveraging innovation to support efficient operations alongside reducing environmental impact. The growing medium mixer was designed with a Ribbon Mixer agitator to improve blending efficiency, ensuring consistent and standardized mixing of raw materials. The machine has a capacity of 240 liters per production cycle, capable of handling large volumes of growing medium and significantly reducing production time compared to conventional processes resulting in faster and more efficient operations. This innovation not only enhances production efficiency but also contributes to sustainable business operations from an environmental perspective, by reducing energy consumption per production unit, shortening machine operating time, and minimizing resource usage in the production process all of which contribute to a reduction in greenhouse gas emissions.

SDGs Alignment

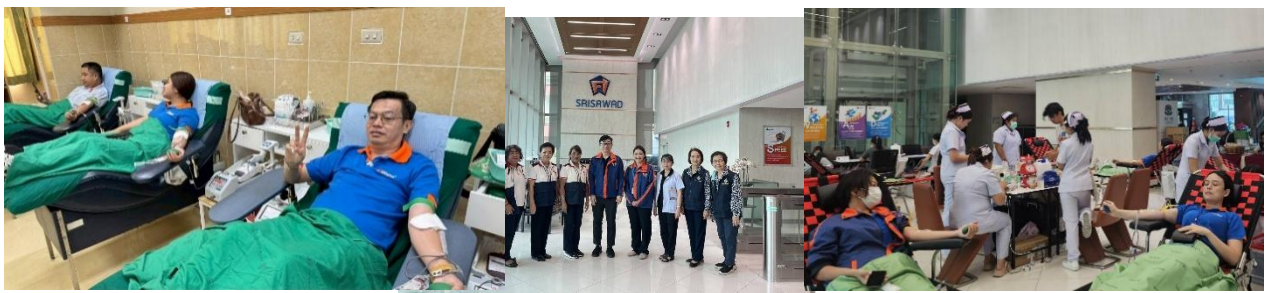
| SDG 9: Industry, Innovation and Infrastructure | SDG 12: Sustainable consumption and production | SDG 13: Responding to change Climate |
|--|--|--|
| <p>Enhance operations and support the use of appropriate technology.</p> <ul style="list-style-type: none"> - Increase productivity - Reduce the time of operation. - Improve Yield Quality | <p>Promote the efficient use of resources.</p> <ul style="list-style-type: none"> - Reduce energy consumption per unit of production - Reduce Mixing Process Waste - Increase the efficiency of raw material utilization. | <p>Increase production efficiency and reduce greenhouse gas emissions from operations</p> <ul style="list-style-type: none"> - Shorten machine uptime - Reduce energy consumption - Reduce greenhouse gas emissions |





Blood donation

The Company places strong emphasis on conducting social initiatives alongside its business operations, with a focus on supporting the improvement of people's quality of life and well-being. In this regard, the Company collaborated with the National Blood Centre of the Thai Red Cross Society to organize the "One Donation, Many Lives Saved" blood donation campaign, aiming to promote continuous participation in blood donation. The project seeks to raise awareness among employees, communities, and the general public about the importance of blood donation, while supporting an adequate blood supply for medical treatment nationwide and strengthening blood reserves, which are critical resources in the public healthcare system. The Company has actively carried out campaigns to encourage employees, various sectors, and community members to voluntarily participate in blood donation. It has also partnered with local organizations, including surrounding communities and the Lak Si District Office, to expand the reach of the initiative. In addition, the Company has continuously encouraged employees at Srisawad Ngern Sod Tanjai branches nationwide to participate in blood donation activities at local hospitals. These efforts reflect the Company's commitment to being part of the support system for public healthcare and to creating shared value between the organization and society (Creating Shared Value).



Extending Support to Thai-Cambodian Border Areas to Alleviate Public Hardship

The Company expresses its concern and extends support to people affected by the situation in the Thai-Cambodian border areas by providing essential consumer goods and necessary assistance through the "Thai PBS Donation Center," to be delivered to those directly impacted. This support aims to provide immediate relief and demonstrate solidarity from the private sector toward communities in the border areas who are facing hardship due to the ongoing situation. It reflects the Company's commitment to conducting business alongside



social responsibility, recognizing the importance of contributing to relief efforts and standing by communities in all circumstances.

Promoting Employment Opportunities for Persons with Disabilities

The Company recognizes the importance of reducing social inequality, particularly in access to employment opportunities. It acknowledges that persons with disabilities possess capabilities and can work effectively, and aims to provide equal employment opportunities and inclusive recruitment practices. Accordingly, the Company initiated the “Promoting Employment Opportunities for Persons with Disabilities” program. In 2025, the Company employed persons with disabilities in various roles, including loan officers, accounting staff, IT personnel, and housekeeping staff. The Company also plans to continuously expand employment opportunities for persons with disabilities across additional roles, enabling them to become an integral part of the organization. Furthermore, the Company has extended its support by promoting sustainable livelihoods for persons with disabilities through collaboration with relevant partner networks and local physiotherapy teams. This initiative goes beyond legal requirements by supporting vocational development, including providing knowledge, enhancing professional skills, and offering necessary equipment to enable individuals to pursue self-employment. The program focuses on handicraft products such as handwoven braided fabric bags, with training sessions conducted by disability networks in collaboration with the Company’s employee volunteers. Participants are given hands-on training before receiving equipment to start their own businesses. As a result, persons with disabilities are able to generate income and sustainably support themselves and their families.



2.5 Financial Literacy



Financial Literacy is one of the key components of the company's sustainability framework. The company has launched the Financial Literacy Program to ensure that its customer-centric strategy is effectively implemented, providing advisory services to all target groups. This plan focuses on two main areas: Developing employees' basic financial knowledge and understanding. Providing financial education to four key target groups: customers, students, communities, and retirees. The company has collaborated with the Happy Money Financial Mentor Program by the Stock Exchange of Thailand. Employees of Srisawad Cash Express, who have undergone training in the Financial Mentor program, now serve as Financial Mentors, offering financial advice based on the company's practical concepts and real-life experiences. This initiative provides guidance to various organizations to spread financial literacy and create a better, financially educated society.

"Srisawad Financial Mentor for Communities" Program

In 2025, the Company launched a new initiative under the "Srisawad Financial Mentor" project, requiring all financial mentor employees to complete financial literacy training through the "Happy Money Financial Mentor" program of the Stock Exchange of Thailand. At the same time, the company developed internal training curricula to strengthen employees' skills in financial literacy and in shaping attitudes and behaviors such as learning through an e-learning system with question sets and continuous activities leading to assessments. The company believes that employees must possess financial knowledge before they can effectively provide financial services or engage with other groups. Sri Sawad's Financial Literacy Project originated from a small group of Sri Sawad employees who teamed up to rotate and conduct financial literacy activities for vendors at various markets, before expanding their knowledge outreach to the wider community. The success of the program with some participants managing to become debt-free and improve their quality of life through the financial knowledge gained presented an opportunity to deliver financial literacy to a broader society, giving rise to the "Bringing Knowledge to the Community" project. Subsequently, "Srisawad Volunteers" were recruited to help organize financial literacy activities in communities across the country, enabling Sri Sawad employees to engage in social activities, better understand the company's commitment to its customers, and gain deeper insight into customers' ways of life and behavior.

The Company also adapted its financial curriculum to suit communities with diverse occupational backgrounds. The most popular topics identified through community needs surveys were "debt elimination" and "saving." The Sri Sawad App was also developed as a tool for program participants to read articles and receive financial management advice quickly, helping an even greater number of people facing financial difficulties.



Target groups for financial literacy include customers, company employees, communities and society, retirees, and youth and students. Financial knowledge is presented across three core lessons: income generation, saving, and spending; financial planning and recording of income and expenses; and financial inspiration and stability.

Financial literacy activities for youth, students, customers, communities, retirees, and the general public are delivered by the company's volunteer employees who have completed financial mentor training through the Stock Exchange of Thailand. The project objectives are to build foundational financial knowledge, debt management guidance, household income enhancement, and household income-expense accounting to instill and lay the groundwork for sound financial management, equip community members with spending resilience, and address financial problems within communities. The project also aims to encourage Thai people to recognize the importance of saving, access transparent and fair financial services, and stay free from informal debt cycles because Sri Sawad does not merely approve loans as business capital, but has also initiated financial literacy programs to help Thai society achieve better financial health and quality of life.

In financial planning training sessions, the company's volunteer employees assist in teaching, transferring knowledge, techniques, and working methods, while also providing supporting materials such as "Nong Tan Jai savings booklets" and savings posters. In 2025, the company carried out a total of 4 projects, with 100% of activity participants benefiting from the activities under the "Sri Sawad Financial Mentor" project. In the past year, the company also promoted comprehensive financial understanding among employees by providing personal finance education covering debt management, savings planning, and basic investment for professional use in an online format for all employees, to help them improve their quality of life and achieve greater financial stability.



Social Dimension Performance Summary

| Policy / Strategy | Short-Term Target | Performance 2025 |
|--|--|--|
| Human Rights | | |
| - Human Rights Policy | <ul style="list-style-type: none"> • Number of employee training sessions on human rights and labour: 6 sessions • Number of complaints and lawsuits related to human rights violations: zero | <ul style="list-style-type: none"> • Number of employee training sessions on human rights and labour: 12 sessions • No complaints or lawsuits filed for human rights violations |
| Human Resource Management | | |
| - Recruitment and Workforce Planning Strategy - Employee Knowledge and Capability Development Policy | <ul style="list-style-type: none"> • Employee engagement level exceeding 70% • Executives and employees receive capability development training | <ul style="list-style-type: none"> • Employee engagement level: 82% • Average training hours for executives and employees: 9 hours per person per year |
| Occupational Health, Safety, and Working Environment | | |
| - Occupational Health, Safety, and Working Environment Policy | <ul style="list-style-type: none"> • Employee accident rate: zero • Work-related employee fatalities: zero • Lost-time injury frequency rate (LTIFR): zero • Occupational illness rate: zero | <ul style="list-style-type: none"> • No work-related accidents recorded • No work-related employee fatalities • The Lost Time Injury Frequency Rate (LTIFR) of employees was 0 cases. • No occupational illnesses recorded |
| Corporate Social Responsibility and Community Development | | |
| - Corporate Social Responsibility Strategy | <ul style="list-style-type: none"> • Increase in volunteer employees as a proportion of total employees • Increased access to knowledge on effective savings among activity participants | <ul style="list-style-type: none"> • Volunteer employees increased by 25% of total employees. • Access to knowledge on effective savings increased by 80% among activity participants. |



Environmental Dimension



Maximise the Use of Resources, Reduce
the Impacts of Climate Change, and Take
Biodiversity into Consideration



Environmental Dimension

The Company is committed to promoting an environmental organisational culture through communication, education, and internal campaigns to build environmental conservation and energy awareness among employees at all levels, as part of its operations in support of sustainable development goals. The Company also places importance on managing risks and opportunities related to the policy announcement driving Thailand toward a low-carbon society through the target of achieving Net Zero greenhouse gas emissions by 2050. The Company has prepared action plans to achieve the objectives of this climate policy transition, in order to elevate its organisational management to be consistent with international standards and to sustainably build confidence among all stakeholder groups.

Climate-related Metrics and Targets

The Company has established guidelines to support and promote the transition to a green economy through environmentally friendly financial support, targeting Net Zero greenhouse gas emissions under Scope 3. In terms of operations, the Company integrates environmental impact management into environmentally friendly operational processes, covering activities that directly contribute to reducing energy consumption and greenhouse gas emissions. The Company regularly monitors and evaluates its operational performance.

| Key Performance Indicator | 2025 Target | 2025 Performance |
|--|--|--|
| Reducing Environmental Impact from Business Operations | <ul style="list-style-type: none"> Expanding the reporting boundary to cover the head office, branch offices, and subsidiaries. | <ul style="list-style-type: none"> Expanding the reporting boundary to cover the head office, branch offices, and subsidiaries. |
| | <ul style="list-style-type: none"> Become a member of an environmental program | <ul style="list-style-type: none"> Became a member of the Carbon Markets Club program |
| | <ul style="list-style-type: none"> Reduce the ratio of net Scope 1, 2, and 3 GHG emissions by 5% from the previous year | <ul style="list-style-type: none"> Net greenhouse gas emissions under Scope 1, 2, and 3 increased by 39.5% from the base year due to the expansion of the reporting boundary. |



| Key Performance Indicator | 2025 Target | 2025 Performance |
|---------------------------|---|---|
| Climate Change Adaptation | <ul style="list-style-type: none"> Publicly announce the Company's net-zero greenhouse | <ul style="list-style-type: none"> Publicly announced the Company's net-zero greenhouse gas emission target from |

Greenhouse Gas Emissions from Company Operations

The Company places great importance on the collection of greenhouse gas emission data arising from its operations. Environmental data is systematically recorded and utilized to inform planning and target-setting for the reduction of operational greenhouse gas emissions. GHG volumes are calculated in accordance with the carbon footprint assessment standards of the Thailand Greenhouse Gas Management Organization (TGO). The summary of environmental performance for 2025 is presented below:

| Category | 2024 | 2025 |
|-------------------------------------|-----------|-------------|
| Materials | | |
| Paper consumption (kilograms) | 25,000 | 24,781 |
| Energy | | |
| Fuel consumption (liters) | 131,117 | 125,893,411 |
| Electricity consumption (kWh) | 3,434,095 | 20,910,138 |
| Water | | |
| Water consumption (m ³) | 69,633 | 712,186 |
| Greenhouse Gas Emissions | | |
| Scope 1 (tCO ₂ e) | 308 | 290,813.78 |
| Scope 2 (tCO ₂ e) | 7,175 | 13,263 |
| Scope 3 (tCO ₂ e) | 7,483 | 277.22 |
| GHG emission intensity (FTE) | 0.67 | 26.77 |

Further details of performance results related to climate change can be found in the 2025 Sustainability Report under the topic: *Operational Progress Toward Greenhouse Gas Emission Reduction Targets*, on page 200. The Company uses the Office Carbon Footprint calculation programme developed by the Thailand Greenhouse Gas Management Organization (Public Organization). (Note: In 2025, the data collection boundary was expanded from the head office and 1,000 pilot branches to cover the head office, branch offices, and subsidiaries, in order to reflect the continuous improvement of operational efficiency across the entire organisation.)



3.1 Climate related Financial Disclosures



Task Force on Climate-related Financial Disclosures: TCFD

The Company prepares its report in accordance with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) framework, which comprises four components as follows:

1. Governance: The governance and management of climate-related risks and opportunities
2. Strategy: The actual and potential impacts of climate-related risks and opportunities on the Company's business, strategy, and financial planning
3. Risk Management: The processes used to identify, assess, and manage climate-related risks
4. Metrics and Targets: The assessment and management of climate-related risks and opportunities in alignment with the organization's environmental dimension targets

1. Governance

The Company has established a sustainability governance structure to oversee sustainability development operations and climate change governance. The sustainability governance structure is presented on page 42 of this Sustainability Report, supporting Environmental, Social, and Governance (ESG) operations, with roles and responsibilities defined from the Board of Directors level through to the operational level, to ensure that the organization's climate risk management is conducted effectively and in alignment with the Company's sustainability management and greenhouse gas management policies, as follows:

Board of Directors

- Establish sustainability development policies
- Oversee operations to ensure alignment with targets

Risk Management Committee

- Oversee the adequacy and effectiveness of the ESG risk management system and ensure it is integrated as part of the enterprise risk management process

Corporate Governance and Sustainability Development Committee

- Oversee sustainability development practices to ensure alignment with principles and standard criteria

Sustainability Development Working Group

- Plan and drive sustainability operations in alignment with sustainability policies and established targets, through communication, support, and coordination with relevant internal and external parties
- Implement work plans and activities within the sustainability framework
- Execute operational plans in collaboration with all relevant stakeholder units





Greenhouse Gas Emission Reduction Working Group

- Implement the Company's greenhouse gas management and reduction guidelines, plans, and targets in alignment with environmental policies, sustainability development goals, and the Company's business direction
- Carry out the disclosure and reporting of the Company's climate and environmental data in accordance with relevant standards or disclosure frameworks

2. Climate Change Management Strategy

The Company recognizes the urgency of climate change and places importance on managing climate-related risks at the organizational level. The Company has adopted the Task Force on Climate-related Financial Disclosures (TCFD) framework as a practical guide for risk management and sustainability opportunity assessment.

Thailand has announced an accelerated Net Zero greenhouse gas emissions target, bringing the deadline forward from 2065 to 2050, in alignment with the low-carbon economic development pathway and international climate standards. The Company has therefore established guidelines and operational targets toward achieving Net Zero greenhouse gas emissions, divided into three phases: short-term targets, aimed at achieving results within 1 year; medium-term targets, aimed at achieving results within 3–5 years; and long-term targets, representing continuous efforts over a period of more than 5 years.

| Short-Term Target (2025) | Medium-Term Target (2026–2030) | Long-Term Target (2031–2050) |
|---|--|--|
| The Company targets a 5% reduction in greenhouse gas emissions, covering Scope 1 and Scope 2 emissions. | The Company targets a 10% reduction in greenhouse gas emissions, covering Scope 3 emissions. | The Company targets Net Zero Greenhouse Gas Emissions by 2050, covering Scope 1, 2, and 3 emissions. |

3. Risk Management

The Company recognizes climate-related risks, encompassing both Physical Risks and Transition Risks, which may affect business operations both directly and indirectly. The Company therefore conducts risk and opportunity assessments through qualitative analysis to evaluate scenarios, likelihood, and the potential level of impact on all stakeholder groups.

The assessment scope covers the Company's core operational activities, considering both current conditions and future trends within an appropriate timeframe, in order to integrate assessment results into the enterprise risk management process. In addition, the Company is in the process of studying and developing disclosure approaches aligned with the IFRS Sustainability Disclosure Standards to further enhance the effectiveness of its climate risk management.



Climate Risk Management Process

1. Risk and Opportunity Identification

The Company conducts a process to identify climate-related risks and opportunities, providing representatives from each department with the opportunity to participate in risk assessments together with the Company's risk management unit, to ensure that considerations comprehensively cover climate-related financial disclosure topics in accordance with the Task Force on Climate-related Financial Disclosures (TCFD) guidelines.

The Company considers both risks and opportunities that may affect business operations, categorizing risks into two types: Physical Risks, such as increased frequency and severity of natural disasters; and Transition Risks, arising from changes in laws, policies, technology, and consumer behavior. At the same time, the Company also considers related opportunities, such as efficient resource utilization and the development of products and services aligned with sustainability guidelines.

2. Assessment and Prioritization

2.1 Likelihood

- Short-term risks (within 1 year): The Company may be affected by legal and policy risks as both domestic and international regulations and requirements increase, such as policies driving Thailand toward a low-carbon society through the target of achieving Net Zero greenhouse gas emissions by 2050, brought forward from the previous target of 2065.
- Medium-term risks (3–5 years): The Company may be affected by various climate-related factors, such as extreme weather events and flash floods. Climate events that develop gradually, as well as the transition to a low-carbon economy, tend to produce medium- to long-term impacts.
- Long-term risks (more than 5 years): The Company may experience structural business impacts under varying global temperature scenarios, such as the scenario where global average temperatures rise by more than 2°C, and the scenario where the world limits temperature increases to no more than 1.5°C, the effects of which will become increasingly apparent over a period of more than 5 years.

2.2 Risk Impact

The Company analyses impacts to identify and assess risks and opportunities, both internal and external, arising from climate change, with reference to the operational guidelines of the Nationally Determined Contributions (NDCs) and the International Energy Agency's (IEA) 2°C scenario (2DS) target for limiting the increase in global average temperature to no more than 2 degrees Celsius. This is carried out in order to disclose risk management information that is beneficial to investors and all stakeholder groups.

Assessment of Climate Change Impacts Under Various Assumptions

Based on the material topics identified through the materiality assessment process, in 2025 the Company identified the topics posing the greatest risk and potential impact on operations, assessed the impact on the Company's portfolio, and evaluated the overall impact on business operations. The scenario analysis



covers the assessment of both potential positive and negative impacts by determining changes in multiple factors across various levels, based on the following impact levels:

- Operational impacts: Service continuity and operational efficiency
- Financial impacts: Revenue, cash flow, collateral, and asset values
- Strategic impacts: Competitive capability and corporate reputation

2.3 Risk Response and Monitoring

The Company assesses climate-related risks and opportunities that may affect its operations in accordance with the Task Force on Climate-related Financial Disclosures (TCFD) guidelines, covering two dimensions:

1. Transition Risk: Risks arising from the transition toward a low-carbon society
2. Physical Risk: Risks arising from physical climate change

Management of Risks and Impacts Affecting the Company's Business Operations

In the context of businesses and countries worldwide accelerating their transition toward Net Zero Emissions targets, the Company has analyzed climate-related impacts through Climate-related Scenario Analysis to assess risks and opportunities that may affect business operations and to enable appropriate risk responses. The Company has integrated the analysis results into its risk management processes and operational planning. A summary of the risk and opportunity analysis is as follows:

1. Physical Risks

Assumption: Under a scenario where global average temperatures increase by more than 2°C (High-emission scenario)

| Physical Risks | |
|---------------------------------|---|
| Risk | Increased frequency and severity of natural disasters |
| Economic Impact | Economic activity slows down; businesses and individuals are affected in terms of income and purchasing power; household debt and economic vulnerability increase. |
| Impact on the Company | <ul style="list-style-type: none"> - Customers may experience reduced debt repayment capacity and increased demand for financial assistance. - Some service areas may be temporarily unable to operate; utility systems and service delivery may be disrupted, affecting both the Company's and customers' income and assets. |
| Financial Impact on the Company | <ul style="list-style-type: none"> - Credit risk and non-performing loans (NPL) may increase. - Costs of repair, recovery, and emergency management increase, and revenue losses from service interruptions may occur. |



Physical Risks

| | |
|-----------------|---|
| Mitigation Plan | <ul style="list-style-type: none"> - Closely monitor and assess customers' credit risk, while implementing assistance measures for affected customers. - Study the application of technology to reduce the likelihood of natural disaster impacts, develop Business Continuity Plans (BCP), back up critical systems and data, and regularly monitor and assess risks in service areas. |
|-----------------|---|

2. Transition Risks

Assumption: Under a scenario where the world limits the increase in global average temperatures to no more than 1.5°C, and Thailand is expected to implement carbon tax measures or carbon pricing mechanisms by 2030 across all sectors, based on Singapore's carbon tax structure.

Transition Risks

| | |
|---------------------------------|---|
| Risk | Laws or regulations governing the control of greenhouse gas emissions |
| Economic Impact | System-wide cost restructuring resulting from carbon taxes will increase energy and production costs, leading to "Green Inflation" — inflation arising from the transition to a green economy. |
| Impact on the Company | The Company may face increased energy expenses and operational costs from carbon tax collection or energy price adjustments, and may need to make additional investments in energy- efficient technologies, renewable energy systems, and greenhouse gas reduction projects. Furthermore, if the Company is unable to adapt in a timely manner, this may affect its competitive capability, access to funding sources, and long-term financial costs. |
| Financial Impact on the Company | Internal energy costs and expenditure on establishing greenhouse gas database systems for reporting in compliance with new legislation. |
| Mitigation Plan | The Company establishes transition risk management guidelines aimed at improving resource efficiency, as well as continuously monitoring and assessing greenhouse gas emission volumes. In addition, the Company studies Carbon Pricing measures and environmental regulatory trends in order to prepare for long-term transition readiness. |



Transition Opportunities

As businesses and countries set targets to achieve Net Zero greenhouse gas emissions and shift toward societies with greater use of renewable and clean energy, alongside the adoption of technologies to improve energy efficiency and reduce greenhouse gas emissions, the demand for financing to support the transition toward Net Zero targets is increasing. The Company has analyzed climate-related opportunities and their financial impacts as follows:

| Opportunity Topic | Description | Business Opportunity | Response Approach |
|---------------------|---|--|--|
| Products/Services | Development of environmentally friendly financial products and services aligned with the transition to a low-carbon society | Opportunity to expand the customer base and generate revenue from products and services | Develop and design products and services such as solar rooftop loans |
| Resource Efficiency | Efficient use of energy and resources, such as energy-saving equipment and environmentally friendly building extensions | Cost reduction and improved operational efficiency; enhanced employee quality of life and well-being | Develop internal support programmers to raise awareness and identify action plans for improving energy and resource efficiency |

4. Metrics and Targets

The Company establishes metrics and targets divided into short-term, medium-term, and long-term targets, with success indicators defined in a phased manner to drive the organization in a unified direction. The Company has also reviewed and established greenhouse gas emission reduction targets covering Scope 1, Scope 2, and Scope 3 emissions, with a focus on key measures including the promotion of efficient resource reduction within the organization. In addition, the Company is in the process of evaluating and studying further approaches to support the continuous reduction of greenhouse gas emissions, with the aim of driving the organization toward a Net Zero greenhouse gas emissions policy target by 2050, brought forward from the previous target of 2065. This policy shift represents a significant transformation in Thailand's climate policy direction.



3.2 Environmental Sustainability Management



The Company recognizes that energy is a critical factor in business operations. Effective energy management generates multiple benefits, including reductions in utility costs and greenhouse gas emissions. The Company therefore actively promotes responsible energy management and usage through various initiatives, such as the deployment of energy-efficient equipment, the adoption of renewable energy, the transition to electric motorcycles for debt collection and client visits, and the integration of energy-saving innovations into workplace design.

Energy Consumption Management

Environmentally Friendly Building Design

The Srisawad Building was designed under the concept of a Sustainable Building, with its structural layout developed in consideration of functionality, safety, a high-quality working environment, and maximum energy efficiency. The principles of substitution, remediation, and conservation were adopted as the guiding philosophy for construction and the selection of office materials and equipment, as follows:

- Maximizing natural daylighting alongside electrical lighting through a fully glazed building facade to minimize electricity consumption.
- Use of Triple Glazed windows fitted with solar control film and thermal insulation to reduce heat gain and internal temperature, thereby lowering energy demand for cooling.
- Installation of energy-efficient lighting systems in conjunction with natural daylighting; these systems also reduce heat generation, thereby decreasing the cooling load on air-conditioning units.
- Implementation of fire safety and prevention measures, including Smoke Detectors, fire extinguishers, and fire hose systems.
- Prioritization of energy-efficient office equipment such as energy-saving light bulbs and inverter air-conditioning units, with green space comprising no less than 40% of the open area.

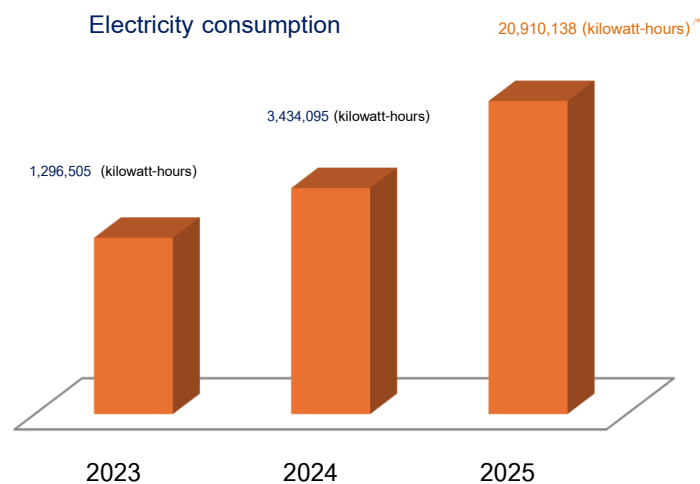
Organizational Energy Management

- Lights within office buildings are switched off during the lunch break (12:00 p.m. – 1:00 p.m.), with dedicated zone-specific lighting control switches installed throughout.
- Replacement of conventional lighting with energy-efficient bulbs.
- Air-conditioning units are operated only during working hours (08:30 a.m. – 17:30 p.m.) and set at a temperature of 25°C.
- Employees are encouraged to use stairs for single-floor travel instead of lifts; elevator services are suspended during low-usage periods.
- Automatic energy-saving settings are activated on all desktop PCs and laptops; monitors must be set to turn off when idle, energy-efficient office equipment is preferred, and all devices must be unplugged after work hours.



Performance Results

The company is committed to fostering a positive attitude toward efficient energy use by establishing a working committee responsible for energy conservation operations, to oversee, advise, and manage energy in accordance with energy conservation measures and efficient energy management practices. The company also provides employee training to raise awareness, understanding, and cooperation in implementing the organization's energy conservation policy, reducing energy consumption and striving to maximize the benefits of energy use across various areas, including reducing electricity consumption, reducing air conditioning usage, reducing elevator usage, and reducing the use of office equipment. In 2025, total electricity consumption amounted to 20,910,138 kilowatt-hours, representing an increase from 2024. This increase was due to an expansion of the data collection scope from the head office and 1,000 pilot branches to now cover the head office, all branches, and subsidiaries. This expanded reporting scope reflects the company's ongoing efforts to demonstrate continuous energy reduction and operational efficiency improvements across the entire organization.



Note: In 2025, the data collection scope was expanded from the head office and 1,000 pilot branches to cover the head office, all branches, and subsidiaries, in order to demonstrate continuous energy reduction and operational efficiency improvements across the entire organization.

Srisawad Branch Kiosk Project: Clean Energy Innovation

The company is committed to conducting its business in parallel with reducing environmental impact and supporting the Energy Transition toward clean energy. To this end, the company has implemented the "Srisawad Branch Kiosk Project: Clean Energy Innovation" project by installing rooftop solar power generation systems on pilot branch kiosks, with the aim of increasing the proportion of renewable energy used in business operations and reducing reliance on electricity from the main grid.

This project plays a significant role in supporting the reduction of greenhouse gas emissions from the company's operations through the use of clean and environmentally friendly renewable energy, in alignment with the company's sustainable business practices. The project is designed to create benefits across three dimensions:



1. Increasing the proportion of renewable energy generation from solar power
2. Reducing electricity consumption from the main grid, thereby helping to reduce indirect greenhouse gas emissions (Scope 2 Emissions)
3. Promoting the use of clean energy in the organization's business operations



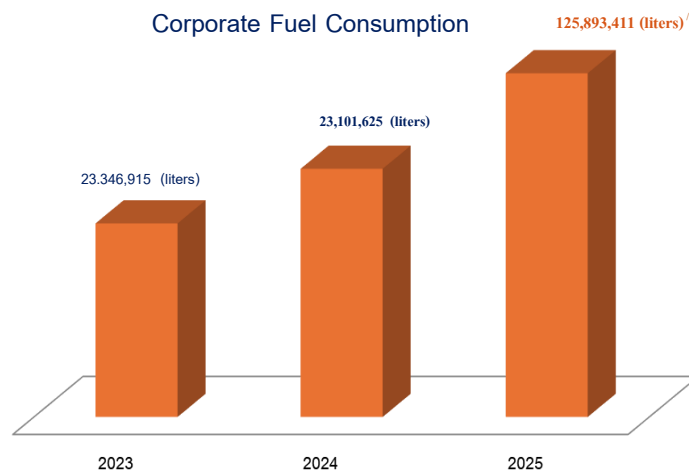
The project commenced installation in 2024, and the company is currently monitoring energy consumption data in order to evaluate energy savings and greenhouse gas emission reductions in the next phase.

Management of oil consumption

Since the company's business operations inevitably involve the use of fuel, and given the company's continuously expanding customer base, the growth in loan volumes has led to increased fuel consumption. In order to ensure that business operations comply with relevant standards, the company records fuel consumption data for transport vehicles as well as electricity usage within its offices, so as to track annual energy consumption trends. Recognizing the impact of greenhouse gas emissions as a cause of global warming and climate change, the company has established fuel management measures within the organization. In 2025, total fuel consumption amounted to 125,893,411 liters.

Management guidelines:

- Branch employees will have a ceiling set for oil expenses based on the appropriateness of their duties.
- Encouragement of policy implementation regarding the use of Electric Vehicles (EVs) for work purposes.



Note / * In 2025, the Company expanded its data collection scope from the headquarters and 1,000 pilot branches to encompass the headquarters, all branches, and subsidiaries, in order to demonstrate the ongoing reduction in fuel consumption and continuous improvement of operational efficiency across the entire organization.



Water Resource Management

The company water management system follows the Company's Environmental Policy and is based on the 3Rs: Reduce, Reuse, and Recycle. As part of our commitment to sustainable water management, we have implemented a water use assessment to identify opportunities for water efficiency improvements, which helps determining actions to reduce water consumption at the potential activities or functions of the operation, such as where treated water from final ponds is utilized for garden watering and facility cleaning, helping reduce overall water costs. Moreover, actions to improve wastewater quality are emphasized through our comprehensive wastewater treatment processes and regular quality monitoring to ensure compliance with environmental standards before discharge.

Management

- Regularly inspect water usage equipment. If any defects are found, promptly proceed with repairs to ensure swift resolution. Instill and promote environmental conservation knowledge among employees, encouraging them to utilize resources to their fullest potential.
- Educate employees on environmental conservation to maximize resource utilization and promote awareness of environmental sustainability.

Wastewater and Waste Management

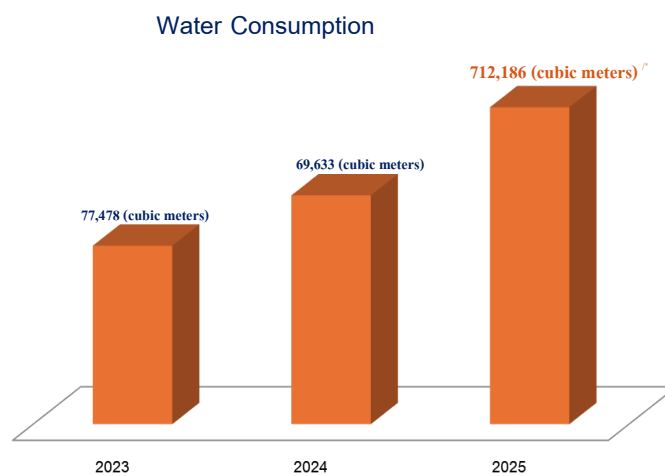
Wastewater generated from operations (main office) mainly consists of water from toilets, urinals, and hand washing sinks. The company manages wastewater through treatment processes as follows: Removing and cleaning food scraps and fats from the garbage trap or grease trap at appropriate intervals based on the volume and contamination level. Proper disposal of food scraps, oil, and fats. Regular inspection, maintenance, and repair of wastewater treatment systems to ensure continuous operation and efficiency. Regular checks for wastewater leaks to prevent contamination of other sources, ensuring that the treated wastewater meets legal standards before being discharged into public water sources, In 2025, total wastewater volume amounted to 47,072 cubic meters per year. The wastewater quality, measured by BOD (Biochemical Oxygen Demand), met the effluent standards for Type A buildings at no more than 20 milligrams per liter, which is classified as good quality water (water that is beginning to meet good standards). This is in compliance with industry standards and meets the requirements stipulated by law.

The Company aims to improve wastewater and waste management within the year 2024, starting from the main office. In 2025, the company did not exceed wastewater discharge standards and legal requirements. Furthermore, the company did not incur fines or penalties related to environmental issues.



Reducing water use

The company campaigns to reduce unnecessary water consumption through communications and the posting of notice boards at the head office and branch offices, in order to raise employee awareness and instill positive values among staff. The company has set a water consumption reduction target for 2025 of no more than 100,000 cubic meters per year. In 2025, total water consumption amounted to 712,186 cubic meters per year, representing an increase from 2024. This increase was due to an expansion of the data collection scope from the head office and 1,000 pilot branches to now cover the head office, all branches, and subsidiaries, in order to demonstrate continuous water reduction and operational efficiency improvements across the entire organization.



Note ¹ In 2025, the data collection scope was expanded from the head office and 1,000 pilot branches to cover the head office, all branches, and subsidiaries, in order to demonstrate continuous water reduction and operational efficiency improvements across the entire organization.

Waste Management

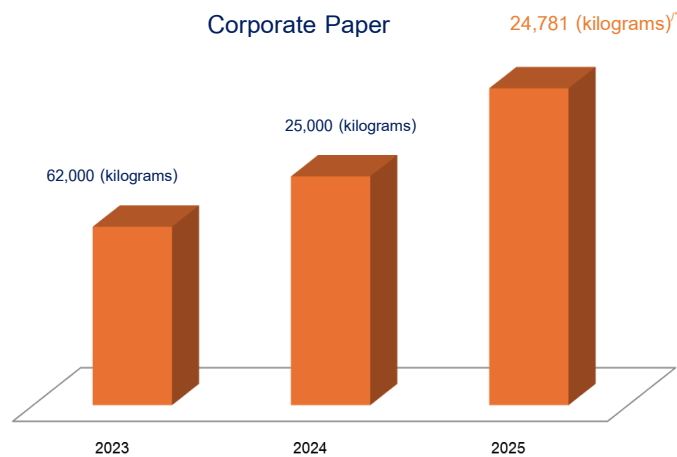
Less Paper Consumption

The company places importance on promoting mindful paper usage by developing products and services that cater to customers' digital-era lifestyles through the expansion of digital service channels (Digital Platforms) via mobile applications. This allows customers to view and store documentary evidence as image files on their mobile devices instead of in paper form, alongside improvements to work systems that enhance operational efficiency and reduce organizational operating costs. The company also raises employee awareness through activities and the continuous development of electronic learning materials via the "Tan Jai Classroom," and campaigns to encourage staff to recognize the importance of using organizational resources efficiently and to maximum benefit with the goal of fostering awareness of resource conservation. The company further drives and supports employees to apply information technology to electronic document management processes to a greater extent. This is carried out under the "Paper Usage Management Project of Sri Sawad





Corporation Public Company Limited", which involves the establishment of Drop Point locations for collecting used paper to participate in the Paper X Old Paper for New Paper program. Used paper is sorted and channeled into the recycling process to reduce the volume of waste sent for disposal, and to build participation and awareness among target groups, in collaboration with SCG Packaging Public Company Limited and the Thailand Responsible Business Network (TRBN). The company has set a paper consumption reduction target for 2023–2025 of no more than 30,000 kilograms per year. In 2025, paper consumption at 24,781 kilograms (reporting scope: head office, branches, and subsidiaries), representing a decrease from 2024 of 0.876. The adoption of information technology systems and electronic document management systems into work processes has enabled employees to access information and carry out various tasks through digital platforms with greater convenience and efficiency. As a result, paper consumption within the organization has continuously declined, while also contributing to a reduction in indirect greenhouse gas emissions arising from the Company's operations.



Note / * In 2025, the data collection scope was expanded from the head office and 1,000 pilot branches to cover the head office, all branches, and subsidiaries, in order to demonstrate continuous paper usage reduction and operational efficiency improvements across the entire organization.

Waste separation management within the head office building

Waste management is a significant issue affecting both health and the environment. The company began implementing waste management practices in 2021 by installing waste separation bin sets at the head office and branches nationwide, in order to cultivate awareness among employees regarding waste reduction, waste sorting, and environmental preservation within the organization. To address the problem of increasing waste volumes, the company has set up properly categorized waste separation bins on each floor of its offices and branch offices for ease of management separating plastic cups, plastic water bottles, and plastic straws by type before collecting them for sale. This adds value to the waste and facilitates its entry into the recycling process for reuse, with the resulting revenue directed toward the company's social activities.

In 2025, the company extended its collaboration with HP and Speed Commercial, inviting employees to take part in an E-Waste elimination mission to collectively demonstrate environmental responsibility and promote



employees' knowledge and understanding of waste management issues from the sorting process through to recycling — contributing to sustainable environmental solutions. Drop-off points were established for hazardous waste, specifically ink cartridges, to ensure proper disposal of hazardous waste and enable their transformation into eco-friendly recycled garments, which helps reduce greenhouse gas emissions.

The Company has carried out environmental projects in line with its sustainability goals to change employee behavior and build a culture of resource and environmental conservation within the organization, through the ongoing "Sri Sawad Rak Lok" (Sri Sawad Cares for the Earth) project. The company also encourages shops and communities surrounding its premises to adopt environmentally friendly consumption practices. Beyond being a foam-free zone, this initiative has been extended to other company establishments, with a focus on campaigning to change three key behaviors: carrying reusable bags, sorting recyclable waste, and separating food scraps. In 2025, the project received excellent cooperation from employees, resulting in a reduction of greenhouse gas emissions of 4,835 kg CO₂e, equivalent to planting 220 large trees.



Donating old calendars for the production of Braille learning materials.

With our care in the efficient use of resources, the Company has established the methods for controlling and management of waste materials by adhering to the principles that all employees shall work and do all types of activities to minimize wastes and properly manage wastes. Therefore, the Company has collected used office supplies, including used calendar in the Company to the Foundation for the Blind in Thailand under the Royal Patronage of H. M. the Queen, to produce Braille books and use them as teaching materials for blind people. This project is one of the social contribution activities that the employees of Srisawad share to give good things to blind people.

Refurbishing Deteriorated Motorcycles for Educational Use

With a commitment to mindful resource utilization, the company has established methods to control and manage waste materials and other by-products, upholding the principle that all employees conduct their work and activities in a manner that generates minimal waste, with proper waste management practices — beginning from waste sorting through to appropriate and correct disposal methods. For waste that may have an environmental impact, the company engages specialist firms for proper disposal, with primary consideration given to methods that comply with relevant laws and regulations. In 2025, the company donated 25 deteriorated



vehicles to Nakhon Nayok Technical College for use as teaching and learning materials in the automotive vocational program, supporting the development of students' skills and expertise so they can learn from real equipment and be better prepared for future employment. This project serves as a foundation for sustainably elevating the quality of vocational education, in alignment with the company's ESG business framework that focuses on creating long-term value for society. In addition to donating the motorcycles, the company's volunteer employee team also engaged in discussions with students, sharing knowledge on safe riding practices, basic vehicle inspection techniques, and motorcycle maintenance drawing on employees' real-world experience to provide students with close, hands-on learning opportunities beyond the classroom. This initiative has led to the establishment of a deteriorated motorcycle management system that creates an efficient and appropriate resource circulation cycle, and serves as a concrete measure to reduce hazardous waste.



Plastic Bottle Cap Sorting in Collaboration with the Renew Reborn Project

The Company has joined efforts to reduce waste and environmental impact by conducting waste sorting within the organization and donating plastic bottle caps to the "Renew Reborn" project under the Department of Environmental Science, Faculty of Science, Silpakorn University, Sanam Chandra Palace Campus, Nakhon Pathom. This activity is part of an initiative to promote creative participation in waste management particularly for plastic water bottle caps, which are materials commonly discarded as general waste but can be transformed and given added value through recycling and upcycling processes. The benefits of putting bottle caps to productive use extend beyond reducing plastic waste that might otherwise remain in the environment they also help reduce the use of new raw materials, lower greenhouse gas emissions from plastic production processes, and build awareness of the Circular Economy concept within society. Examples of how bottle caps are utilized under the Renew Reborn project include being melted and molded into tables and chairs for use in public spaces, manufactured into children's toys that support developmental and learning skills, and transformed into keychains, everyday items, and souvenirs. This activity reflects the company's commitment to fostering environmental awareness, alongside creating value from waste materials and



encouraging the participation of staff and service users in the area, to collectively drive society toward sustainable development across environmental, economic, and social dimensions.

Donating Paper Bags and Insulated Bags for Use as Medicine Take-Home Bags

The Company continues to conduct its business in tandem with social and environmental responsibility (ESG) by donating good condition paper bags sorted and repurposed to Sri Thanya Hospital in Nonthaburi Province, for use in packaging medicines for outpatients receiving services at the hospital. This donation is part of the company's organizational resource management and waste reduction project, through which the company has campaigned for employees to jointly sort materials that can still be reused, in order to reduce the use of new resources and minimize the volume of waste requiring disposal in line with the Circular Economy approach and sustainable development goals.

Global warming reduction operations in collaboration with Care the Bear and Care the Whale projects

The Company, in collaboration with the Stock Exchange of Thailand, participates in the Care the Bear project to reduce greenhouse gas emissions from various organizational activities, both online and onsite. These activities include shareholder meetings, electronic shareholder meetings, online meetings, analyst meetings, executive meetings with employees, training sessions, award ceremonies, and CSR events. The company applies the 6 Cares principles to design, assess, and create sustainable new behaviors within the organization:

1. 100%: Encourage the use of public transportation or carpooling.
2. 100%: Reduce the use of paper and plastic in documents and packaging.
3. 100%: Eliminate the use of foam in packaging or decoration.
4. 100%: Reduce energy consumption from electrical devices or switch to energy-efficient equipment.
5. 100%: Design using materials that can be reused.
6. 100%: Minimize food waste at events.



The Care the Whale project operates under the United Nations Sustainable Development Goals (SDGs), specifically Goal 13 "Climate Action," Goal 12 "Responsible Consumption and Production," and Goal 17 "Partnerships for the Goals," in managing waste from source to end point and calculating measurable greenhouse gas reduction values, which supports efficient analysis and development of waste management practices. The company has therefore launched the SAWAD Reduce Global Warming project to motivate and campaign through various company communication channels, raising awareness among organizational personnel on waste reduction and waste sorting prior to disposal. The company has established a sufficient number of waste sorting points to meet employees' needs, covering the head office building and branch offices which will play a significant role in driving the company sustainably toward its greenhouse gas emission reduction goals.



3.3 Progress Toward Operational Greenhouse Gas Emission Reduction Targets



The Company fulfills its greenhouse gas (GHG) management mandate through the measurement and reporting of its corporate carbon footprint, with the aim of identifying opportunities to reduce GHG emissions in alignment with the United Nations Framework Convention on Climate Change (UNFCCC) and national sustainability policies. Under a low-carbon organization framework, the Company has actively engaged stakeholders across all sectors to enhance business performance alongside environmental responsibility. In 2025, the Company completed the collection of data and assessment of GHG emissions across all three scopes for transparency and international-standard auditability, as detailed in subsequent sections of this report.

The Company calculated GHG emissions by reference to the organizational carbon footprint calculation program developed by the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO). The applicable Emission Factors (EF) used in this assessment are those published in TGO's latest update, issued on 25 November 2025.

Scope 1: Direct GHG Emissions

This includes calculating greenhouse gas emissions directly from the organization, such as fuel combustion from owned vehicles and those provided to employees for business use.

| Type | Consumption amount (Liter) | | | TonCO2e | | |
|------------------|----------------------------|------------|--------------------|---------|--------|--------------------|
| | 2023 | 2024 | 2025 ^{/1} | 2023 | 2024 | 2025 ^{/1} |
| Fuel consumption | 23,346,915 | 23,101,625 | 125,893,411 | 776.9 | 227.60 | 290,813.78 |

^{/1} Note: 2025, the scope of data collection was expanded from the head office and 1,000 pilot branches to include the head office, all branches, and subsidiaries. This expansion aims to demonstrate the continuous improvement in operational efficiency across the entire organization.

Scope 2: Indirect GHG Emissions

By calculating from the purchased electricity consumption within the company, which references electricity savings based on the company's practices in the "Close for Earth" project, in addition to estimating the electricity usage quantity in the table below, it approximates the amount of electricity consumption from the actual electricity bills paid by the company.





| Type | Consumption amount (kwh) | | | TonCO2e | | |
|-----------------|--------------------------|-----------|--------------------|---------|-------|--------------------|
| | 2023 | 2024 | 2025 ^{/1} | 2023 | 2024 | 2025 ^{/1} |
| Electricity use | 1,296,505 | 3,434,095 | 20,910,138 | 2,709 | 7,175 | 13,263 |

Note: ^{/1} In 2025, the scope of data collection was expanded from the head office and 1,000 pilot branches to include the head office, all branches, and subsidiaries. This is to demonstrate the continuous improvement of operational efficiency across the entire organization.

Scope 3: Other Indirect GHG Emission

Calculations based on the actual paper usage and tap water consumption, estimated from the tap water expenses, which can be detailed according to measures and operational outcomes within scope 3 as follows:

Paper Usage Reduction Measures:

- The company encourages all employees to collaborate in reducing paper usage by promoting the selection of printing and using paper on both sides effectively.
- The company has developed electronic receipts (e-Receipts) following tax department guidelines, covering all branch offices.

Paper Consumption

| Type | Consumption amount (kg) | | | TonCO2e | | |
|----------|-------------------------|--------|--------------------|---------|------|--------------------|
| | 2023 | 2024 | 2025 ^{/1} | 2023 | 2024 | 2025 ^{/1} |
| A4 Paper | 62,000 | 25,000 | 24,781 | 131 | 53 | 32.22 |

Note: ^{/1} In 2025, the scope of data collection was expanded from the head office and 1,000 pilot branches to encompass the head office, all branches, and subsidiaries. This expansion aims to demonstrate the continuous improvement of operational efficiency throughout the entire organization.

Water resource management measures

- Specify in the section specifying the reduction of water usage without affecting the quality of service.
- Follow new technologies and innovations to know the water usage.
- Review and assess the water monitoring area.

Water consumption - total (liters)

| Type | Consumption amount (CBM) | | | TonCO2e | | |
|-------------------|---------------------------|--------|--------------------|---------|------|--------------------|
| | 2023 | 2024 | 2025 ^{/1} | 2023 | 2024 | 2025 ^{/1} |
| Water consumption | 77,478 | 69,633 | 712,186 | 62 | 55 | 245 |

Note: ^{/1} In 2025, the scope of data collection was expanded from the head office and 1,000 pilot branches to encompass the head office, all branches, and subsidiaries. This expansion aims to demonstrate the continuous improvement of operational efficiency throughout the entire organization.





Operating performance in the emissions

| Scope | Total amount of greenhouse gas emissions | | |
|--|--|-------|-------------------|
| | 2023 | 2024 | 2025 ¹ |
| GHG Scope 1 emission: TonCO ₂ e | 1,090 | 308 | 290,813 |
| GHG Scope 2 emission: TonCO ₂ e | 2,709 | 7,175 | 13,263 |
| GHG Scope 3 emission: TonCO ₂ e | 3,799 | 7,483 | 277 |
| Concentration of greenhouse gas emissions (FTE) :TonCO ₂ e/ employees | 0.38 | 0.67 | 26.77 |

¹ Note: In 2025, the scope of data collection was expanded from the head office and 1,000 pilot branches to cover the head office, all branches, and subsidiaries. This expansion aims to demonstrate the continuous improvement of operational efficiency throughout the entire organization.



3.4 Ecosystem Protection and Biodiversity



The company's operations in protecting ecosystems and biodiversity contribute to the achievement of three Sustainable Development Goals: SDG 6, SDG 14, and SDG 15

Ecosystem Protection and Biodiversity Management Approach

The management approach to ecosystem protection and biodiversity focuses on reducing the negative impacts of business operations on nature and increasing positive impacts such as reforestation and forest restoration, waste recycling, and the implementation of other biodiversity conservation projects within the company's strategy. Environmental education and awareness are considered important matters, and the company therefore participates in various projects that enable employees, partners, and communities to access the information and resources necessary for ecosystem and biodiversity protection.

Targets and Performance Results

Ecosystem Restoration Target

- The Company has projects or collaborations with partners to manage and monitor biodiversity.
- Srisawad Ngern Sod Tun Jai branches are not located in areas at risk of causing impacts on biodiversity.

Performance Results

The Company is committed to protecting biodiversity and promoting sustainable coexistence between people and nature by encouraging environmentally friendly practices aligned with sustainability principles in the areas where the Company operates. As the Company's head office and Srisawad Ngern Sod Tun Jaibranches are not located in areas at risk of causing impacts on biodiversity, the biodiversity impact in 2025 was recorded at zero. The branch site selection process is governed by a policy that prioritizes locations which do not pose risks to biodiversity. Beyond ensuring that past business operations have not resulted in any impact on biodiversity, the Company also looks toward the protection, restoration, and development of the surrounding areas of its branch offices and head office by promoting activities that enhance biodiversity. In 2025, the Company joined one project as a member to manage and monitor biodiversity the Greener Bangkok project by participating in tree planting around the head office building to increase green space in the Lak Si District, Bangkok. The core concept of this project focuses not on the scale of the area, but rather on accessibility and ease of participation in tree planting, while also promoting environmental awareness to improve the quality of life and the environment in urban areas, and to strengthen biodiversity. This reflects the Company's commitment to integrating sustainability considerations into every dimension of its business operations.





About this report

This 2025 Annual Sustainability Performance Report presents the performance results of Srisawad Corporation Public Company Limited to communicate to stakeholders the progress of the sustainability plan and the Company's commitment to continuing its implementation under the Company's business strategy relating to sustainability management, encompassing economic, social, and environmental dimensions. Disclosures are made in alignment with the GRI Sustainability Reporting Standards (GRI Standards) at the core indicator level. In addition, the Company has linked its strategic performance results to the United Nations Sustainable Development Goals (SDGs), selecting topics relevant to the Company's business characteristics and its relationships with stakeholders for inclusion in this report.

| Level of information disclosed | In accordance with the criteria – Core ('In accordance' – Core) |
|--------------------------------|---|
| Reporting time | January 1, 2025 - December 31, 2025 |
| Reporting cycle | Annual |
| Report Quality Assurance | <p>The executives and the working group on sustainability development of Srisawad Corporation Public Company Limited have roles and responsibilities in monitoring, supervising and preparing the sustainability report to ensure that the content of the report is complete and covers important topics related to the organization and stakeholders, as well as approving and verifying the accuracy of the information. In the future, the company plans to consider having an external agency verify the report to build confidence and completeness of the report.</p> <p>The financial information in this report is derived from the same accounting system used to prepare the financial statements and the financial information presented in the Company's 2025 annual report, which has been audited by a certified public accountant.</p> |
| Previous reports | <p>Annual Sustainability Performance Report 2025</p> <p>Sri Sawad Corporation Public Company Limited</p> |

Contact channels in case of questions regarding the report or its contents

Sri Sawad Corporation Public Company Limited

Address: 99/392 Sri Sawad Building, 3rd Floor, Soi Chaeng Watthana 10, Intersection 3, Chaeng Watthana Road, Thung Song Hong Subdistrict, Lak Si District, Bangkok 10210. Telephone: 02-693 5555



GRI Reporting Framework Index and Corporate Sustainable Development Goals Index

Statement of Use : SAWAD has reported in accordance with the GRI Standards for the period from 1 January to 31 December 2025

GRI 1 Used : GRI 1: Foundation 2021

| GRI Standard | Disclosure | | Page number(s) And/or URL(s) | SDGs | Detail/ Omission |
|--|--|---|---------------------------------|--------|---------------------|
| GRI 2: General Disclosures 2021 | The Organization and Its Reporting Practices | | | | |
| | 2-1 | Organizational details | 11 | SDG 8 | |
| | 2-2 | Entities included in the organization's sustainability reporting | 7,10,42 | | |
| | 2-3 | Reporting period, frequency and contact point | 7 | | |
| | 2-4 | Restatements of information | 7 | | |
| | 2-5 | External assurance | 7 | | |
| Activities and Workers | | | | | |
| GRI 2: General Disclosures 2021 | 2-6 | Activities, value chain, and other business relationships | 48-49 | SDG 8 | |
| | 2-7 | Employees | 149-167 | | |
| Governance | | | | | |
| GRI 2: General Disclosures 2021 | 2-9 | Governance structure and composition | 70-72 | SDG 16 | |
| | 2-10 | Nomination and selection of the highest governance body | 80-81 | | |
| | 2-11 | Chair of the highest governance body | 71 | | |
| | 2-12 | Role of the highest governance body in overseeing the management of impacts | 92 | | |
| | 2-13 | Delegation of responsibility for managing impacts | 42-43 | | |
| | 2-14 | Role of the highest governance body in sustainability reporting | 73-74 | | |
| | 2-15 | Conflicts of interest | 73-74 | | |
| | 2-16 | Communication of critical concerns | 66 | | |
| | 2-17 | Collective knowledge of the highest governance body | 68 | | |
| | 2-18 | Evaluation of the performance of the highest governance body | 68 | | |



| GRI Standard | | Disclosure | Page number(s) And/or URL(s) | SDGs | Detail/ Omission | |
|--------------------------------|----------------------------------|--|---------------------------------|--------------------------|-----------------------------|--|
| | 2-19 | Remuneration policies | 56,90-91 | | | |
| | 2-20 | Process to determine remuneration | 56,90-91 | | | |
| | 2-21 | Annual total compensation ratio | 9 | | Confidentiality constraints | |
| | Strategy, Policies and Practices | | | | | |
| | 2-22 | Statement on sustainable development strategy | 44 | SDG 16 | | |
| | 2-23 | Policy commitments | 49 | | | |
| | 2-24 | Embedding policy commitments | 49 | | | |
| | 2-25 | Processes to remediate negative impacts | 142-148 | | | |
| | 2-26 | Mechanisms for seeking advice and raising concerns | 98,102-105 | | | |
| | 2-27 | Compliance with laws and regulations | 55 | | | |
| | 2-28 | Membership associations | 8 | | | |
| | Stakeholder Engagement | | | | | |
| | 2-29 | Approach to stakeholder engagement | 49-58 | SDG 16 | | |
| | 2-30 | Collective bargaining agreements | 49-58 | | | |
| Material Topics | | | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | 58 | SDG 16 | | |
| | 3-2 | List of material topics | 58 | | | |
| Energy | | | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | 188-189 | SDG 3 SDG 8 SDG 13 | | |
| GRI 302: Energy 2016 | 302-1 | Energy consumption within the organization | 190-192 | | | |
| | 302-3 | Energy Intensity | 190-192 | | | |
| | 302-4 | Reduction of energy consumption | 190-192 | | | |
| | 302-5 | Reductions in energy requirements of products and services | 191-192 | | | |
| Water | | | | | | |
| GRI 3: Material Topics 2021/ | 3-3 | Management of material topics | 192-193 | SDG 6 | | |
| | 302-3 | Management of water discharge-related impacts | 192-194 | | | |



| GRI Standard | | Disclosure | Page number(s) And/or URL(s) | SDGs | Detail/ Omission |
|---|-------|--|---------------------------------|---------------------------|---------------------|
| GRI 303:Water and effluents 2018 | 302-5 | Water consumption | 192-194 | | |
| Emissions | | | | | |
| GRI 3:Material Topics 2021 | 3-3 | Management of material topics | 199-201 | SDG 3 | |
| GRI 305:Emissions 2016 | 305-1 | Direct (Scope 1) GHG emissions | 199 | SDG 8 | |
| | 305-2 | Energy indirect (Scope 2) GHG emissions | 199-200 | SDG 13 | |
| | 305-3 | Other indirect (Scope 3) GHG emission | 200 | | |
| Waste | | | | | |
| GRI 3:Material Topics 2021 | 3-3 | Management of material topics | 194-198 | SDG 12 | |
| GRI 306: Waste 2020 | 306-2 | Management of significant waste-related impacts | 194-198 | | |
| | 306-4 | Waste diverted from disposal | 197 | | |
| Supply Chain Management | | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | 48 | SDG 8 SDG 12 SDG 16 | |
| GRI 308: Supplier Environmental Assessment 2016 | 308-2 | Negative environmental impacts in the supply chain and actions taken | 116-118 | | |
| GRI 414: Supplier Social Assessment 2016 | 414-2 | Negative social impacts in the supply chain and actions taken | 114-118 | | |
| Employment | | | | | |
| GRI 3: Material Topics | 3-3 | Management of material topics | 148-187 | SDG 5 SDG 8 | |
| GRI 401: Employment 2016 | 401-1 | New employee hires and employee turnover | 149-150 | | |
| | 402-2 | Benefits provided to full-time employees that are not provided to temporary or part-time employees | 151-152 | | |



| GRI Standard | | Disclosure | Page number(s) And/or URL(s) | SDGs | Detail/ Omission |
|---|--------|---|---------------------------------|-----------------|---------------------|
| | 402-3 | Parental leave | 163 | | |
| Occupational Health and Safety | | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | 161-164 | | |
| GRI 403: Occupational Health and Safety 2018 | 403-1 | Occupational health and safety management system | 161-162 | SDG 3 SDG 8 | |
| | 403-2 | Hazard identification, risk assessment, and incident investigation | 162 | | |
| | 403-3 | Occupational health services | 162-164 | | |
| | 403-4 | Worker participation, consultation, and communication on occupational health and safety | 163-164 | | |
| | 403-5 | Worker training on occupational health and safety | 163-164 | | |
| | 403-6 | Promotion of worker health | 161-162 | | |
| | 403-8 | Workers covered by an occupational health and safety management system | 185 | | |
| | 403-9 | Work-related injuries | 162 | | |
| | 403-10 | Work-related ill health | 162 | | |
| Training and Education | | | | | |
| GRI 404: Training and Education 2016 | 404-1 | Average hours of training per year per employee | 158 | SDG 4 | |
| | 404-2 | Programs for upgrading employee skills and transition assistance programs | 156-158 | | |
| | 404-3 | Percentage of employees receiving regular performance and career development reviews | 156-158 | | |
| Diversity and Equal Opportunities | | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | 140 | SDG 5 | |
| GRI405: Diversity and Equal | 405-1 | Diversity of governance bodies and employees | 148-167 | SDG 8 SDG 10 | |



| GRI Standard | | Disclosure | Page number(s) And/or URL(s) | SDGs | Detail/ Omission |
|-------------------------------------|-------|--|---------------------------------|-------------------------|---------------------|
| Opportunity 2016 | | | | | |
| Human Rights Assessment | | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | 141-147 | SDG 4 SDG 5 SDG 8 | |
| Non-Discrimination | | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | 142-143 | SDG 4 SDG 5 SDG 8 | |
| GRI406: Non-Discrimination 2016 | 406-1 | Incident of discrimination and corrective actions taken | 146 | | |
| Marketing and Labeling | | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | 122-128 | SDG 7 | |
| GRI417: Marketing and Labeling 2016 | 417-3 | Incidents of non-compliance concerning marketing communications | 122-128 | SDG 7 | |
| Financial Literacy | | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | 176-177 | SDG 7 | |
| Customer Privacy | | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | 129-130 | SDG 16 | |
| GRI4 18: Customer Privacy 2016 | 418-1 | Substantiated complaints concerning breaches of customer privacy and losses of customer data | 130 | | |
| Local Communities | | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | 167-168 | SDG 1 | |
| GRI 413: Local Communities 2016 | 413-1 | Operations with local community engagement impact assessments, and development programs | 167-178 | SDG 8 SDG 10 | |



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| Cyber Security | | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | 131-132 | SDG 16 | |
| Innovation Management | | | | | |
| GRI3: Material Topics 2021 | 3-3 | Management of material topics | 133-136 | SDG 7 | |
| Risk Management | | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | 104-113 | SDG 7 | |
| Climate Change Management | | | | | |
| Material Topics 2021 | 3-3 | Management of material topics | 183-189 | SDG 15 | |
| Economic Performance | | | | | |
| GRI3: Material Topics 2021 | 3-3 | Management of material topics | 18-39 | SDG 7 | |
| GRI 201: Economic Performance 2016 | 201-1 | Direct economic value generated and distributed | 9 | SDG 1 SDG 8 SDG 9 SDG 10 | |
| | 201-2 | Financial implications and other risks and opportunities due to climate change | 183-189 | | |
| | 201-3 | Defined benefit plan obligations and other retirement plans | 152 | | |
| Indirect Economic Impacts | | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | 122-128 | SDG 8 | |
| GRI 203: Indirect Economic Impacts 2016 | 203-2 | Significant indirect economic impacts | 124-128 | | |
| Anti-Corruption | | | | | |
| GRI 3: | 3-3 | Management of material topics | 98-104 | SDG 16 | |





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| Material Topics 2021 | | | | | |
| GRI 205: Anti-Corruption 2016 | 205-2 | Communication and training about anti-corruption policies and procedures | 101 | | |
| | 205-3 | Confirmed incidents of corruption and actions taken | 101 | | |



SRISAWAD CORPORATION PUBLIC COMPANY LIMITED

Sustainability Report 2025



Sustainable Finance for Well-being