THAICOM

CG Report 2025



8. Report on the significant activities on corporate governance

8.1 Summary of the Board of Director's Performance during 2025

The Board of Directors (the "Board") realizes the importance of operating the Company's business with transparency in accordance with the Corporate Governance Code and responsibility to stakeholders, society and environment, and strictly adheres to principles of Environment, Social and Governance ("ESG") for sustainable long-term returns to all related stakeholders. Aside to that, the Board is responsible for monitoring and governing the Company's operations to be in line with the provisions of the law, Article of Association, and resolutions of the Shareholders' Meeting. The key roles of the Board are to set the Company's business plan and strategic direction as well as to ensure good standards of the Company's operation in accordance with good corporate governance, code of conduct and principle of ESG.

The Board has also assigned the sub-committee to help review delegated matters under their scope of duties and responsibilities in accordance with its charter that was approved by the Board. As of 31 December 2025, there was 1 Sub-Committee that directly report to the Board i.e., Audit and Risk Committee.

(The details of the performance of Sub-Committee for 2025 and its charter can be found in Attachment 5: Reports of Sub-Committees and the Company's website via www.thaicom.net under "Corporate Governance" > "Charter" section).

Moreover, there are 3 Committees of Management that are responsible for consideration of other matters as follows:

1) Management Committee: Report to the Board of Directors.
2) Risk Management Committee: Report to the Audit and Risk Committee.
3) Sustainable Development Committee: Report to the Management Committee.

Besides, the Board has delegated responsibility for managing the Company's day-to-day business and operations to the Management through the Chief Executive Officer within the limits set out in the Table of Approval Authority which was approved by the Board.

The followings are the summary of significant tasks that have been undertaken by the Board during 2025:

- Considered and approved the Company's business plan, strategy and key performance indicators ("KPIs"), as well as budget for the year 2025.
- Considered and approved the Company's annual and quarterly financial statements and operating results.
- Considered and approved the Report on the Board's responsibility for Financial Reporting.
- Considered and approved the disclosure of information of Form 56-1 One report/ Annual report.
- Considered the Company's risk management report and internal control evaluation results.
- Considered the omission of dividend payment from the operating results for the year 2024.
- Reviewed the Succession Planning of the Company's executives.
- Considered and approved the performance evaluation of the Chief Executive Officer.
- Considered the nomination and appointment of directors in replacement of resigned directors.
- Considered and approved the change of directors in subsidiaries.
- Considered the Board's remuneration policy and budget for the year 2025.
- Considered the appointment of the Company's external auditor and fixed the audit fee for the year 2025.
- Considered and approved the calling of the Annual General Meeting of Shareholders for the year 2025.
- Reviewed and acknowledged the Audit and Risk Committee's Report on a quarterly basis.
- Reviewed and acknowledged the Management Committee's Report on a monthly basis, which included reporting on sustainable development performance encompassing Environmental, Social, and Corporate Governance ("ESG") approaches, as well as performances related to climate change.
- Reviewed the Enterprise Risk Management ("ERM") report and approved the risk profiles and mitigation plan of the Company and subsidiaries on a quarterly basis.

- Considered and followed up on the pending legal issues of the Company.
- Considered and followed up on the regulatory issues concerning the business operation of the Company.
- Reviewed and approved the amendments to the Company's policies

8.1.1 The Directors' Selection, Development and Evaluation

The Selection of Directors and Top Executives

1. The Selection of Directors

The Board of Directors ("Board") has the responsibility to select and screen the nominees for selection and appointment to positions on the Board under the Company's director selection policy. In the selection stage, the appropriate ratio, number, and diversity of Board members are considered in a variety of areas, including skills and specific expertise needed and alignment with the Company's strategic directions. Board members should be prepared to dedicate their time to fully performing their role on the Board, and not possess any characteristics which would disqualify them under the law, as well as good corporate governance for listed companies, the selection criteria and procedures are as follows:

1.1 Selection criteria – the Board of Directors can use the Board Skill Matrix in order to nominate qualified people for the post of the director based on their qualifications, and by considering other skills, they may possess which may be lacking on the Board and are aligned with the Company's strategic directions.

1.2 Selection procedures – Candidates for director may be selected via the following methods:

- Directors may propose a candidate.
- Minority shareholders may be allowed to propose a qualified person through the Company's website prior to the AGM pursuant to the rules specified by the Company.
- On 13 January 2026, the Company notified the Stock Exchange of Thailand ("SET") that at the expiration of the period for proposing directors by minority shareholders, no proposals had been received from shareholders.

- An external professional search firm may be used to pre-select qualified candidates.
- The Company Secretary may present the list of qualified candidates as listed in the Director Pool of the Securities and Exchange Commission and the Thai Institute of Directors ("IOD") Chartered Director for consideration.

1.3 Selection – the Board of Directors will assess the initial qualifications of the nominated applicants and select the ones considered appropriate.

1.4 Appointment – the Board of Directors will propose a list of qualified candidates for concurrence before presenting the list to the shareholder meeting for a vote on each individual in case of appointing new directors in place of directors whose terms have expired.

If a Board seat is vacant because of reasons other than term expiration, the matter of re-appointment should be proposed in the Board of Directors' meeting.

Director selection must follow the rules and regulations specified in the Articles of Association of the Company as follows:

1. The term of one-third of the directors shall end at every Annual General Meeting of Shareholders. The longest serving directors shall be due first and may be re-elected to resume duty.
2. At the Annual General Meeting of Shareholders, directors should be chosen in the following method:
   2.1 Each shareholder shall have a number of votes equal to the number of shares held.
   2.2 Each shareholder may exercise all the votes he/she has under item 2.1 to elect one or several persons as a director or directors. If several persons are to be elected as directors, the shareholder may not allocate his/her votes in different numbers to different persons.
   2.3 The candidates shall be ranked in order descending from the highest number of votes received to the lowest and shall be appointed as directors in that order

until all of the di-rectorships are filled. When there is a tie in the votes cast for candidates in descending order, which would otherwise cause the number of directors to exceed the limit, the Chairman is entitled to cast the deciding vote.

3. In case of vacancy or vacancies due to other reasons, the Board of Directors, by a vote in which three-fourths of its members agree, shall elect someone who has the prerequisite qualifications and is not subject to prohibited conditions according to clause 68 of the Public Companies Act, B.E. 2535 (1992). The Board of Directors can thereby appoint him/her as a director in the next Meeting. An exception is the case of a term with less than 2 months remaining, where the term of the newly appointed director shall expire at the same time as the preceding director.

The Independent Directors and Directors shall hold the following qualifications:

1. The Independent Directors

Independent directors shall have all the qualifications stipulated by the Capital Market Supervisory Board. Independent directors must protect the interests of every shareholder in a fair and impartial manner in order to avoid any conflicts of interest that may arise. They shall be able to attend board meetings and independently express their comments and opinions.

The Independent Directors shall hold the following qualifications:

1. Holds no more than 0.1% of total voting stocks of the Company, its parent company, its subsidiaries, its associated companies, major shareholder or controlling persons who may have conflicts of interest, including stocks held by connected persons of the independent director;
2. Is not or has never been an executive director, employee, staff, or advisor who receives the salary of a controlling person of the Company, its parent company, its subsidiaries, its associated companies, same-level subsidiaries, a major shareholder or controlling persons who may have conflicts of interest unless the foregoing status has ended for more than 2 years before the date of appointment as an independent director. The above restrictions do not apply to the appointment of an independent director who was a Government official or civil servant or consultant to a Government entity that was a major shareholder in the Company or which had control over the Company;

3. Is not a person related by blood or legal registration, such as father, mother, spouse, sibling and child, including spouse of the children, management, major shareholders, controlling persons, or persons to be nominated as management or controlling person of the Company or its subsidiaries;
4. Does not have or has not had a business relationship with the Company, its parent company, its subsidiaries, its associated companies, or controlling persons who may have conflicts of interest, in a manner that may interfere with his independent judgment, or is not or has never been a major shareholder or controlling persons of any person having a business relationship with the Company, its parent company, its subsidiaries, its associated companies a major shareholder or controlling persons who may have conflict of interests unless the foregoing relationship has ended for more than 2 years prior to appointment as an independent director.

   The term 'business relationship' aforementioned under paragraph one includes any normal business transaction, rental or lease of immovable property, the transaction relating to assets or services or grant or receipt of financial assistance through receiving or extending loans, guarantee, providing assets as collateral, including any other similar actions, which result in the applicant or his counterparty being subject to indebtedness payable to the other party in the amount of 3 percent or more of the net tangible assets of the applicant or Baht 20 million or more, whichever is lower. The amount of such indebtedness shall be calculated according to the calculation method for the value of connected transactions under the Notification of Capital Market Supervisory Board concerning Rules on Connected Transactions. The combination of such indebtedness shall include indebtedness taking place during the course of 1 year prior to the date on which the business relationship with the person commences;

5. Is not or has never been an auditor of the Company, its parent company, its subsidiaries or its associated companies who may have conflicts of interest and is not a major shareholder, or partner of an audit firm that employs auditors of the Company, its parent company, its subsidiaries, its associated companies, a major shareholder or controlling persons who may have conflicts of interest unless the

foregoing relationship has ended for more than 2 years prior to appointment as an independent director;

6. Is not or has never been any professional advisor including the legal or financial advisor who receives an annual service fee exceeding Baht 2 million from the Company, its parent company, its subsidiaries, its associated companies, a major shareholder or controlling persons who may have conflicts of interest and is not a major shareholder, controlling persons or partner of the professional advisor unless the foregoing relationship has ended for more than 2 years appointment as an independent director;
7. Does not represent the Company's or its major shareholder's board member or a shareholder who is related to the Company's major shareholder;
8. Is not an entrepreneur in any business similar to or materially competing with the Company or its subsidiaries or not being the material partner in a partnership, executive director, employee, staff, advisor who receives a salary or holds more than 1% of total voting stocks of the Company similar to or materially competing with the Company or its subsidiaries;
9. Has no characteristics which make him/her incapable of expressing independent opinions with regard to the Company's business.

After appointment as a director in accordance with the above 9 qualifications, independent directors may be tasked by the Company's Board to make collective decisions on the activities of the Company, its subsidiaries or associated companies, its major shareholder or other controlling interest of the Company through a collective decision process.

The Company may appoint a person who has or used to have business affair or professional service exceeding the amount specified in item 4 or 6 as Independent Director if through careful consideration, the Board agrees that an appointment of such person has no effect on performing duty and expressing an independent opinion. This information shall be disclosed in an invitation letter of AGM in the agenda of the appointment of an independent director.

a. Characteristics of the person's business affairs or professional services that might cause the disqualification of such a person.

b. Reason and necessity for maintaining or appointing such person as Independent Director.

c. Opinion of the Board on nominating such person as Independent Director.

2. The Directors

1. The Company's directors must hold qualifications and shall not have the prohibited characteristics in pursuance to laws on public limited companies.

2. The Company's directors shall not have characteristics indicating a lack of appropriateness in respect to trustworthiness in managing a business whose shares are held by public shareholders in pursuance to laws on securities and exchange.

3. The Company's directors must have knowledge, ability, experience, and management expertise, including demonstrated capability, integrity and ethical business practices.

4. The Company's directors must have adequate time and devote their knowledge and abilities to perform duties for the Company.

Re-Appointment of Directors
In deliberation for re-appointment of directors who retired by rotation, i.e., (1) Mr. Kanit Vallayapet, (2) Gen. Nimit Suwannarat, (3) ACM. Manat Wongwat, and (4) Mr. Somchai Jinnovart, as directors for another term proposed at the Annual General Meeting of Shareholders, the Board of Directors considered relevant factors such as the performance, meeting attendance, skills, knowledge, competency, and business continuity and their expertise that are aligned with the Company's strategic directions.
New Director's Nomination
On 7 May 2025 and 4 November 2025, the Company nominated and appointed new directors as listed below: 1. Mr. Chaichawin Tantiyankul[(1)] as a new director in replacement of Mr. Smith Banomyong who resigned. 2. Gen. Songwit Noonpackdee[(2)] as a new director in replacement of Mrs. Porntipa Chinvetkitvanit[(3)] who resigned. 3. ACM. Punpakdee Pattanakul[(4)] as a new director in replacement of ACM. Maanat Wongwat who resigned.

Remarks:

(1) Mr. Chaichawin Tantiyankul was appointed as Director, effective 7 May 2025.

(2) Gen. Songwit Noonpackdee was appointed as Director, effective 4 November 2025.

(3) Mrs. Porntipa Chinvetkitvanit was appointed as Director in replacement of Somprasong Boonyachai, the resigned director, effective 7 May 2025. Mrs. Porntipa Chinvetkitvanit resigned from the position of Director, effective 1 November 2025.

(4) ACM. Punpakdee Pattanakul was appointed as Director, effective 4 November 2025.

3. Nomination and Succession Plan of Top Executives

1. The Board has set a succession plan for the Company's Chief Executive Officer ("CEO") and senior executives in order to maintain the confidence of shareholders, the Company and its employees that the business operations will continue without interruption when these positions become vacant, as well as proceeded in accordance with the nomination guidelines of the Human Resources department.

2. The Board is responsible for considering the succession plan and nominating candidates for the CEO and top executives who report directly to the CEO. The succession plan must be reviewed on an annual basis and an updated version submitted to the Board. As well as to consider the qualified candidate to be CEO in regarding vacancy position for the Board of Directors' consideration as well as to consider and determine the criteria for succession planning of top executives (C Level) that report directly to the CEO, and further propose for the Board's consideration at least once a year.

4. Knowledge Development of Board of Directors and Executives

As of 31 December 2025, directors and executives had participated in both in-house and external knowledge development sessions and seminars as well as activities to enhance knowledge in relation to satellite and Space Tech areas as listed below:

Directors / Executives		Courses/Seminar
1.	Mr. Sarath Ratanavadi Chairman of the Board and Director	• Space Tech and Geospatial Intelligence Sharing Session (In-House)
2.	Ms. Yupapin Wangviwat Vice Chairman of the Board and Director	• Space Tech and Geospatial Intelligence Sharing Session (In-House)

Directors / Executives		Courses/Seminar
3.	Dr. Porametee Vimolsiri Independent Director and Chairman of the Audit and Risk Committee	• Space Tech and Geospatial Intelligence Sharing Session (In-House)
4.	Mr. Somchai Jinnovart Independent Director and Member of the Audit and Risk Committee	• Space Tech and Geospatial Intelligence Sharing Session (In-House)
5.	Mr. Kanit Vallayapet Independent Director and Member of the Audit and Risk Committee	• Space Tech and Geospatial Intelligence Sharing Session (In-House)
6.	Gen. Nimit Suwannarat Independent Director	• Space Tech and Geospatial Intelligence Sharing Session (In-House).
7.	Ms. Bung-on Suttipattanakit Director	• Space Tech and Geospatial Intelligence Sharing Session (In-House)
8.	Mr. Chaichawin Tantiyankul Director	• Space Tech and Geospatial Intelligence Sharing Session (In-House)
9.	Mr. Patompob Suwansiri Director and Chief Executive Officer	• Space Tech and Geospatial Intelligence Sharing Session (In-House) • Satellite 2025 • Satellite Asia 2025 • Launch of an innovative forest carbon credit assessment solution utilizing space technology and AI • Opening Ceremony of the Burn-Trace Monitoring Platform for Sugarcane Fields Using Space Technology and Satellite Geospatial Data Integrated with AI Analytics • Signing ceremony of the memorandum of cooperation on the application of space technology and data analytics for air pollution management • World Satellite Business Week (WSBW) 2025 • Sustainability Expo 2025 – “A Call for Adaptation: The Sustainability in Trade & Industry Collab Talk – Technology Strategy for Energy Goal” • NBTC Symposium 2025: Bridging Today and Tomorrow – Connecting People, Inspiring Futures, Session 5 – The Rise of Space Economy • Thailand Space Expo 2025

Directors / Executives		Courses/Seminar
		• Thailand Reinsurance Conference (TRC) 2025 – "Unlocking Reinsurance Opportunities in a Changing Climate: Building Catastrophe Resilience in Thailand," Session 4 – From Space to Soil: Unlocking the Power of Satellite Technology to Transform Thailand's Agricultural Insurance • Defense & Security 2025 • Insurance Management Development Program (IMDP) • TBCSD Sustainable Business Forum 2025 – A significant step in advancing Thailand's palm oil industry through Space Technology in alignment with the EUDR requirements
10.	Ms. Chalinee Phalanuwatr Deputy Chief Executive Officer	• Space Tech and Geospatial Intelligence Sharing Session (In-House)
11.	Mr. Anuwat Sanguansappayakorn Chief Financial Officer	• Space Tech and Geospatial Intelligence Sharing Session (In-House)
12.	Dr. Piyawat Jriyasetapong Chief Commercial Officer	• Space Tech and Geospatial Intelligence Sharing Session (In-House) • The 5th ASEAN Digital Ministers' Meeting 2025 and ASEAN Digital Officials' Meeting • Asia Tech x Singapore 2025 • RDC Defense Technology and Innovation Exhibition 2025 • Thailand Space EXPO 2025
13.	Mr. Ekachai Phakdurong Chief Strategic Officer	• Space Tech and Geospatial Intelligence Sharing Session (In-House) • Satellite 2025 • Satellite Asia 2025 • Asia Symposium on Air and Space Law • Asia-Pacific Space Community Council 2025

As of 31 December 2025, there were 8 of the Company's directors have participated in the Thai Institute of Directors ("IOD")'s Director Certification Program ("DCP"), and 1 have attended the IOD's Director Accreditation Program ("DAP"). In conclusion, there are 9 out of 11 directors (81.81%) who have attended essential training programs for the role of director. In addition, the Company Secretary consistently provided the information on new and updated essential and beneficial seminars, trainings, activities and exhibitions to the Board and the executives. The details of the training courses attended by the directors are disclosed in Attachment 1:

“Information of Directors, Executives, Controlling Persons, Head of Accounting and Finance, Accounting Controller, and Company Secretary”.

In addition, the Company also places importance on conducting orientation sessions for every new director to enable ensure new directors understand the Company’s management, business, and corporate governance practices. Each session is led by the Company Secretary and top Executives from key departments. These cover the key topics such as, the Company’s business overview, Space Technology Business (“SpaceTech”), the structure of the Board of Directors and its Sub-Committee, the Company’s products and services, key financial highlights, and key pending regulatory and legal cases. In 2025, the Company organized orientation sessions for the following new directors, i.e., Mr. Chaichawin Tantiyankul, Gen. Songwit Noonpackdee and ACM. Punpakdee Pattanakul.

5. Summary of Evaluation of the Board of Directors, Sub-Committee, and Committees of Management

To adhere to the principles of good corporate governance for listed companies, it is recommended that the Board of Directors and its sub-committees undergo self-evaluations at least once a year. This allows the Board to collectively assess their performance and implement necessary improvements. In 2025, the Company Secretary Office and relevant teams sent the entire performance evaluation form and the individual self-evaluation form to the Board, all Sub-Committees, and Committees of Management. The criteria and results are detailed as follows:

Type of Committee and Type of Evaluation Form	Evaluation Result
Board of Directors	
Entire Board Evaluation The criteria of the evaluation consist of 7 topics: (1) Board Policy (2) Structure, Characteristics of the Board and Directors’ Terms (3) Roles and Responsibilities of the Board (4) Board Meetings Preparation Procedure and Quorum (5) The Board’s Performance of Duties	3.83/4.00

Type of Committee and Type of Evaluation Form	Evaluation Result
(6) Relationship with Management and (7) Self-Development of Directors and Executives Development.	
Individual self-evaluation The criteria of the evaluation consist of 5 topics: (1) Background of the Board's Duty (2) The Organizational Knowledge (3) The Boards' Meeting (4) Relationship with Directors/Management and (5) Individual Personal Performance as a Board Member.	3.89/4.00
Audit and Risk Committee	
Entire Committee Evaluation The criteria of the evaluation consist of 4 topics: (1) Structure and Qualification of the Audit and Risk Committee (2) The Audit and Risk Committee's Meeting (3) Roles, Duties and Responsibilities of the Audit and Risk Committee and (4) The Report of the Audit and Risk Committee.	4.00/4.00
Individual self-evaluation The criteria of the evaluation consist of 3 topics: (1) Committee Structure and Qualifications of the Audit and Risk Committee (2) The Audit and Risk Committee's Meeting and (3) Roles, Duties and Responsibilities of the Audit and Risk Committee.	4.00/4.00
Management Committee	
Entire Committee Evaluation The criteria of the evaluation consist of 4 topics: (1) Composition and Qualification of the Management Committee (2) Meeting Arrangement (3) Duties, Roles and Responsibilities (4) Knowledge and Skill in specialized Analysis.	3.66/4.00
Individual self-evaluation The criteria of the evaluation consist of 13 topics: (1) Overall Satisfaction of the Performance of the Management Committee	3.68/4.00

Type of Committee and Type of Evaluation Form	Evaluation Result
(2) Satisfaction with the Management Committee's Management of Problems (3) Understanding of the Committee's Roles, Duties and Responsibilities as specified in the Appointment's Announcement (4) Clear Determination of the Committee's Roles and Responsibilities (5) Understanding of the Company's Strategy (6) Having a Good Relationship with other Committee Members (7) The Performance Assessment of the Committee has an Appropriate Procedure (8) Spending Sufficient Time on Considering the Company's Direction and Policies (9) Spending Sufficient Time on Considering the Company's Performance (10) Spending Sufficient Time on Considering and Being Involved in Problem-Solving when Implementation was not in line with the Direction (11) Preparation and Review of the Documents before the Meeting (12) Freedom of Expressing Opinions without Bias and (13) Chairman Has Given the Opportunity and Encourages All Members to Express Opinions Freely	
Risk Management Committee	
Entire Committee Evaluation The criteria of the evaluation consist of 4 topics: (1) Composition and Quality (2) Understanding the Business and Associated Risks (3) Processes and Procedures (4) Monitoring Activities.	3.86/4.00
Individual self-evaluation The criteria of the evaluation consist of 12 topics: (1) Overall Satisfaction of the Performance (2) Satisfaction as to the Process of Problem-Solving (3) Understanding of the Committee's Roles and Duties as specified in the Risk Management Committee's Charter (4) Understanding of the Company's Enterprise Risk Management Policy (5) Relationship among the Committee Members (6) Clearly defined Committee's Roles and Responsibilities (7) Appropriate Performance Evaluation Process (8) Sufficient Time for Considering the Risk Assessment of the Company	3.78/4.00

Type of Committee and Type of Evaluation Form	Evaluation Result
(9) Sufficient Time for Considering the Company's Risk Management and Risk Treatment (10) Sufficient Time for Problem-Solving when Implementation is not in line with the Direction (11) Preparation before the Meeting (12) Independence in Opinion Sharing in the Meeting.	
Sustainable Development Committee	
Entire Committee Evaluation The criteria of the evaluation consist of 4 topics: (1) Preparation of the Sustainable Development Committee (2) Determination and Consideration of the Company's Strategy (3) Meeting of the Sustainable Development Committee (4) Execution of Duties and Responsibilities of the Chairman of the Sustainable Development Committee.	3.72/4.00
Individual self-evaluation The criteria of the evaluation consist of 12 topics: (1) Overall Satisfaction of the Performance (2) Satisfaction as to the Process of Problem-Solving (3) Understanding of the Committee's Roles, Duties and Responsibilities as specified in the Charter (4) Understanding of the Sustainable Development Strategy (5) Relationship among the Committee Members (6) Clearly defined Committee's Roles and Responsibilities (7) Appropriate Performance Evaluation Process (8) Sufficient Time for Considering the Policy and Direction of the Company's Sustainable Development (9) Sufficient Time for Considering the Sustainable Development Report and other Performance Results (10) Sufficient Time for Problem-Solving when Implementation is not in line with the Direction (11) Preparation before the Meeting (12) Independence in Opinion Sharing in the Meeting.	3.69 / 4.00

The evaluation revealed that the Board of Directors and its sub-committees were performing their duties in an effective manner. Also, the Company Secretary Office had reported the Evaluation Results for 2025 to the Board of Directors for consideration, respectively, in which the Directors acknowledged and suggested to provide a development plan or to share the knowledge for the Directors in the area that related to the Company's operations, Industry Trend and Global Transformation which will enhance the Directors' effectiveness.

Moreover, the results from the evaluation of the Board under "Relationship with Management" and "Relationship with Directors/Management" topics which included the questionnaires to evaluate good relationships in terms of operating business, opportunities to talk to or to meet among the Board members, Chief Executive Officer, other executives, and the management of the Company, as well as the ability of the Chief Executive Officer to consult with directors when necessary, in which it could be summarized that the Chairman of the Board, the Board members, the Chief Executive Officer, Executives, and the Management have good relationships towards one another.

6. Evaluation of Chief Executive Officer

The Board is responsible to proceed on the performance evaluation of the Chief Executive Officer annually in keeping with pre-agreed standards and performance criteria covering the Company's financial performance as well as other strategic objectives.

The evaluation criteria are divided into 7 parts:

Part 1	Evaluation of Leadership Competency
Part 2	Evaluation of Financial Management
Part 3	Evaluation of Skills and Attitudes
Part 4	Evaluation of successful completion of important tasks over a period of time longer than the last 12 months
Part 5	Evaluation of decision-making on significant matters in the last twelve months.
Part 6	Evaluation of preparation to meet significant new challenges in the future.
Part 7	Evaluation of any other related criteria.

The results of the evaluation will be used to determine the annual remuneration of the Chief Executive Officer and will be submitted to the Board for consideration and approval.

8.1.2 The Board of Directors' Attendance and Remuneration

1. The Board of Directors' Attendance

All of the Company's Board of Directors has devoted sufficient time to attend the Board and sub-committees' meetings, as well as presented at the Annual General Meeting of Shareholders for the year 2025. Furthermore, the Non-Executives Directors had an opportunity to hold 1 meeting in absence of the Management on 20 January 2026 with the objectives of freely exchanging ideas and discussing to improve the effectiveness of the Company's management and operation for sustainable growth, then reported the resolutions of the Non-Executives Directors Meeting to the Chief Executive Director for acknowledgment and to take into account the recommendations from the Non-Executives Directors for developing and improving the Company's business operation accordingly. The attendances of the current Board members as of 31 December 2025 in the Annual General Meeting of Shareholders, Non-Executives Directors Meeting, Board of Directors' Meetings, and Sub-Committee' Meetings are as specified in the following table:

	Name and Position	The 2025 Annual General Meeting of Shareholders on 24 March 2025	Non-Executives Directors Meeting on 20 January 2026	The Board of Directors Meetings 14 Times		Audit and Risk Committee Meetings 8 Times	
				Attended Physically	Attended via Electronic Means	Attended Physically	Attended via Electronic Means
1.	Mr. Sarath Ratanavadi[1] Chairman of the Board and Director	Attended	Attended	7 times	6 time	N/A	
				Total = 13 times (92.85%)			
2.	Ms. Yupapin Wangviwat[2] Vice Chairman of the Board and Director	Attended	Attended	8 times	5 times	N/A	
				Total = 13 times (92.85%)			

	Name and Position	The 2025 Annual General Meeting of Shareholders on 24 March 2025	Non-Executives Directors Meeting on 20 January 2026	The Board of Directors Meetings 14 Times		Audit and Risk Committee Meetings 8 Times	
				Attended Physically	Attended via Electronic Means	Attended Physically	Attended via Electronic Means
3.	Dr. Parametee Vimolsiri Independent Director and Chairman of the Audit and Risk Committee	Attended	Attended	13 times	1 time	8 times	-
				Total = 14 times (100%)		Total = 8 times (100%)	
4.	Mr. Somchai Jinnovart Independent Director and Member of the Audit and Risk Committee	Attended	Attended	12 times	2 times	8 times	-
				Total = 14 times (100%)		Total = 8 times (100%)	
5.	Mr. Kanit Vallayapet Independent Director and Member of the Audit and Risk Committee	Attended	Attended	12 times	2 times	8 times	-
				Total = 14 times (100%)		Total = 8 times (100%)	
6.	Gen. Songwit Noonpackdee[3] Independent Director	N/A	N/A	N/A		N/A	
7.	ACM. Punpakdee Pattanakul[4] Independent Director	N/A	Attended	N/A		N/A	
8.	Gen. Nimit Suwannarat Independent Director	Attended	Attended	13 times	-	N/A	
				Total = 13 times (92.85%)			

Name and Position		The 2025 Annual General Meeting of Shareholders on 24 March 2025	Non-Executives Directors Meeting on 20 January 2026	The Board of Directors Meetings 14 Times		Audit and Risk Committee Meetings 8 Times	
				Attended Physically	Attended via Electronic Means	Attended Physically	Attended via Electronic Means
9.	Ms. Bung-on Suttipattanakit Director	Attended	Attended	10 times	3 times	N/A	
				Total = 13 times (92.85%)			
10.	Mr. Chaichawin Tantiyankul[5] Director	N/A	Attended	8 times	-	N/A	
				Total = 8 times (100%)			
11.	Mr. Patompob Suwansiri Director and Chief Executive Officer	Attended	Attended	14 times	-	N/A	
				Total = 14 times (100%)			

Remarks:

(1) Mr. Sarath Ratanavadi was appointed as the Chairman of the Board in replacement of Mr. Somprasong Boonyachai, the resigned director, effective 1 May 2025, according to the resolution of the Board of Directors Meeting No. 6/2025 held on 18 April 2025.

(2) Ms. Yupapin Wangviwat was appointed as the Vice Chairman of the Board in replacement of Mrs. Porntipa Chinvetkitvanit, the resigned director, effective 4 November 2025, according to the resolution of the Board of Directors Meeting No. 13/2025 held on 4 November 2025.

(3) Gen. Songwit Noonpackdee was appointed as a Director in replacement of Mrs. Porntipa Chinvetkitvanit, the resigned director, effective 4 November 2025, according to the resolution of the Board of Directors Meeting No. 13/2025 held on 4 November 2025. Therefore, he did not attend the Board of Directors Meeting in 2025.

(4) ACM. Punpakdee Pattanakul was appointed as a Director in replacement of ACM. Maanat Wongwat, the resigned director, effective 4 November 2025, according to the resolution of the Board of Directors Meeting No. 13/2025 held on 4 November 2025. Therefore, he did not attend the Board of Directors Meeting in 2025.

(5) Mr. Chaichawin Tantiyankul was appointed as a Director in replacement of Mr. Smith Banomyong, the resigned director, effective 7 May 2025, according to the resolution of the Board of Directors Meeting No. 7/2025 held on 7 May 2025. Therefore, he attended the Board of Directors Meeting for 8 times in 2025.

2. Remuneration of Directors

Remuneration's criteria

The Company established a remuneration scheme for Directors based on their duties, responsibilities, and performance. The Chairman of the Board of Directors and Chairman of the Audit and Risk Committee have received additional compensation according to their duties and responsibilities. The compensation is compared with directors' compensation at other listed companies of similar type and size. The level of compensation shall be set to motivate and retain quality directors on the Company's Board. The directors of the Company shall be entitled to receive remuneration, such as monthly allowance, meeting allowance, per diem allowance while traveling for the Company's business, and bonuses, in which the remuneration and budget shall be approved at the shareholders meeting.

Concerning the remuneration of directors for 2025, shareholders at the 2025 Annual General Meeting of Shareholders, held on 24 March 2025, approved total remuneration for the Board of Directors and Sub-Committees in an amount of not exceeding Baht 20 million. The policy of monetary remuneration for the Chairman, Independent Directors, and Non-Executive Directors includes monthly allowances, meeting allowances, and bonuses as follows:

Position	Monetary Remuneration for 2025 (Baht)		
	Monthly Retainer	Meeting Allowance (per meeting)	Annual Remuneration
Board of Directors			
Chairman	250,000	x	/
Director	95,000	x	/

Position	Monetary Remuneration for 2025 (Baht)		
	Monthly Retainer	Meeting Allowance (per meeting)	Annual Remuneration
Audit and Risk Committee			
Chairman	25,000	25,000	/
Member	x	25,000	/
Other Sub-Committees			
Chairman	10,000	25,000	/
Member	x	25,000	/

Remarks:

(1) The Chairman of the Board of Directors shall not receive any other remuneration for the position of chairman or member of sub-committees.

(2) The Chairman of the Board of Directors has received other benefits which include an office car with a driver. (Under the Company's responsibility as set in the relevant policies, not included in the approved budget by the shareholders.)

(3) Each member of the Board is eligible for a per diem allowance while traveling for the Company's business, at the rate determined by the Company.

(4) Directors shall receive life insurance and an annual health insurance (Under the Company's responsibility as set in the relevant policies, not included in the approved budget by the shareholders.)

(5) Directors who are staff or hold executive management position within the Company or its controlling shareholders or representatives of major shareholders (who holds total company shares more than 10%) are not eligible for any remuneration, i.e., monthly retainer, meeting allowance, and bonus, as members of the Board.

For 2025, the total monetary remuneration consisting of monthly allowances, meeting allowances, and annual remuneration (bonus) for the Chairman, Independent Directors and Non-Executive Directors totaled Baht 11,764,494. However, Directors who are staff or hold executive management position within the Company or its controlling shareholders or representatives of major shareholders (who hold total company shares of more than 10%) are not eligible for any remuneration, i.e., monthly retainer, meeting allowance, and bonus, as members of the Board.

The table below summarizes payments made to each individual as of 31 December 2025:

Directors		Total of Monthly Retainer (Baht)		Total of Meeting Allowances (Baht)	Bonus (Baht)	Total Remuneration (Baht)
		Board of Directors	The Audit and Risk Committee	The Audit and Risk Committee		
1.	Dr. Parametee Vimolsiri (Independent Director and Chairman of the Audit and Risk Committee)	1,140,000	300,000	200,000	800,000	2,440,000
2.	Mr. Somchai Jinnovart (Independent Director and member of the Audit and Risk Committee)	1,140,000		200,000	700,000	2,040,000
3.	Mr. Kanit Vallayapet (Independent Director and member of the Audit and Risk Committee)	1,140,000		200,000	700,000	2,040,000
4.	Gen. Songwit Noonpackdee[1] (Independent Director)	180,500			111,233	291,733
5.	ACM. Punpakdee Pattanakul[2] (Independent Director)	180,500			111,233	291,733
6.	Gen. Nimit Suwannarat (Independent Director)	1,140,000			700,000	1,840,000
7.	ACM. Maanat Wongwat[3] (Independent Director)	975,000			583,014	1,558,014
8.	Mr. Somprasong Boonyachai[4] (Former Chairman of the Board and Independent Director)	1,000,000			263,014	1,263,014
Total						**11,764,494**

Remark:

(1),(2) Gen. Songwit Noonpackdee and ACM. Punpakdee Pattanakul were appointed as Director, effective 4 November 2025.

(3) ACM. Maanat Wongwat resigned from the position of Director, effective 1 November 2025.

(4) Mr. Somprasong Boonyachai resigned from the position of Director, effective 1 May 2025.

However, Directors who are staff or hold executive management position within the Company or its controlling shareholders or representatives of major shareholders (who hold total company shares of more than 10%) are not eligible for any remuneration, i.e., monthly retainer, meeting allowance, and bonus, as members of the Board. As of 31 December 2025, the details are as follows:

Directors		Total of Monthly Retainer (Baht)		Total of Meeting Allowances (Baht)	Bonus (Baht)	Total Remuneration (Baht)
		Board of Directors	The Audit and Risk Committee	The Audit and Risk Committee		
1.	Mr. Sarath Ratanavadi (Chairman of the Board and Director)	N/A	N/A	N/A	N/A	N/A
2.	Ms. Yupapin Wangviwat (Vice Chairman of the Board and Director)	N/A	N/A	N/A	N/A	N/A
3.	Ms. Bung-on Suttipattanakit (Director)	N/A	N/A	N/A	N/A	N/A
4.	Mr. Chaichawin Tantiyankul (Director)	N/A	N/A	N/A	N/A	N/A

8.1.3 Corporate Governance Concerning Subsidiaries and Associated Companies

The Board of Directors uses its authority to oversee and manage the Company's subsidiaries and joint venture companies according to the Company's objectives and Articles of Association, as well as in compliance with any resolutions passed at shareholder meetings. This management and oversight are performed through the appointment of executives, or by authorizing a sub-committee or any other person, if necessary, to perform the business operations in compliance with the directions set by the Board of Directors to ensure good corporate governance and maximum benefits for the Company.

The Board of Directors will authorize directors and/or executives to be its representatives in subsidiaries or joint venture companies. The authorization of such persons shall be approved

by the Company's Board of Directors. The Board of Directors will select eligible persons for such positions for consideration and approval.

The nominated directors and/or executives shall operate and/or oversee the activities as per assigned policy by the Board, including financial statements, performances, related transactions, and assets' acquisitions of such subsidiaries or joint venture companies, by keeping with the Company's policies and in line with corporate governance, code of conduct, and best practices as outlined by the Securities and Exchange Commission ("SEC") and the Stock Exchange of Thailand ("SET"), as well as to be aligned with the Company's internal control, relevant criteria and laws.

8.1.4 Monitoring on the Compliance of the Corporate Governance Policy and Practices

The Company and its Board take into account the rights of all stakeholder groups and consistently abide by corporate governance principles, best practices, and other supporting guidelines, including our Code of Conduct, to ensure equal and proper treatment of all stakeholders. This takes into account, although not exclusively, employees, shareholders, customers, business partners, competitors, creditors, communities in which we operate, society as a whole, and the environment. Furthermore, the Company abides by international human rights principles and anti-corruption and bribery guidelines to promote the development of society. The Board of Directors and Sub-Committees, namely the Audit and Risk Committee and the Management Committee, receive regular monthly reports on the operating performance, financial position, risk management, related party transactions, and other significant matters of subsidiaries and associated companies. The outcomes of such monitoring activities are subsequently reported to the Board of Directors for acknowledgment on a quarterly basis. In addition, compliance with applicable policies, regulations, and laws is continuously monitored to ensure that operations are conducted in a transparent, efficient, and accountable manner, consistent with the principles of good corporate governance.

Furthermore, the Company requires that significant transactions or actions undertaken by subsidiaries be reviewed and approved in accordance with the established authority matrix. Compliance with corporate policies is also regularly reviewed and monitored through governance, risk management, and internal audit processes to continuously strengthen the governance standards across the Group.

The Company also monitors and promotes compliance by directors, executives, and employees of its subsidiaries and associated companies with the Group's key policies and guidelines. These include the Conflict of Interest Policy, Insider Information Policy, Anti-Corruption and Anti-Bribery Policy, as well as the Whistleblowing Policy and Complaint Reporting Channels. Such measures reinforce a strong culture of good corporate governance and ethical business conduct throughout the Group.

In the past years, the Company has been monitoring to ensure good corporate governance principles and practices on the following 4 key points:

1. Conflict of Interests

The Board realizes that working for the Company can lead to situations whereby the personal interests of directors, executives, and employees may be in conflict with the Company's interests, which may cause lack of independence to perform ones' duties. Therefore, the Board has considered and approved the practice to prevent Conflict of Interest contained in the Company's Code of Conduct, which can be found on the Company's website via www.thaicom.net under "Corporate Governance" > "Code of Conduct" section. The Company also communicated with directors, executives, and employees in regard to such practice for their acknowledgement and strict compliance through disclosure of Code of Conduct in the Company's Intranet, which can be accessed by employees and executives, as well as through specific portal which can be accessed by the directors and top executives where they can review the key and important information of the Company. Further to that, the Company also distributed media to directors, executives and employees' emails to emphasize on the inappropriate actions which may lead to conflict of interests. In addition, the Company held a quiz activity for employees focusing on the Company's Corporate Governance and Code of Conduct which included the topics on prevention of conflict of interests. In 2025, the Ethic Committee has collected Conflict of Interests Declaration Forms from every executive and employee as well as the reports of the internal reviews by the Internal Audit Department, in which no conflict-of-interest misconduct was found, and the Ethic Committee already reported such result to the Audit and Risk Committee. Nevertheless, the Company will continue to strictly monitor and campaign to prevent the possible conflict-of-interest incidents.



Example of the media distributed to directors, executives and employees' emails

2. Use of Inside Information

The Company is committed to carrying out its business in an ethical manner with integrity and honesty. The Code of Conduct and Securities Trading Policy have been developed and issued to directors, executives, and employees to guide corporate behavior at all levels. Disclosure of inside information by employees or the Management to others or for their interest or involvement in activities that may lead to conflicts of interest is considered severe misconduct and will subject them to the highest disciplinary action. The Company communicated the practice to prevent the use of inside information through disclosure of Code of Conduct in the Company's Intranet, which can be accessed by employees and executives, as well as through specific portal which can be accessed by the directors and top executives where they can review the key and important information of the Company.

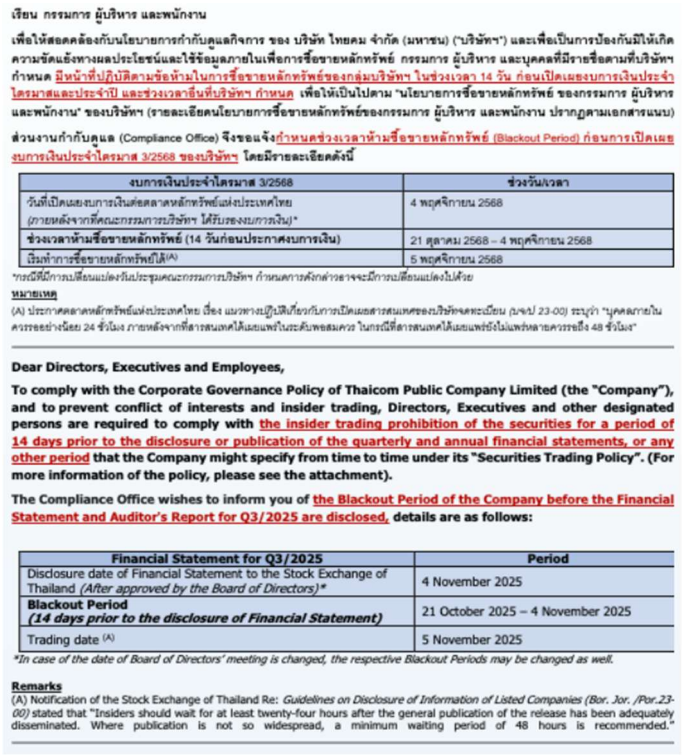
In addition, the Company held a quiz activity for employees focusing on the Company's Corporate Governance and Code of Conduct, which included the topics on prevention of the use of inside information, in order to raise awareness and encourage strict compliance.

Moreover, the Company prohibits employees and executives who work in departments or business units that have access to inside information from buying or selling the Company's securities for 14 days prior to the disclosure of financial statements to the public. In 2025, the Compliance Office has notified the Blackout Period to the directors, executives, employees

and designated persons in advance, in which none of them traded the Company's securities or misconducted on the use of inside information during the Blackout Period.

Furthermore, the Company also educates and monitor directors and executives on their duties to report their, as well as their spouse or cohabitees and minor children's, holdings or changes in holdings of the Company's securities to the Securities Exchange Commission ("SEC") in accordance with Section 59 of the Securities and Exchange Act B.E. 2535, and the Stock Exchange of Thailand ("SET") regulations.

In regard to the sharing of supporting data or documents within the group companies, data rules have been issued to prevent the leakage of information. These rules include requesting a letter of confidentiality or non-disclosure agreement, and the prohibition of making photocopies without permission.



เรียน กรรมการ ผู้บริหาร และพนักงาน

เพื่อให้สอดคล้องกับนโยบายการกำกับดูแลกิจการ ของ บริษัท ไทยคม จำกัด (มหาชน) ("บริษัทฯ") และเพื่อเป็นการป้องกันมิให้เกิดความขัดแย้งทางผลประโยชน์และใช้ข้อมูลภายในเพื่อการซื้อขายหลักทรัพย์ กรรมการ ผู้บริหาร และบุคคลที่มีรายชื่อตามที่บริษัทฯ กำหนด มีหน้าที่ปฏิบัติตามข้อห้ามในการซื้อขายหลักทรัพย์ของกลุ่มบริษัทฯ ในช่วงเวลา 14 วัน ก่อนเปิดเผยงบการเงินประจำไตรมาสและประจำปี และช่วงเวลาอื่นที่บริษัทฯ กำหนด เพื่อให้เป็นไปตาม "นโยบายการซื้อขายหลักทรัพย์ ของกรรมการ ผู้บริหาร และพนักงาน" ของบริษัทฯ (รายละเอียดนโยบายการซื้อขายหลักทรัพย์ของกรรมการ ผู้บริหาร และพนักงาน ปรากฏตามเอกสารแนบ)

ส่วนงานกำกับดูแล (Compliance Office) จึงขอแจ้งกำหนดช่วงเวลาห้ามซื้อขายหลักทรัพย์ (Blackout Period) ก่อนการเปิดเผยงบการเงินประจำไตรมาส 3/2568 ของบริษัทฯ โดยมีรายละเอียดดังนี้

งบการเงินประจำไตรมาส 3/2568	ช่วงวัน/เวลา
วันที่เปิดเผยงบการเงินต่อตลาดหลักทรัพย์แห่งประเทศไทย *(ภายหลังจากที่คณะกรรมการบริษัทฯ ได้รับรองงบการเงิน)**	4 พฤศจิกายน 2568
ช่วงเวลาห้ามซื้อขายหลักทรัพย์ (14 วันก่อนประกาศงบการเงิน)	21 ตุลาคม 2568 – 4 พฤศจิกายน 2568
เริ่มทำการซื้อขายหลักทรัพย์ได้[A]	5 พฤศจิกายน 2568

*กรณีที่มีการเปลี่ยนแปลงวันประชุมคณะกรรมการบริษัทฯ กำหนดการดังกล่าวอาจจะมีการเปลี่ยนแปลงไปด้วย

หมายเหตุ

(A) ประกาศตลาดหลักทรัพย์แห่งประเทศไทย เรื่อง แนวทางปฏิบัติเกี่ยวกับการเปิดเผยสารสนเทศของบริษัทจดทะเบียน (มจช./ 23-00) ระบุว่า "บุคคลภายในควรรออย่างน้อย 24 ชั่วโมง ภายหลังจากที่สารสนเทศได้เผยแพร่ในระดับพอสมควร ในกรณีที่สารสนเทศได้เผยแพร่ยังไม่แพร่หลายควรรอถึง 48 ชั่วโมง"

Dear Directors, Executives and Employees,

To comply with the Corporate Governance Policy of Thaicom Public Company Limited (the "Company"), and to prevent conflict of interests and insider trading, Directors, Executives and other designated persons are required to comply with the insider trading prohibition of the securities for a period of 14 days prior to the disclosure or publication of the quarterly and annual financial statements, or any other period that the Company might specify from time to time under its "Securities Trading Policy". (For more information of the policy, please see the attachment).

The Compliance Office wishes to inform you of the Blackout Period of the Company before the Financial Statement and Auditor's Report for Q3/2025 are disclosed, details are as follows:

Financial Statement for Q3/2025	Period
Disclosure date of Financial Statement to the Stock Exchange of Thailand *(After approved by the Board of Directors)**	4 November 2025
Blackout Period ***(14 days prior to the disclosure of Financial Statement)***	21 October 2025 – 4 November 2025
Trading date [A]	5 November 2025

*In case of the date of Board of Directors' meeting is changed, the respective Blackout Periods may be changed as well.

Remarks

(A) Notification of the Stock Exchange of Thailand Re: *Guidelines on Disclosure of Information of Listed Companies (Bor. Jor. /Por.23-00)* stated that "Insiders should wait for at least twenty-four hours after the general publication of the release has been adequately disseminated. Where publication is not so widespread, a minimum waiting period of 48 hours is recommended."

In addition, the Company has its Information Security Management Regulations that are aligned with the Information Security Management Regulations of the Stock Exchange of Thailand ("SET") and the Securities and Exchange Commission ("SEC"), including to build confidence in the Company's business operations among investors, shareholders, business partners, and stakeholders. This regulation complied with ISO 27001 by adapting to the Company's context.

In addition, the Company also utilized the Policy Statement on the Security of the Information System in its principles alongside the Information Security Management Regulations. Also, the Company communicated its code of conduct concerning the use of inside information and trading of the Group's securities to promote compliance with the Company's Securities Trading Policy.

The Company has notified all directors and executives to file their securities holding, including those of their spouses or cohabitee and children not yet of age, to the SEC Office within 7 days from the date of appointment as director or executive. In case of a change in securities holding, it shall be filed with the SEC Office within 3 business days from the date of purchase, sale, transfer, or acceptance of transfer of such securities. The Company's Board of Directors has approved these guidelines.

Each quarter, directors and executives[1] of the Company must report the securities holding and changes to the Board of Directors. As of 31 December 2025, the securities holding of the directors and executives are as follows:

Name of Directors		Thaicom Public Company Limited					
		Common share (shares)			Debentures (units)		
		31 Dec 24	31 Dec 25	+ / (-)	31 Dec 24	31 Dec 25	+ / (-)
(1)	**Mr. Sarath Ratanavadi**[2]	-	-	-	-	-	-
	Spouse /Cohabitee/ Minor child	-	-	-	-	-	-
(2)	**Ms. Yupapin Wangviwat**	-	-	-	-	-	-
	Spouse /Cohabitee/ Minor child	-	-	-	-	-	-
(3)	**Dr. Porametee Vimolsiri**	-	-	-	-	-	-
	Spouse /Cohabitee/ Minor child	-	-	-	-	-	-
(4)	**Mr. Somchai Jinnovart**	-	-	-	-	-	-
	Spouse /Cohabitee/ Minor child	-	-	-	-	-	-
(5)	**Mr. Kanit Vallayapet**	-	-	-	-	-	-
	Spouse /Cohabitee/ Minor child	20,000	20,000	-	-	-	-
(6)	**Gen. Songwit Noonpackdee**[3]	-	-	-	-	-	-
	Spouse /Cohabitee/ Minor child	-	-	-	-	-	-
(7)	**ACM. Punpakdee Pattanakul**[4]	-	-	-	-	-	-
	Spouse /Cohabitee/ Minor child	-	-	-	-	-	-
(8)	**Gen. Nimit Suwannarat**	-	-	-	-	-	-
	Spouse /Cohabitee/ Minor child	-	-	-	-	-	-

Name of Directors		Thaicom Public Company Limited					
		Common share (shares)			Debentures (units)		
		31 Dec 24	31 Dec 25	+ / (-)	31 Dec 24	31 Dec 25	+ / (-)
(9)	**Ms. Bung-on Suttipattanakit**	-	-	-	-	-	-
	Spouse /Cohabitee/ Minor child	-	-	-	-	-	-
(10)	**Mr. Chaichawin Tantiyankul**[5]	-	-	-	-	-	-
	Spouse /Cohabitee/ Minor child	-	-	-	-	-	-
(11)	**Mr. Patompob Suwansiri**	13,379	13,379	-	-	-	-
	Spouse /Cohabitee/ Minor child	500	500	-	-	-	-
(12)	**Ms. Chalinee Phalanuwatr**	-	-	-	-	-	-
	Spouse /Cohabitee/ Minor child	-	-	-	-	-	-
(13)	**Mr. Anuwat Sanguansappayakorn**	-	-	-	-	-	-
	Spouse /Cohabitee/ Minor child	-	-	-	-	-	-
(14)	**Dr. Piyawat Jriyasetapong**	5,340	5,340	-	-	-	-
	Spouse /Cohabitee/ Minor child	-	-	-	-	-	-
(15)	**Mr. Ekachai Phakdurong**	7,509	7,509	-	-	-	-
	Spouse /Cohabitee/ Minor child	-	-	-	-	-	-

As of 31 December 2025, none of the Board members and executives had changed their securities holding in the Company's shares throughout the year.

Remarks:

(1) Executives means the executives as defined by the Notification of the Securities and Exchange Commission.

(2) Mr. Sarath Ratanavadi is a major shareholder of Gulf Development Public Company Limited, as disclosed on the website of the Stock Exchange of Thailand (www.set.or.th) and in the Form of 56-1 One Report/ Annual Report 2025 of Gulf Development Public Company Limited.

Gulf Development Public Company Limited, a juristic person in which Mr Sarath Ratanavadi, including his spouse, holds an aggregate shareholding of more than 30 percent, indirectly holds shares in Thaicom Public Company Limited through Gulf Edge Company Limited, amounting to 454,574,034 shares as of 31 December 2025.

(3) Mr. Gen. Songwit Noonpackdee was appointed as a Director in replacement of Mrs. Porntipa Chinvetkitvanit, the resigned director, effective 4 November 2025, according to the resolution of the Board of Directors Meeting No. 13/2025 held on 4 November 2025.

(4) ACM. Punpakdee Pattanakul was appointed as a Director in replacement of ACM. Maanat Wongwat, the resigned director, effective 4 November 2025, according to the resolution of the Board of Directors Meeting No. 13/2025 held on 4 November 2025.

(5) Mr. Chaichawin Tantiyankul was appointed as a Director in replacement of Mr. Smith Banomyong, the resigned director, effective 7 May 2025, according to the resolution of the Board of Directors Meeting No. 7/2025

held on 7 May 2025. Therefore, he attended the Board of Directors Meeting for 8 time in 2025.

In this regard, the Company's Securities Trading Policy as well as the guidelines to prevent the use of inside information for directors, executives and employees can be found on the Company's website via www.thaicom.net under "Corporate Governance" > "Other Policies" > "Securities Trading Policy" section.

3. Anti-corruption and bribery practices

The Company recognizes the significance of conducting operations with integrity within the framework of good corporate governance, which encompasses ethical principles, good governance practices, and a sense of social responsibility towards the environment and all stakeholders. As such, the Company is dedicated to transparent and equitable business practices that are subject to scrutiny.

The Company opposes all forms of corruption and complies with all anti-corruption laws in Thailand as well as in any other countries or territories where the Company may have business interests or operations. The Company has an Anti-Corruption and Bribery Policy and put in place an internal compliance and control program to prevent and monitor corruption and bribery risk which all directors, executives, and employees must acknowledge and adhere to strictly. These are also disclosed in the Company's Intranet, which can be accessed by employees and executives, as well as through specific portal which can be accessed by the directors and executives. In addition, the Company conducts regular quarterly assessments and monitoring of corruption and bribery risks. The Company's anti-corruption risk prevention and management measures consist of;

1. Operating Control: These are operational controls related to work processes, work procedures, document preparation for work, and mechanisms to control work to ensure that it is carried out correctly in accordance with regulations to reduce the risk of work errors or inadequate preparation.

2. Control Environment: These are environmental controls that the Company uses to reduce the risk of activities, such as employee training and having relevant policies and measures in place including of Anti-Corruption and Bribery policy, Whistle-Blowing Policy, Penalties and Protections, Communication, and Whistleblowing Channel.

3. Financial Control: These are financial controls, such as control over disbursements, approval procedures, and documentation of disbursements.

4. Monitoring Control: These are internal audits, follow-ups, and/or random sampling audits.

As a result of the above preventive measures and risk management processes, in 2025, there were no high-risk level under the corruption and bribery risks.

Aside to that, the Company has also outlined activities that encourage and promote all staff to follow the Anti-Corruption and Bribery Policy.

In 2013, the Company signed the declaration of Thailand's Private Sector Collection Action Against Corruption ("CAC") with the Thai Institute of Directors ("IOD") to realize transparency of business operations and ensure that there are regulatory audits.

In 2015, the Company was certified by the Private Sector Collective Action Coalition Against Corruption Council.

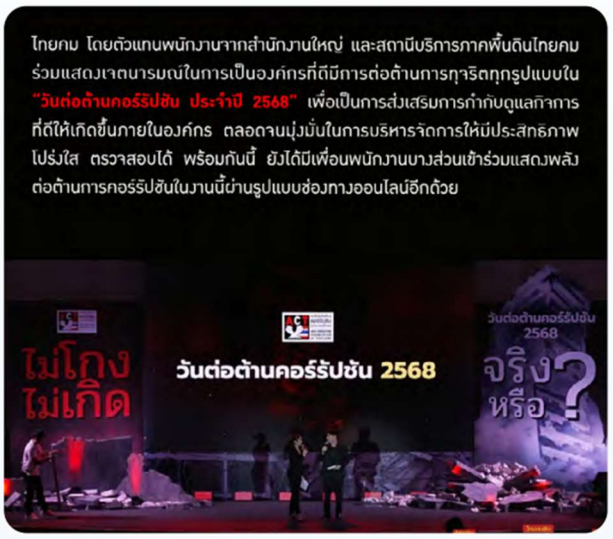
In 2017, the Company applied for the First Re-Certification as a member of the Private Sector Collective Action Coalition Against Corruption and was recertified.

In 2021, the Company continued to apply for the Second Re-Certification as a member of Thailand's Private Sector Collective Action against Corruption ("CAC") and was recertified.

In 2024, the Company proceeded with the application for the Third Re-Certification as a member of Thailand's Private Sector Collective Action against Corruption ("CAC") and was continuously certified.

Subsequently, in 2025, the Company continued to uphold its standards of corporate governance and its implementation of the Thai Private Sector Collective Action Coalition Against Corruption (CAC) practices, in strict compliance with the criteria and guidelines of the program through participation in various activities and seminars related to anti-corruption.





The Company has disclosed the Anti-Corruption and Bribery Policy on the Company's website via www.thaicom.net under "Corporate Governance" > "Corporate Governance Policy" > "Anti-Corruption and Bribery" section.

In 2025, ***the Company did not find any wrongful action in regard to corruption and bribery***, and if such an incident occurred, the Company will strictly follow the policies and penalties.





4. Whistleblowing

The Company operates its business with adherence to the principles of corporate accountability, authenticity, and transparency so the Company is committed to protecting its business operation and property from the risk arising out of any conduct which violates the code of conduct and any fraud which affects the reputation or the value of the shareholders

of the Company. The Board has approved the Company's Whistle-blowing Policy in order to provide channels for reporting and to encourage directors, executives, employees, and stakeholders to report any information on misconduct and/or fraud occurring in the Company. This Policy has set a procedure to manage all complaints and reports of misconduct of fraud, protection of whistle-blowers, and confidentiality. In 2025, the Audit and Risk Committee (all members are Independent Directors) has quarterly reviewed the whistleblowing reports on misconduct and fraud occurred in the Company and subsidiaries and followed up the progress of reports provided through all channels, along with the details of investigations and measurements which had been implemented.

Channels for Complaint or Report of Misconduct and/or Fraud

1. If employees have any cause for concern over matters relating to misconduct or fraud, they must immediately report their concerns to their immediate line manager verbally or in writing. If the line manager ignores or dismisses the concerns raised, the employees must report their concerns to the next-level manager. The employees must not conduct any investigation or ask any questions about their concerns independently.

2. If the employees suspect any Company supervisor or manager is involved in misconduct or fraud, the employees can report any concerns through the following channels:

2.1 Head of Internal Audit, E-mail: headofia@thaicom.net
2.2 Head of Human Resources, E-mail: headofhr@thaicom.net
2.3 Ethics Hotline; on the Company's Intranet. Any information is passed directly to the Chairman of the Audit Committee, the Head of Internal Audit and the Head of Human Resources.
2.4 Head of Audit and Risk Committee, E-mail: chairmanofarc@thaicom.net

3. If employees suspect a senior manager at the Department Head-level or above, the Head of Internal Audit, or the Head of Human Resources is involved in misconduct or fraud, the employees should notify the Chairman of the Audit and Risk Committee or the Chairman of the Board of Directors.

4. Responsible Executives noted in Article 1. and 2., upon receiving notification of misconduct or fraud, must report to the Internal Audit Department of the Company within 7 working days.

5. For external parties, complaints or reports can be lodged on www.thaicom.net under "Corporate Governance" > "Ethics Hotline" section. Their complaints or reports will be sent directly to any of the following:

5.1 Chairman of Audit and Risk Committee

5.2 Head of Internal Audit

5.3 Head of Human Resources

Preliminary Investigation of Complaints or Reports of Misconduct and/or Fraud

1. Internal Audit or the assigned department must complete the evaluation and verification of the primary information within thirty (30) days from the date of receiving a report of misconduct or fraud, or suspicions thereof. If the preliminary investigation cannot be completed during this time, the period can be extended for another thirty (30) days but not longer than this.

2. If Internal Audit or the assigned department finds that the information received indicates that misconduct or fraud has occurred, a request must be submitted to the Ethic Committee and an authorized person to appoint an Investigation Committee.

3. If Internal Audit or the assigned department finds that the information received indicates that misconduct or fraud has not occurred, the whistle-blowers must be notified that no evidence can be found and the case has been closed.

4. Internal Audit or the assigned department has the authority to access all the relevant documents in order to verify the primary information, and is allowed to communicate with the person who made the report.

5. If the expected monetary value of the damage exceeds Baht 1 million or the case may have an adverse impact on the Company's reputation, the Head of Internal Audit or the assigned persons must report this immediately to the Chairman of the Board, the Chairman of the Audit and Risk Committee and the Chief Executive Officer.

Investigation Process

The investigation of misconduct or fraud should be conducted with fairness and without

prejudice. The Investigation Committee must interview each person accused of committing misconduct or fraud along with his or her supervisor and any other related persons, and complete the investigation within forty-five (45) days from the date of appointment.

If the investigation cannot be completed within this time, the Investigation Committee must report the cause of the delay to the person who appointed the committee and request an extension not exceeding thirty (30) days each time.

Disciplinary Action and Legal Proceeding

1. Disciplinary action

1.1 The Disciplinary Committee must consider the nature of misconduct or fraud that occurred and determine the disciplinary action to be taken based on the Human Resources Management Guidelines Re: Employee Discipline and Disciplinary Action. The matter must then be submitted to the authorized persons for approval within thirty (30) days of receiving the investigation report. The committee may solicit an opinion from the supervisor of the person(s) found to have committed misconduct or fraud before making its decision.

1.2 If the Disciplinary Committee finds that the information in the investigation report is insufficient or incomplete, it can refer the matter back to the Investigation Committee to make further inquiries. The additional investigation must be completed within fifteen (15) days.

However, if the Disciplinary Committee finds that the Investigation Committee had not actively discharged its duties, the matter can be referred back to the person who appointed the Investigation Committee to consider the appointment of a new one.

1.3 When a decision has been made to take disciplinary action, Human Resources must issue a notification of disciplinary action and submit it to the authorized person stipulated in the Approval Authority Policy.

1.4 Human Resources, in coordination with the direct supervisor of the person(s) found to have committed misconduct or fraud, must serve the notification of disciplinary action and obtain a written acknowledgment from the recipient(s). All such notifications and relevant documents must be properly filed in the employee records kept by Human Resources.

1.5 Disciplinary action may also be taken against the relevant supervisor or any other employee who failed to adequately discharge his or her responsibility with due care.

2. Legal proceedings

If a case of misconduct or fraud has occurred and caused damage to the Company's property, reputation or image, or violated relevant laws or regulations, the Disciplinary Committee must submit the matter to the Company's authorized persons to consider the legal proceedings (civil and/or criminal) to be taken. The matter may be considered in consultation with the Head of Legal or any other related department.

3. Report of disciplinary action and/or legal proceedings

The Head of Human Resources must report all disciplinary action and/or legal proceedings taken against anyone found to have committed misconduct or fraud to the Audit and Risk Committee, the Executive Committee, and the Chief Executive Officer.

Communication with Whistle-Blowers

Internal Audit is responsible for informing whistle-blowers who disclose their names and contact details of the progress of investigations and their outcomes. All the information must be reviewed by the Legal Department before it is communicated.

Protection of Employees

1. The Company will not tolerate any intimidation of employees who provide information for misconduct or suspected fraud, including those employees who cooperate with or assist in the investigation with honest intent. The Company will provide protection and not allow Company Executives to threaten, take any disciplinary action against, or dismiss employees who provide information during the investigation. The Company will take disciplinary action against any violation of Company employees.
2. If the employees are threatened or intimidated in any way, they have the right to request the necessary protection. The Company may provide additional protection as required and determined by the severity and importance of the complaint(s). In the event that the employees are threatened, the employees must report the incident to the Head of Human Resources immediately, and the Head of Human Resources will serve as a protection officer

for the employees.

3. In the case of an investigation where the Company conducts an investigation and finds no evidence of wrongdoing, any employees who have provided information with honest intent will not be subject to any disciplinary action. However, if the investigation finds that the employees made unfounded complaints, or provided false information or facts that were disparaging or made with willful intent to cause harm to the Company or its employees, the Company will consider appropriate disciplinary action and consequent penalties against the employees concerned, including, but not limited to, a verbal or written warning, dismissal from the Company or legal prosecution.

Confidentiality

1. All related persons must keep the fraud information and the investigation confidential and not be disclosed to anyone other than those who have a legitimate need to know.

2. The Investigation Report may not be disclosed to anyone in order to avoid damaging the reputation of employees suspected but subsequently found innocent of any fraud, and to avoid potential civil liability.

3. Any employees contacted by the media, investors, or other stakeholders, must respond that “I’m not at liberty to discuss this matter” and refer them to the Investor Relations or Public Relations Department.

In 2025, the Company received 2 complaints or reports of misconduct or fraud through the Company’s whistleblowing channels. The Company independently and impartially conducted a verification of the fact in accordance with the established procedures, and no evidence of wrongdoing or fraud was found as detailed in the complaints or reports.

8.2 Report of the Audit and Risk Committee's Performance 2025

8.2.1 Number of meetings' attendance:

Name of Directors		Position	Meeting Attended / Total Meetings (Time)
1.	Dr. Porametee Vimolsiri	Chairman of the Audit and Risk Committee	8/8
2.	Mr. Somchai Jinnovart	Member of the Audit and Risk Committee	8/8
3.	Mr. Kanit Vallayapet	Member of the Audit and Risk Committee	8/8

8.2.2 Report of the Audit and Risk Committee's Performance

Audit and Risk Committee As of 31 December 2025	Summary of key duties and responsibilities
The Audit and Risk Committee Dr. Porametee Vimolsiri (Chairman) Mr. Somchai Jinnovart Mr. Kanit Vallayapet	The Audit and Risk Committee completely performed its duties as assigned by the Board and in accordance with the defined roles and responsibilities set forth in its charter, which covered the area of financial reporting, risk management and internal controls, legal and regulatory compliance, external auditor, and internal audit. The details of the performance of the Audit and Risk Committee for 2025, can be found in attachment no. 5: Annual Sub-Committee Report.

8.3 Summary of the Sub-Committees' Performances

Summary of the Board's Sub-committee's Performance

The Board has established the sub-committees that report directly to the Board to assist the Board in discharging its responsibilities. The sub-committee performs its duties in accordance with its charter approved by the Board. The sub-committee shall provide advice and recommendations concerning their areas of expertise. The sub-committee which directly report to the Board is the Audit and Risk Committee. The performance in 2025 and key duties

of the Audit and Risk Committee are as summarized in the above-mentioned item 8.2.2.

Summary of the Committees of Management's performances

The Board also appointed Committees of Management that is responsible for consideration of other matters in relation to business operation and management, risk management, operating results, and sustainability of the Company. In case there are any specific matters that must be informed or approved by the Board, the Committees of Management will report and propose such matters to the Board accordingly. In 2025, the Committees of Management comprise of

(1) Management Committee, which reports directly to the Board,

(2) Risk Management Committee, which reports directly to the Audit and Risk Committee, and

(3) Sustainable Development Committee, which reports directly to the Management Committee.

The list of members of each Committee of Management, along with its key duties and responsibilities, as well as its performance in 2025, are as summarized below:

The Management Committee

Number of meetings' attendance of the members of the Management Committee

Name of Directors		Position	Meeting Attended / Total Meetings (Time)
1.	Mr. Patompob Suwansiri	Chairman of the Management Committee	12/12
2.	Ms. Chalinee Phalanuwatr	Member of the Management Committee	11/12
3.	Mr. Anuwat Sanguansappayakorn	Member of the Management Committee	11/12
4.	Dr. Piyawat Jriyasetapong	Member of the Management Committee	12/12

Name of Directors		Position	Meeting Attended / Total Meetings (Time)
5.	Mr. Ekachai Phakdurong	Member of the Management Committee	12/12

Report of the Management Committee's Performance

List of Committee and Members As of 31 December 2025	Summary of key duties and responsibilities
The Management Committee Mr. Patompob Suwansiri (Chairman) Ms. Chalinee Phalanuwatr Mr. Anuwat Sanguansappayakorn Dr. Piyawat Jriyasetapong Mr. Ekachai Phakdurong	The Management Committee focused on management and supervision of the Company's business operations to ensure alignment with vision, strategies, policies, regulations in relation to the Company's business and operation, and any Board resolution, as well as to consider and ensure that the key projects and key transactions complied with plan, budget, and approval authority of the Company. The Committee also supervised and reviewed the implementation on sustainability development considering on the Environment, Social and Corporate Governance ("ESG") aspects, including the management of climate change, as well as considered and monitored the implementation of the Company's new satellite projects in all aspects. Apart from that, the Committee is responsible for screening matters requiring the Board's approval, and providing the Management Report to the Board monthly. In 2025, the Management Committee placed strong emphasis on the Company's strategic direction and on monitoring of its business operations, which encompass the satellite business (both conventional satellites and broadband satellites) and the

List of Committee and Members As of 31 December 2025	Summary of key duties and responsibilities
	expansion into the Space Technology ("SpaceTech") segment. The new service offerings under this segment include Low Earth Orbit ("LEO") broadband services, Geospatial Intelligence, ("GEOINT"). More details on the committee's performance during 2025 can be found in Attachment 5: Reports of Sub-Committees.

The Risk Management Committee

Number of meetings' attendance of the members of the Risk Management Committee

Name of Directors		Position	Meeting Attended / Total Meetings (Time)
1.	Mr. Patompob Suwansiri [(1)]	Chairman of the Risk Management Committee	4/4
2.	Ms. Chalinee Phalanuwatr	Member of the Risk Management Committee	3/4
3.	Mr. Anuwat Sanguansappayakorn	Member of the Risk Management Committee	4/4
4.	Dr. Piyawat Jriyasetapong	Member of the Risk Management Committee	3/4
5.	Mr. Ekachai Phakdurong	Member of the Risk Management Committee	3/4
6.	Mr. Park Boonyubol	Member of the Risk Management Committee	4/4
7.	Ms. Wipanan Prasompluem	Member of the Risk Management Committee	4/4

Remark:

(1) Mr. Patompob Suwansiri, the Chairman of the Risk Management Committee, was a representative from the Board of Directors who was appointed as a director.

Report of the Risk Management Committee's Performance

List of Committee and Members As of 31 December 2025	Summary of key duties and responsibilities
The Risk Management Committee Mr. Patompob Suwansiri (Chairman) Ms. Chalinee Phalanuwatr Mr. Anuwat Sanguansappayakorn Dr. Piyawat Jriyasetapong Mr. Ekachai Phakdurong Mr. Park Boonyubol Ms. Wipanan Prasompluem	The Risk Management Committee determines and reviews the risk management framework and policy, risk appetite statement, risk criteria and risk management process to ensure that these are aligned with international standards, as well as the Company's strategic direction, and proposes any revisions to the Audit and Risk Committee for review, and to the Board of Directors for approval. The Risk Management Committee reviews risks; including strategic, operational, financial, compliance, social and environmental, and emerging risks; and considers and follows up risk mitigation measures in order to ensure the desired effect within the defined risk appetite. The committee reports to the Board of Directors, Audit and Risk Committee about the risk management, operations, risk status, any changes, and recommendations for improvement and corrective actions in accordance with the defined framework and policy, and strategies. The Risk Management Committee has fulfilled its duties and responsibilities as per the appointment of the Risk Management Committee. More detail on the Committee's performance can be found in Attachment 5.

The Sustainable Development Committee

Number of meetings' attendance of the members of the Sustainable Development Committee

Name of Directors		Position	Meeting Attended / Total Meetings (Time)
1.	Mr. Patompob Suwansiri [(1)]	Chairman of the Sustainable Development Committee	2/2
2.	Mr. Anuwat Sanguansappayakorn	Member of the Sustainable Development Committee	2/2
3.	Dr. Piyawat Jriyasetapong	Member of the Sustainable Development Committee	2/2
4.	Mr. Ekachai Phakdurong	Member of the Sustainable Development Committee	1/2

Remark:

(1) Mr. Patompob Suwansiri, the Chairman of the Sustainable Development Committee, was a representative from the Board of Directors who was appointed as a director.

Report of the Sustainable Development Committee's Performance

List of Committee and Members As of 31 December 2025	Summary of key duties and responsibilities
The Sustainable Development Committee Mr. Patompob Suwansiri (Chairman) Mr. Anuwat Sanguansappayakorn Dr. Piyawat Jriyasetapong Mr. Ekachai Phakdurong	The Sustainable Development Committee considers and defines the Company's sustainable development goals, and monitors the implementation of Sustainable Development policies, strategies, and action plans in alignment with the business direction. The Sustainable Development Committee prioritizes relevant stakeholders, defines sustainability material issues to be part of the Company's strategies, supervises climate change management, sets an annual plan with sustainability performance indicators, and provides recommendations for and agrees to the sustainability report. The committee reports to the Management Committee regarding the action plan and progress updates on sustainable

List of Committee and Members As of 31 December 2025	Summary of key duties and responsibilities
	development activities. The Sustainable Development Committee has fulfilled its duties and responsibilities as per the appointment of the Sustainable Development Committee. More detail on the Committee's performance can be found in Attachment 5.