ORIGIN

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ORIGIN PROPERTY COMPANY LIMITED







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Message from the Chairman of the Board

Throughout 2025, the world and Thailand continued to face ongoing macroeconomic challenges, including interest rates and household debt burdens that pressured domestic purchasing power, as well as volatility in the global situation. The Company has closely monitored and assessed these situations, adhering to the principles of good corporate governance and focusing on prudent risk management policies to lead the organization through challenges and build a foundation for long-term stability.

Under circumstances requiring caution, the Company has driven its business with the philosophy "Resilience Leads Sustainable Growth," transitioning from a focus on expansion to creating "Healthy Growth". This is achieved through the "ORIGIN PORTFOLIO EVOLUTION 2026" strategic direction, which involves strategic business diversification to transcend previous limits and become a full-scale "Beyond Real Estate" entity.

The core of this strategy is rebalancing the portfolio to focus on creating a Multi-Revenue Stream to diversify risk and generate stable long-term cash flow. We have adjusted the business proportions between residential development for sale and the Recurring Income business group-including hotels, warehouses, and services-to enable the organization to effectively support the recovery of the tourism sector and the growth of the logistics industry.

The stability of Origin in the past year and into the future is reinforced by a strong and high level of Backlog (accumulated sales awaiting transfer), which serves as a clear revenue guarantee. This builds confidence that the Company can achieve its financial goals as planned while strictly maintaining financial discipline through a Deleverage Plan to strengthen the balance sheet and keep financial ratios at a level that is safe and credible for investors.

Beyond the business dimension, the Company places the highest priority on integrating Sustainability (ESG) into every work process, aiming for the **"ORIGIN NET ZERO 2050"** goal. This dedication resulted in Origin being recognized and ranked in the SET ESG Ratings 2025 at the "AAA" level, remaining on the sustainable stock list for the 5th consecutive year. Furthermore, due to continuous sustainable risk management, Origin received a 5-star or "Excellent" CG Scoring for 2025 (CGR 2025) for the 6th consecutive year from the Thai Institute of Directors (IOD), supported by the Stock Exchange of Thailand.

The Company would like to thank our shareholders, customers, financial institutions, and all partners for their continued trust and support. We also commend all management and employees for their full dedication to their duties. We reaffirm our commitment to governing the business with transparency and prudence to create stability and deliver sustainable value to all stakeholders.

Mr. Chatchai Payuhanaveechai
Chairman of the Board

Message from the Chief Executive Officer

The Thai real estate market situation in 2025 and continuing into 2026 remains challenged by the "Never Normal" era, where uncertainty has become the new standard. This is pressured by fundamental factors such as slowing domestic purchasing power due to economic conditions and high household debt. However, amidst global crises and changes-including "Global Boiling," the transition to an "Aging Society," and geopolitical conflicts-Thailand has emerged as a "Global Safe Zone". This attracts foreigners looking for a "Foreign Second Home" and encourages Foreign Direct Investment (FDI), resulting in significant growth in housing demand among foreign customers and industrial areas.

The Company's success in 2025 was driven by the philosophy "Resilience Leads Sustainable Growth". This principle emphasizes the ability to adapt to challenges (Resilience), leading the way to create positive change (Leads), and achieving Sustainable Growth that balances business, society, and the environment to create long-term value and stability for all sectors.

With the ability to adapt quickly, the Company focuses on developing a Customer-Centric Ecosystem Strategy to respond to global megatrends and strong purchasing segments. These include: Pet-Friendly Condominiums: Where the Company holds the No. 1 market leadership, Wellness Condos: Focusing on health and the aging society, Investment Programs: Real estate for investment as well as Foreign Second Homes: For international residents. This has led to strong growth in sales from foreign customers across many nationalities, with a foreign-specific Backlog of 6,500 million Baht. When combined with the Company's total sales, we have a strong total Backlog of 36,518 million Baht, reflecting future income stability. We are moving forward to push sales toward a 25,000 million Baht goal and a total revenue target of 10,000 million Baht in the coming year.

Furthermore, new businesses generating Recurring Income have shown outstanding growth. The hotel business now has 9 operating projects totaling 2,306 rooms, while the logistics and warehouse business (ALPHA) has 382,000 square meters of operational space with an average occupancy rate of 95%. The Company's long-term goal is to adjust the ratio between residential development for sale and recurring income businesses to 55% and 45%, respectively.

For 2026, the Company focuses on operating under the **"ORIGIN PORTFOLIO EVOLUTION 2026"** direction to create "Healthy Growth" across all economic cycles. This includes maintaining financial discipline (Deleverage Plan) and driving the organization toward sustainability through the **"ORIGIN NET ZERO 2050"** goal, which aims to reduce greenhouse gas emissions and integrate clean energy technology.

The Company thanks our customers, business partners, board members, management, and the dedicated efforts of all employees. We will continue to adhere to transparent management based on good governance to drive sustainable value for all groups of stakeholders.

Mr. Peerapong Jaroon-ek
Chief Executive Officer

Achicvement Awards in 2025

Origin Property Public Company Limited: Proven Success Through Prestigious Awards Reflecting Strength and Sustainable Growth

The success of Origin Property Public Company Limited ("ORI" or the "Company") reflects its unwavering commitment to developing residential projects that truly respond to customers' needs. The Company's growth extends beyond property development; it is driven by the ability to identify opportunities and strategically build upon them. This strength is underpinned by the establishment of five core business pillars, transforming the Company from a condominium developer into a diversified portfolio encompassing condominiums, housing, hotels, services, and logistics warehouses. This integrated business ecosystem mitigates risks and supports stable, long-term growth. The five business pillars comprise: condominium development under **Origin Vertical Corporation Co., Ltd.**; low-rise housing development under **Britania Public Company Limited (BRI)**; service businesses under **Primo Service Solutions Public Company Limited (PRI)**; recurring income businesses (Hospitality & Tourism) under **Origin Hotel Public Company Limited**; and long-term mega trend businesses under **Alpha Industrial Solutions Co., Ltd. (ALPHA)**.



Over the past 16 years, Origin has not only created quality residences but has also consistently been recognized on national and international stages. In 2025, these achievements were not by chance, but the result of a forward-looking vision under the leadership of **Mr. Peerapong Jaroon-ek, Chief Executive Officer of Origin Property Public Company Limited.** His strong leadership and long-term strategic mindset have enabled the Company to navigate multiple crises in a rapidly changing world. As a result, the Company has received numerous prestigious awards, ranging from leadership in **pet-friendly condominiums and highly connected developments to recognitions for sustainability and corporate governance excellence.**

Leadership Excellence: Best Crisis Management Leadership 2025



Mr. Peerapong Jaroon-ek received the **Best Crisis Management Leadership 2025 Award** at the Livinginsider Thailand Developer Awards 2025. This award highlights his strong leadership, visionary approach, and outstanding crisis management capabilities, particularly during challenging situations such as the recent earthquake. His leadership restored confidence among customers, business partners, employees, and investors.

Leading the Condominium Market with Lifestyle-Oriented Developments



The Company won the **Best Pet Friendly Condo Development award** for Origin Plug & Play E22 Station at the PropertyGuru Thailand Property Awards 2025. With a portfolio of 25 pet-friendly condominium projects, this achievement reflects the Company's deep understanding of the needs of both residents and their pets, ensuring harmonious and happy living environments.



Origin also received the **Best Pet-Friendly Awards - Condo (Low Rise)** for Origin Play Sri Udom Station at the FIABCI - Thai Prix D' Excellence Awards 2025. This recognition reinforces the Company's commitment to developing residences that consider pets as valued family members.

In addition, the Company won the **Best Connectivity Condo Development (Bangkok) award** for KnightsBridge Space Sukhumvit - Rama 4 at the PropertyGuru Thailand Property Awards 2025. The award reflects the Company's meticulous site selection and development strategy, emphasizing multi-dimensional connectivity through proximity to mass transit systems, main roads, and key economic zones.



The projects Origin Place Bangna and So Origin Kaset Interchange received **Excellence Awards 2025** in the Residential Condominium category at the FIABCI - Thai Prix D' Excellence Awards 2025. These awards recognize outstanding design quality, environmental considerations, and comprehensive responsiveness to residents' needs.

Furthermore, Origin was named among the **Top 10 Developers 2025** at the Hubexo Asia Awards 2025 (formerly BCI Asia Awards). This award recognizes developers with outstanding project portfolios, evaluated based on project value, construction progress during the competition year, and quality standards aligned with green building criteria.

Reinforcing Sustainable Growth under Good Governance and Transparency



In 2025, the Company achieved a "AAA" rating in the SET ESG Ratings for the second consecutive year, the highest level in Thailand within the Property and Construction sector. ORI has also been included in the Thailand Sustainability Investment (SET ESG Ratings) list for five consecutive years, as announced by the Stock Exchange of Thailand.



The Company also received a **5-star rating, or "Excellent" level, in the Corporate Governance Report of Thai Listed Companies (CGR) 2025 for another consecutive year.** This highest-level recognition, granted by the Thai Institute of Directors (IOD) with support from the Stock Exchange of Thailand, reflects the Company's strong commitment to transparent governance, accountability to stakeholders, and sustainable long-term growth.

In addition, the Company has been re-certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC) in 2025 for the second consecutive renewal. This certification underscores the Company's strong commitment to conducting business with integrity, transparency, accountability, and zero tolerance for corruption in all forms.

The numerous prestigious awards received by Origin Property throughout 2025 reaffirm the Company's dedication to enhancing residents' quality of life while contributing to meaningful social progress-growing sustainably alongside society for the long term.

1 Structure and Operations of the Corporation

1.1 Policy and Business Overview

Origin Property Public Company Limited (“The Company”) was legally registered as a limited company on December 16, 2009 with an initial registered capital of 10.0 MB by the Jaroon-ek family (Mr. Peerapong Jaroon-ek and Mrs. Arada Jaroon-ek) in order to operate the real estate development business. This included the development of residential condominiums and housing projects along the mass transit railway system, the industrial estates in Bangkok and vicinity, as well as the Eastern Economic Corridor Zone (EEC) This is operated by the Company, subsidiaries, and a Corporation of 60 companies. The Company focuses on the development of real estate projects with unique project designs, the best functions in unit plan designs, and excellent after sale services. The Company is one of the pioneers of real estate developers that developed condominium projects along Bearing BTS Station in Samut Prakan and expanded the project developments to various potential locations which have been well-received by customers such as the location along the MRT-Green Line Extension: Mo Chit-Saphan Mai-Khu Khot section, The MRT Purple Line : Central City of Sathorn - Narathiwat, Charoenkrung, Phayathai, Thonglor, The MRT Orange Line route: Cultural Center - Ramkhamhaeng - Minburi, The MRT Yellow Line: Ratchada - Ladprao - Srinakarin - Thepharak and The MRT Pink Line: Chaengwattana - Ramindra - Minburi. This includes the location of the industrial estates in Sriracha - Laem Chabang, Chonburi and Rayong. As for housing project development, the Company focuses on Bangkok and its vicinity including the provinces in the eastern region. The Company continues to pay attention to its unique designs and after sales services which is the strength of the Company under the operation of the Britannia Group Company Limited. Moreover, the Company also operates a service business related to real estate such as condominium tenant management services and condominium juristic person management services for the projects that the Company developed under the operation of Primo Service Solution Company Limited.

Apart from revenue recognition from real estate development business, the Company operates build-to-rent property development and service businesses related to real estate to generate recurring income under the operations of Origin Hotel Group Company Limited (“Origin Hotel”) in order to build long term stability for the Corporation from stable revenue model in the future.

As of December 31, 2025, the Company was able to close sales for 58 projects, with a total value worth 58,158 MB. There are 114 projects currently opening for sale (86 completed construction projects with a total value of 155,299 MB and 28 projects that are currently under construction, with a total value of approximately 53,590 MB).

1.1.1 Vision, Objectives, Goals and Strategies of the Corporation

Vision

Origin aims to be an integrated real estate development company with sustainable growth under the corporate governance code, deliver great products with excellent services and have a customer- centric approach. Origin thinks more and offers more so that our customers have more benefits.

Mission

We are attentive to every detail of the needs of customers by creatively designing project developments and delivering products and services that achieve customer satisfaction. We emphasize personnel and organizational development in order to grow sustainably with trade partners, customers, shareholders, business partners, employees and society.

Values
Customer Empathy
Goal Synergy
Quality Crafted
Innovative Creativity
Sustainable Responsibility

In regards to the mission and vision statements, the Company aimed to be the leader in real estate development in new potential locations that have high residential demand and a probability of competing. This includes locations along the extension routes of the mass rapid transit system and industrial estates. The two primary models for project expansion and development in each location are (1) Cluster Model: Developing projects with different building types and price ranges in each location to meet every price demands and lifestyles in each location. This enabled the Company to be able to control the market and the competition which reduced marketing and operating costs. Therefore, the Company is able to continually expand project developments in that location. (2) Compound Mixed-Use Model, also known as Origin District/Origin Smart City, which is a combination of various project types and price ranges in one area and supplemented with retail projects or rental residential projects in order to create a community that accommodates all living needs. In addition, the Company also pays attention to every living detail under the concept of EMPATHY - SMART PRODUCTS + EXCELLENT SERVICES to set standards beyond people's expectations based on customers' feelings, whether it is the uniqueness in project design, the best functions in unit plan design, and excellent after sale services.

In addition to the condominium project development business, the Company expanded its business to the housing market and real estate businesses that generate recurring income such as hotels, apartments, offices for rent, and commercial retail spaces in order to expand business, create sustainable growth and stability for the Company.

Business Strategy of the Corporation

1) Diversification of Project Development Along Mass Transit Lines and Key Economic Areas. The Company plans to diversify condominium developments across multiple high-potential locations with convenient transportation access. The focus is on areas along mass transit rail lines in Bangkok and its metropolitan region, where housing demand continues to grow, particularly for condominiums that match current lifestyles and purchasing power. Target locations include areas along several BTS and MRT lines, such as: The Green Line extensions (Bang Na - Bearing - Samut Prakan and Mo Chit - Saphan Mai - Khu Khot), The Purple Line, The Orange Line (Thailand Cultural Centre - Ramkhamhaeng - Min Buri), The Yellow Line (Ratchada - Lat Phrao - Srinakarin - Thepharak), The Pink Line (Chaeng Watthana - Ram Inthra - Min Buri), The western sides of the Green and Blue Lines, such as Charan Sanitwong Road and Phetkasem Road as well as Central business district locations.

In addition, the Company recognizes the growing demand for housing near high-quality industrial zones due to the expansion of industrial estates. This is particularly evident in Thailand's eastern region, which benefits from policy support and large-scale infrastructure investments under the Eastern Economic Corridor (EEC) development initiative. Therefore, the Company plans to continuously develop real estate projects-including condominiums, housing estates, retail areas, hotels, and serviced apartments-near major industrial estates such as: Pinthong Industrial Estate, Laem Chabang Industrial Estate, Hemaraj Industrial Estate, Pu Chao Saming Phrai Industrial Estate, and Map Ta Phut Industrial Estate. The Company also plans to expand into key economic provinces and major tourism destinations across Thailand.

For housing estate projects, which the Company first launched in the fourth quarter of 2017, the focus remains on eastern Bangkok and surrounding metropolitan areas, particularly along the Kanchanaphisek Ring Road and Bangna—Trad Road. These areas have experienced the highest growth over the past 2-3 years, driven by increasing consumer demand, rising property prices and sales volumes, convenient transportation, expanding road networks and new rail lines, and proximity to Suvarnabhumi Airport. Additionally, numerous private sector developments-such as large shopping centers and industrial employment hubs-are emerging

in the area, which also serves as a key link between Bangkok, its metropolitan region, and the EEC. Nevertheless, the Company plans to expand its housing estate developments to other high-potential areas across Bangkok, the metropolitan region, and key economic provinces nationwide, including Pattaya, Khon Kaen, and Phuket, which are considered strategic locations for further growth and project expansion.

2) Project Design with Concept and Unique Identity (Concept and Unique Design). The Company places strong emphasis on project design. Each project is developed with its own distinctive identity and outstanding features, including architectural design, interior decoration of residential units, and building common areas, while maximizing the efficient use of space throughout the project. One example is the "SPACE" concept, featuring 4.2-meter high ceilings that provide larger usable space and practical functionality. The Company also introduced Limitless Facilities, a sky-level common area connecting three buildings to enhance convenience for residents and create a residential experience that stands out from typical projects.

The Company adopts the concept of EMPATHY, which emphasizes designing with a deep understanding of customer needs and emotions. This approach focuses on delivering a superior User Experience while adapting to New Normal lifestyles. Customer feedback is incorporated into the development of various features and measures that emphasize hygiene and social distancing, such as:

Automatic door systems and card-access systems in common areas and elevators to reduce direct hand contact.

Additional alcohol gel stations at entrances, elevator lobbies, and common areas, designed as furniture that matches the project's aesthetics. Temperature screening devices are also installed at building entrances, along with regular cleaning of common-area handrails.

More open spaces and improved ventilation, with furniture arranged to maintain social distancing, larger balconies and gardens, and semi-open spaces to allow natural airflow.

Dedicated delivery areas for receiving parcels and goods to maintain order and reduce close contact between service providers and residents.

24-hour medical access, through a business partnership (MOU) with Samitivej Hospital, enabling residents to access healthcare services via the Origin Connect application through the Samitivej Virtual Hospital platform.

New room designs with enhanced functionality, including the SMART CLOSET concept developed for The Origin brand, featuring walk-in closets connected to bathrooms even within compact 22-square-meter units. For 1-Bedroom Plus units starting at 33 square meters, the multipurpose room can be adapted as a small bedroom, dressing room, or home office for Work-from-Home use.

Online booking channels, allowing customers to reserve units through a 100% online system. This enables customers to receive complete project information conveniently, reduces operational costs, and allows the Company to offer more competitive prices per square meter.

3) Diversified Real Estate Business Opportunities and Recurring Income. The Company's long-term goal is to become a fully integrated real estate developer. Beyond residential development for sale, the Company is expanding investments into commercial and industrial real estate sectors to become a Beyond Real Estate organization. Key strategies include:

1. Developing low-rise housing projects in Bangkok, surrounding metropolitan areas, and industrial zones in other provinces to reduce risk from condominium market fluctuations.
2. Investing in businesses that generate recurring income, such as hotels, serviced apartments, office buildings, and commercial rental spaces to create a stable revenue base.
3. Expanding investments in logistics and warehouse businesses to support the growth of e-commerce, modern retail, and the EEC. The focus is on Built-to-Suit and Ready-Built warehouses that meet international standards, which represent another key driver for sustainable recurring income.

As of 31 December 2025, the Company had completed and operational projects including:

- **9 hotel project** (totaling 2,306 rooms)
- **2 retail projects** (with a total net leasable area of 6,829 square meters)
- **Other businesses,** including industrial and logistics real estate (Alpha), already operating in strategic locations such as Bangna, Laem Chabang, and the EEC area, as well as comprehensive real estate services and investment programs that continue to expand.

Projects currently under development and scheduled to open by 2026 include:

- **4 hotel projects** (totaling 762 rooms), increasing the Company's hotel portfolio to 13 projects with 3,068 rooms
- **3 retail projects,** bringing the total net leasable area to 20,689 square meters
- **1 office building** (35,801 square meters of net leasable area)
- **Additional developments** including five new industrial warehouse projects (Alpha) totaling 150,000 square meters, located in high-potential areas to support future industries.

4) Investment Opportunities in Businesses or Real Estate Projects from Other Developers. In addition to growth from projects developed by the Company itself, the Company also evaluates opportunities to invest in businesses or projects from other real estate developers. This strategy helps shorten project development timelines and enables the Company to recognize revenue and profit more quickly.

5) Business Expansion Through Joint Ventures. The Company has developed projects under joint venture companies to enhance growth potential. This approach increases investment opportunities, reduces risks associated with large-scale projects, and enables the Company to gain knowledge and expertise from partners. It also generates additional service income under agreed arrangements. In the future, the Company expects to continue joint investments in condominium developments and other businesses such as office buildings, hotels, real estate service businesses, and warehouse operations.

**Detailed information of the Company's subsidiaries, Part 1, Section 1, Page 74

1.1.2 Major Changes and Developments

History

The Company was legally registered as a limited company on December 16, 2009 with an initial registered capital of 10.0 MB by the Jaroon-ek family (Mr. Peerapong Jaroon-ek and Mrs. Arada Jaroon-ek) to operate a condominium development business along the mass transit railway system in Bangkok and its vicinity. With more than 10 years of knowledge and experiences in the real estate business as senior executives in a large corporation and also running their own business, they started a real estate business in serviced apartments. Later in 2009, the Jaroon-ek family saw a business opportunity in being a real estate developer. Thus, the Company was established. The Company has continuously developed condominium projects which resulted in a growing customer base and the target customers recognized the name of the Company as a leading developer in condominium development with unique designs that meets consumer demand in terms of project type, location, and reasonable price.

Major Developments

A Summary of Major Developments

Year	Description
Year 2009	• The Company was established by the Jaroon-ek family (Mr. Peerapong Jaroon-ek and Mrs. Arada Jaroon-ek), with an initial registered capital of 10.0 MB to operate a real estate development business
Years 2010-2013	• The Company launched 10 new projects worth 4,594.4 MB.
Year 2014	• Registered to be a Public Limited Company under the name of Origin Property Public Company Limited on November 10, 2014. The Company's new registered capital was 301.6 MB. The Company issued 603.5 million ordinary shares with a par value of 0.5 Baht and 150.0 million additional ordinary shares for the initial public offering. • The Company issued another 3.2 million additional ordinary shares to reserve an exercise of warrants and to offer warrants to directors, executives and employees of the Company (ESOP Warrant). • In 2014, the Company officially launched 7 new projects worth 3,777.1 MB.
Year 2015	• October 7, 2015 The Securities and Exchange Commission approved the ordinary shares of Origin Property Public Company Limited as listed securities. It was also the official first day of trading for the Company. • In 2015, the Company officially launched 8 new projects worth 7,332.8 MB.
Year 2016	• One Origin Company Limited entered into a joint venture agreement with Intercontinental Hotels Group (IHG) on June 16, 2016 to jointly plan and develop the first hotel on the property in front of Kasetsart (Sriracha) University in order to generate recurring income. • On October 1, 2016, the Company launched a condominium for sale which is the first condominium project of the corporation. It is located in the heart of the city called KnightsBridge Prime Sathorn project, a 43-story condominium with 726 units. The value of this project is worth 3,987.0 Baht. • The Company issued its first 3- year term debenture worth 1,200.0 MB, on November 3, 2016. The debenture maturity date was in 2019. • In 2016, the Company officially launched a total of 9 projects worth 12,240.4 MB.
Year 2017	• The Annual General Meeting of Shareholders for the year 2017, held on April 4, 2017, approved the allotment of 13,500,000 additional ordinary shares to reserve an exercise of warrants which were issued and offered to directors, executives and employees of the Company and its subsidiaries (ESOP Warrant: ORI WB). • The Extraordinary General Meeting of the Shareholders No. 1/2017, held on July 12, 2016, approved the Company's acquisition of a total of 10,000,000 shares of Proud Residence Company Limited (Proud Residence) with a par value of 100 Baht per share. This accounted for 100 % of Proud Residence's total shares from the previous shareholders. The total purchase price was 4,000,000,000 Baht. The Company made the purchase on October 2, 2017. • The Extraordinary General Meeting of Shareholders No. 2/2017, held on November 1, 2017, approved the issuance of warrants to purchase the Company's ordinary shares for the Company's shareholders (ORI-W1) No. 1 totaling 406,574,337 units. They were allocated to the Company's shareholders according to the shareholding or the Warrant Rights Offering at the same allotment ratio (par value of 0.50 Baht per share) 4 shares per 1 unit of warrants. • In 2017, on November 18, 2017, the Company launched its first housing project called Britania Srinakarin Project which consisted of 149 units. The value of the project is worth approximately 867.0 MB under Britania Company Limited. • The Company signed the contract to use the brand and the Continental Hotel Chain (IHG) in order to use the Staybridge Suite brand for the first time in Asia Pacific under Origin One Company Limited. • The Company signed a joint venture agreement with Nomura Real Estate Development Company Limited, an important business partner of Origin, to develop residential projects in order to jointly develop projects and services that best meet the needs of the target group. • In 2017, the Company launched 8 new projects totaling 16,146.0 MB.
Year 2018	• On January 25, 2018, the Company issued the second debenture totaling 2,000.0 MB for a term of 2 years and 6 months. The debenture maturity date is in 2020. • On May 11, 2018, the Company issued the third debenture totaling 800.0 MB for a 3 -year term. The debenture maturity date is in 2021. • The Ordinary General Meeting of Shareholders, held on April 26, 2018, approved the Company to increase the credit limit for the issuance of debenture by 3,000 MB (from 4,000 MB to 7,000 MB). • The Ordinary General Meeting of Shareholders, held on April 26, 2018, approved the allocation of an additional 8,000,000 ordinary shares to reserve an exercise of warrants, which was issued and offered to directors, executives and employees of the Company and its subsidiaries (ESOP Warrant: ORI-W1). • Primo Property Solution Company Limited, a subsidiary that the Company holds 99.99% of the shares, changed its name to Primo Service Solutions Company Limited on June 7, 2018. • Origin One Company Limited, a subsidiary that the Company holds 99.99% of the shares, changed its name to One Origin Company Limited on August 9, 2018. • The Company issued the fourth debenture totaling 1,238.7 MB on October 10, 2018 for a 3 year-term. The debenture maturity date is in 2021. • In 2018, the Company launched 7 new projects, worth 25,812.0 MB.

Year	Description
Year 2019	• The Ordinary General Meeting of Shareholders, held on April 25, 2019, approved the Company to increase the credit limit for the issuance of debenture by 3,000 MB (from 7,000 MB to 10,000 MB). • The Ordinary General Meeting of Shareholders, held on April 25, 2019, approved the allocation of an additional 8,000,000 ordinary shares to reserve the exercise of rights for warrants, which was issued and offered to directors, executives and employees of the Company and its subsidiaries (ESOP Warrant: ORI-WD). • The Company issued the fifth debenture totaling1,607.0 MB on May 10, 2018 for a 3- year term. The debenture maturity date is in 2022. • The Company issued the sixth debenture totaling 1,919.0 MB on September 12, 2019 for a 3- year term. The debenture maturity date is in 2022. • In 2019, the Company launched a total of 20 new projects worth 24,568.0 MB.
Year 2020	• The Ordinary General Meeting of Shareholders, held on August 27, 2020, 2019, approved the increase of the credit limit for the issuance of debenture of 5,000 MB (from 10,000 MB to 15,000 MB). • The Company issued the seventh debentures for two batches, totaling 990.6 MB on September 3, 2020 with the following details: 1. A term of 1 year, 1 month, 7 days with a value of 287.50 MB. The maturity date of the debenture is in 2021. 2. A 3- year term with a value of 703.1 MB. The maturity date of the debenture is in 2023. • The first 100% online pre-sales event platform for the condominium project “The Origin Onnut” on the website evenprop.com without having any sales offices or offline salespeople. • Staybridge Suites Bangkok Thonglor Hotel is the first hotel that the Company jointly developed with Nomura Real Estate Development Company Limited. It opened for business on January 15, 2020. • Holiday Inn Hotel and Suites Sriracha - Laem Chabang is the second hotel project development of the Company. It opened for business on October 1, 2020. • In 2020, the Company launched a total of 10 new projects worth 13,300.0 MB.
Year 2021	• The Company issued the eighth and the ninth debentures for two batches each, totaling 4,112.3 MB on March 25, 2021 and April 16, 2021 with the following details: 1. A term of 2 years with a value of 1,128.7 MB. The maturity date of the debenture is in 2023. 2. A term of 3 years with a value of 683.6 MB. The maturity date of the debenture is in 2024. 3. A term of 2 years with a value of 868.3 MB. The maturity date of the debenture is in 2023. 4. A term of 3 years with a value of 1,431.7 MB. The maturity date of the debenture is in 2024. • December 21, 2021 The Securities and Exchange Commission approved the ordinary shares of Britania Public Company Limited as listed securities. It was also the official first day of trading for the Company. • The Company signed a joint venture agreement with Tokyu Land Asia Public Company Limited, a property development and investment arm of Tokyu Land Corporation, which has recorded over 67 years of experience in property business in Japan, to develop mixed-use project “One Phayathai” • In 2021, the Company launched a total of 18 new projects worth 17,725.0 MB.
Year 2022	• The Company issued 10th - 12th debentures for two batches each, totaling 7,000.0 MB on April 27, 2022, June 2, 2022 and September 1, 2022 with the following details: 1. A term of 2 years with a value of 535.0 MB. The maturity date of the debenture is in 2024. 2. A term of 3 years with a value of 2,965.0 MB. The maturity date of the debenture is in 2025. 3. A term of a years with a value of 500.0 MB. The maturity date of the debenture is in 2023. 4. A term of a years with a value of 495.3 MB. The maturity date of the debenture is in 2023. 5. A term of 2 years with a value of 807.8 MB. The maturity date of the debenture is in 2024. 6. A term of 3 years with a value of 982.2 MB. The maturity date of the debenture is in 2025. 7. A term of 4 years with a value of 714.7 MB. The maturity date of the debenture is in 2026. • February 23, 2022 One Origin, the subsidiary company of Origin Property PLC acquires 3 ibis hotels, French economy segment resorts hotel chain from Erawan Group Plc (ERW), the leading hotel investor in Thailand and ASEAN total 664 keys. • The Company signed a joint venture agreement with Asset Bloon Company Limited to develop residential projects and community mall. • The Company signed a joint venture agreement with Kin Dee Company Limited to develop restaurant and catering services business. • The Company signed a joint venture agreement in Play Bang Khunnon Project and So Origin Sirisaj Project with Nomura Real Estate (Thailand) Company Limited, an important business partner of Origin, to develop residential projects in order to jointly develop projects and services that best meet the needs of the target group • November 30, 2022 The Securities and Exchange Commission approved the ordinary shares of Primo Service Solutions Public Company Limited as listed securities. It was also the official first day of trading for the Company. • In 2022, the Company launched a total of 22 new projects worth 41,000.0 MB.

Year	Description
Year 2023	• Origin Hotel Company Limited has entered into a joint venture with TLTH Company Limited, a subsidiary of Tokyu Land Asia Company Limited to operate 3 hotels under the brand "ibis", consisting Ibis Phuket Kata, Ibis Hua Hin, and Ibis Styles Krabi Ao Nang. • Origin Hotel Company Limited has registered the change from a limited company to a public limited company on March 20, 2023. • Origin Hotel Public Company Limited has entered into a joint venture with Energy Complex Company Limited, a subsidiary of PTT Public Company Limited, to operate hotel and shop within the Origin Smart City Rayong Project • At the 2023 Annual General Meeting of Shareholders on April 27, 2023, the meeting resolved to approve the increase of the limit for issuing and offering debentures by another 3,000 million Baht (originally 15,000 million Baht to 18,000 million Baht). • In 2023, debentures were offered No. 13 - 15, totaling 6 batches, with a total value of 7,000.0 million Baht on March 22, 2023, July 11, 2023, and August 30, 2023. The debentures details are as follows. 1. A term of 1 year 6 months with a value of 600 million Baht. The maturity date of the debenture is in 2024. 2. A term of 4 years with a value of 1,000 million Baht. The maturity date of the debenture is in 2027. 3. A term of 3 years with a value of 1,200 million Baht. The maturity date of the debenture is in 2026. 4. A term of 4 years with a value of 1,500 million Baht. The maturity date of the debenture is in 2027. 5. A term of 3 years with a value of 2,200 million Baht. The maturity date of the debenture is in 2026. 6. A term of 1 year with a value of 500 million Baht. The maturity date of the debenture is in 2024. • Collaborated with Real Estate Exponential Company Limited to create new investment innovation in the form of Digital Asset by issuing and offering digital investment tokens for investment which has the characteristics of Real Estate-Backed Token. "Park Origin" condominiums in 3 locations in the heart of the city have been selected, namely Phrom Phong, Phaya Thai and Thonglor, which have completed construction and are ready to move in to be used as reference assets in issuing digital investment tokens. • The Company signed a joint venture contract with Beryl 8 Plus Public Company Limited to take care of technology work covering both the back-end and front-end systems of every business group, such as the residential development for sale business group, hotel business, real estate service business, and healthcare business. • Origin Health Care Company Limited has signed a joint venture contract to operate the following businesses: (1) Hospital or elderly or dependent persons care business (2) Hair transplant medicine service business (3) Specialized orthopedic and joint hospital within Rayong Province and launched 6 health service clinic brands, covering hospital, beauty clinic, dental clinic, hair transplant clinic, and pet clinic to meet the need of creating a Wellness Community and improve the quality of life. In the first phase, the focus will be on providing service in residential, hotels, community malls, and mixed-use projects in the Company group mainly. • The Company signed a joint venture contract to develop The Origin Kathu-Patong project with Phuket Villa Corporation Company Limited, a major real estate project developer partner in Phuket province to jointly develop condominium projects in important cities. • The Company signed a joint venture contract to develop the Origin Place Bangsaen project and • the Origin Play Bangsaen project with Nomura Real Estate Company Limited (Thailand), an important partner of Origin in housing development to jointly develop new condominium projects in important tourist locations of the country. • The Company signed a joint venture contract with Asian Wellness Residence Company Limited, a subsidiary of Asian Sea Corporation Public Company Limited, to develop projects in 2 potential locations: Khao Yai and Sriracha, with a total investment value of over 1,422 million Baht. The mixed-use project in Khao Yai consists of 3 projects: condominiums, hotels and villas, and the Sriracha project consists of 1 condominium project. • Origin EEC Company Limited has changed its name to Origin Nationwide Company Limited on July 5, 2023. • Launched the Origin Hotel Sukhumvit 24 project, a mixed-use hotel and community mall project under a joint venture with Nomura Real Estate Development Company Limited, and launched Staybridge Suites Bangkok Sukhumvit Hotel, the second Staybridge Suites hotel brand in Thailand and Asia Pacific. • The Company signed a joint venture contract to develop The Origin Phahon 57 project together with Sotetsu Real Estate (Thailand) Company Limited, a subsidiary of Sotetsu Group, one of the transportation, real estate, and product sale business operators in Japan. • Developed a large mixed-use project under the name "Origin Resort World Phuket | Bangtao Beach", which is a large mixed-use project with a total investment value of 8,000 million baht on an area of 25 rai at Bang Tao Beach, consisting of 6 projects: condominiums, luxury villas, hotels, villa beach clubs, residences and 5-star hotels.
Year 2024	• The company issued its 16th - 23rd series of bonds, totaling 8 issues with a combined value of 5,480.0 million THB, on January 16, 2024, May 14, 2024, and August 9, 2024. The details of the bonds are as follows: 1. A term of **1.5-year** with a value of 1,000 million THB. The maturity date of the debenture is in 2025. 2. A term of **3-year** with a value of 780.5 million THB. The maturity date of the debenture is in 2027. 3. A term of **3-year** with a value of 623.3 million THB. The maturity date of the debenture is in 2027. 4. A term of **3-year** with a value of 941.7 million THB. The maturity date of the debenture is in 2027. 5. A term of **1.8-year** with a value of 935.0 million THB. The maturity date of the debenture is in 2026. 6. A term of **4-year** with a value of 454.9 million THB. The maturity date of the debenture is in 2028. 7. A term of **4-year** with a value of 430.3 million THB. The maturity date of the debenture is in 2028. 8. A term of **3-year** with a value of 317.4 million THB. The maturity date of the debenture is in 2027.

Year	Description
Year 2024 (Continued)	• The company has signed a joint venture agreement with Netbay Public Company Limited, a developer of Digital Business Technology Platforms for electronic transactions (Digital Business Services) in Thailand. This collaboration focuses on digitization and digitalization in the future, supporting the comprehensive business expansion of the group. • **One Origin Public Company Limited and Park Luxury Company Limited** have entered into a joint venture with Pruksa Real Estate Public Company Limited to develop a real estate project on three prime areas, including a mixed-use project (Wellness Hotel & Service Apartment), premium condominiums, and detached houses. The total investment value is over 8,700 million THB, aiming to enhance the quality of construction, design, and functionality to meet the needs of each location's lifestyle. • **Origin Condominium Company Limited** changed its name to **Origin Vertical Corporation Limited** on February 15, 2024. • **Holiday Inn Express Rayong Map Ta Phut** hotel commenced operations. This hotel was developed by One Origin Public Company Limited in collaboration with **Energy Complex Company Limited**, a subsidiary of PTT Group, to contribute to the Eastern Economic Corridor (EEC) and enhance the "Origin Smart City Rayong." • **One Origin Public Company Limited** changed its name to **Origin Hotel Public Company Limited** on April 18, 2024. • The company signed a collaboration agreement with **Delta Electronics (Thailand) Public Company Limited**, a leader in energy management and thermal solutions, to integrate smart home innovations and green building solutions into new development projects within the company's portfolio, including condominiums, houses, and hotels, starting from Q2 2024. This partnership aims to elevate consumers' living experiences through environmentally sustainable innovations. • **Origin Hotel Public Company Limited** entered into a joint venture with **TLTH Company Limited**, a subsidiary of Tokyu Land Asia Co., Ltd., to operate hotels, provide services, and develop commercial real estate. • **Origin Vertical Corporation Limited** partnered with **Nomura Real Estate Development Co., Ltd.**, a key partner of Origin, to develop the "Origin Place Tao Pun Interchange" residential project. • In 2024, the company launched 12 new projects with a total value of 19,500 million THB.
Year 2025	• The company issued 6 series of bonds (24th — 29th series of bonds), with a total aggregate value of THB 2,782.0 million. These offerings took place on February 14, 2025; April 11, 2025; and August 28, 2025. The specific details of each debenture series are as follows: 1. A term of **4-year** with a value of 671.9 million THB. The maturity date of the debenture is in 2029. 2. A term of **3-year** with a value of 373.7 million THB. The maturity date of the debenture is in 2028. 3. A term of **2.1-year** with a value of 454.4 million THB. The maturity date of the debenture is in 2027. 4. A term of **3-year** with a value of 222.7 million THB. The maturity date of the debenture is in 2028. 5. A term of **4-year** with a value of 259.3 million THB. The maturity date of the debenture is in 2029. 6. A term of **2.3-year** with a value of 800.0 million THB. The maturity date of the debenture is in 2028. • In February, Origin Vertical Corporation Limited (ORIGIN VERTICAL), a subsidiary of the Company, signed an agreement to appoint Thaiway Property Co., Ltd. as the Master Agent for the So Origin Sukhumvit 105 project. Thaiway Property possesses extensive expertise in international real estate marketing across Asia. The total sales value for the assigned residential units in this project is approximately THB 1,200 million. • In February, the Company appointed Mr. Chatchai Payuhanaveechai as the Chairman of the Board of Directors, succeeding Mr. Lucksananoi Pungrasamee, who resigned from the position. • In March, the Company signed a joint venture agreement with ESCON JAPAN (Thailand) Co., Ltd., a leading real estate developer from Japan, to co-develop Origin Place Chaengwattana. Developed under ORIGIN VERTICAL, this condominium project introduces the first 'Duo Space' concept in the Chaengwattana area, featuring 4.2-meter high ceilings. This partnership marks the third collaborative project between the two companies. • In March, ibis Hua Hin and ibis Styles Krabi Ao Nang were honored with the 'Green Hotel Awards' (Silver Level) from the Ministry of Natural Resources and Environment (MNRE). This prestigious award recognizes hotels committed to sustainable business practices and environmental stewardship, particularly in the areas of resource efficiency and energy conservation. The official award ceremony took place on Wednesday, March 26, 2025, at the Centara Life Government Complex Hotel & Convention Centre Chaeng Watthana, Bangkok. • In April, the Company increased its registered capital by THB 306,765,306.50, from the existing registered capital of THB 1,227,061,226.50 to a new registered capital of THB 1,533,826,533.00. This was achieved through the issuance and allocation of up to 613,530,613 newly issued ordinary shares with a par value of THB 0.50 per share. The capital increase is intended to reserve shares for the exercise of the Warrants to Purchase Ordinary Shares of the Company Series 2 (ORI-W2). These warrants were allocated to the Company's existing shareholders on a pro-rata basis (Rights Offering) at no cost (offering price of THB 0 per unit) at a ratio of 4 ordinary shares to 1 unit of ORI-W2 warrant. The exercise price is set at THB 4.00 per share, with an exercise period of 3 years from the issuance date. • In April, the Company, in collaboration with its subsidiary, Primo Se • rvice Solutions Public Company Limited (PRI), established a strategic partnership with four leading insurance companies to provide comprehensive recovery and support for condominium residents affected by earthquake incidents. The partners include Chubb Samakkee Insurance PCL, Dhipaya Insurance PCL, Indara Insurance PCL, and Muang Thai Insurance PCL. • In May, ORIGIN VERTICAL accelerated the construction of three (3) condominium projects across prime locations in Phuket to ensure timely completion and handover to customers. These projects include The Origin Centre Phuket, The Origin Kathu-Patong, and So Origin Bangtao Beach, with construction being executed by 3 Porn Co., Ltd.

Year	Description
Year 2025 (Continued)	• In July, ORIGIN VERTICAL achieved significant industry recognition by winning two major awards at the FIABCI-Thai Prix D'Excellence Awards 2025, a prestigious international real estate platform. The company received the "Residential Condominium" award for two standout developments: Origin Place Bangna and So Origin Kaset Interchange. • In July, the Company successfully closed a significant bulk sale of the 10th Avenue retail zone within the Origin Thonglor World mixed-use project. The transaction, valued at over THB 500 million, involved the sale of an entire floor to Mr. Andre Koo, an heir to the prominent "Koo" family one of Taiwan's wealthiest dynasties and owners of the Chailease Group. • In August, ORIGIN VERTICAL announced the successful development of a new premium landmark with the official launch of the "Neighbor Well" zone. This project is a centerpiece of a fully integrated Mixed-Use Wellness Community located in the heart of Cherngtalay, Phuket. Developed under the concept of "The Comprehensive Wellness Mixed-Use Oasis," the project spans over 14 rai (approx. 5.5 acres) with a total project value exceeding THB 4 billion. • In August, following the Company's significant bulk sale of 278 condominium units at the Origin Plug & Play E22 Station project to Delta Electronics (Thailand) Public Company Limited (DELTA) a national leader in power and thermal management solutions and a major electronic components manufacturer in mid-2024, the project has now reached completion. The Company has commenced the successful transfer of units to customers, including the bulk transfer to the DELTA group. Consequently, this milestone enables the Company to immediately recognize revenue within the second quarter of 2025. • In September, ORIGIN VERTICAL received two prestigious accolades at the PropertyGuru Thailand Property Awards 2025. The awards included Best Pet Friendly Condo Development for the Origin Plug & Play E22 Station project and Best Connectivity Condo Development (Bangkok) for the KnightsBridge Space Sukhumvit — Rama 4 project. • In September, ORIGIN VERTICAL commenced construction of The Origin Pattaya, an 8-story low-rise condominium development consisting of two residential buildings and a dedicated clubhouse. Strategically located on Sukhumvit Road in Pattaya, adjacent to the future high-speed rail line, the project spans a total land area of 4 rai. With a total project value of THB 970 million, the development features 560 residential units, each with a functional space of 24 sq.m., and provides 112 parking spaces. • In October, the Company announced a strategic partnership with IKEA Thailand to co-create residential living spaces. This collaboration launched with its inaugural project at Origin Plug & Play E22 Station, a new pet-friendly condominium situated adjacent to the BTS Green Line, Sai Luat Station. • In October, the Company marked its 16th anniversary by developing 16 schools in collaboration with 16 partners under the "Origin Give" project. This initiative, which aims to fulfill educational dreams for children, has been conducted for the 16th consecutive year. • In November, the Company achieved an "Excellent" (5-star) rating in the Corporate Governance Report of Thai Listed Companies (CGR) 2025 for the sixth consecutive year. This recognition reinforces the Company's leadership in the real estate sector, underpinned by transparent governance and a steadfast commitment to sustainability. • In November, ORIGIN VERTICAL launched its latest luxury development, Origin Residences Phuket Bangtao. The project is designed as a premium pet-friendly serviced residence with a total project value exceeding THB 2,400 million, with units starting at a price of THB 5.19 million. • In November, Origin Hotel Public Company Limited ("Origin Hotel"), a subsidiary within the Recurring Income (Hospitality & Tourism) business segment, finalized the sale of the Staybridge Suites Bangkok Thonglor hotel to "Tan Boon," a private investment vehicle of Mr. Tan Passakornnatee. This transaction generated a net cash inflow of over THB 500 million and allowed the Company to record the realized gain in the fourth quarter of 2025. • In December, Origin Hotel entered into a strategic partnership with Marriott International to develop three hotels under Marriott's global brands. The collaboration includes trademark licensing, project co-design, and business operations in alignment with brand standards. The development pipeline consists of two properties in Bangkok Marriott Sukhumvit Onnut (252 rooms) and Courtyard by Marriott Bangkok Sukhumvit Onnut (232 rooms) alongside one property in Phuket, Moxy Phuket Chaofah (255 rooms). Furthermore, the Company plans to expand its hotel portfolio across major tourist destinations, including Phuket, Chonburi, and Chiang Mai. • In December, the Company achieved an "AAA" rating in the SET ESG Ratings 2025 for the second consecutive year. This recognition reinforces the Company's position as a real estate leader committed to long-term sustainability.

Change in Shareholding Structure

Prior to the restructuring of the Corporation's shareholding, the Jaroon-ek family (Mr. Peerapong Jaroon-ek and Mrs. Arada Jaroon-ek) and other shareholders held a total of 100.0% of the shares of Origin Hotel and Primo Service Solutions as well as a total of 100.0% of the registered capital of Origin Hotel and Primo Service Solution, respectively. The Jaroon-ek family is a major shareholder and has control over the operations of both Origin and Primo Service Solutions. Thus, the Corporation's Shareholding was restructured in order to make the shareholding structure transparent, and reduce conflicts of interest with the Jaroon-ek family, a major shareholder of the Company. Details of the Corporation's shareholding restructuring are summarized as follows:

- **Shareholding Restructuring of Origin Hotel**

Previously, Mrs. Arada Jaroon-ek held 90.0% and other shareholders held 10.0% of the registered capital of Origin Hotel. Since the Jaroon-ek family was a major shareholder and has control over the operations of Origin Hotel, the Company acquired all the shares of Origin Hotel from Mrs. Arada Jaroon-ek and 2 other shareholders, totaling 99,998 shares which represented 99.99%

of the registered capital of Origin Hotel on October 1, 2012, in order to prevent any conflicts of interest between Origin Hotel and the Company. After the restructuring was complete, Origin Hotel was a subsidiary of the Company. The Company holds 99.99% of Origin Hotel's registered capital.

On June 23, 2016, the Extraordinary General Meeting of Shareholders No. 1/2016 approved a capital increase from 40,000,000 Baht to 400,000,000 Baht. On February 15, 2019, the Extraordinary General Meeting of Shareholders No. 1/2019 approved a capital increase from 400,000,000 Baht to 1,000,000,000 Baht in order to support investment and project development plans of the recurring income businesses such as hotels and serviced apartments in order to create a stable revenue base for the future. And on March 16, 2023, the Extraordinary General Meeting of Shareholders No. 1/2023 resolved to approve the transformation of the Company into a public limited company and approve to increase capital to 1,353,700,000 Baht to support the offering of common shares to the public (IPO) and to support the exercise of warrants to purchase common shares of directors, executives, and employees of Origin Hotel Public Company Limited. The Company holds shares in Origin Hotel in the proportion of 99.99% of the registered capital of Origin Hotel. On December 1, 2023, an announcement was made to postpone the implementation of the plan to issue and offer additional shares to the public for the first time. If there is any progress, the company will provide further details. On May 13, 2024, at the Extraordinary Meeting No. 1/2024, a resolution was passed to increase the capital from 1,353,700,000 Baht to 3,000,000,000 Baht to support the development of the company's business projects.

- **Shareholding Restructuring of Primo Service Solution**

Previously, The Jaroon-ek family (Mr. Peerapong Jaroon-ek and Mrs. Arada Jaroon-ek) held 86.0% and other shareholders held 14.0% of the registered capital of Primo Service Solution. Since the Jaroon-ek family was a major shareholder and has control over the operations of Primo Service Solution, the Company acquired all the shares of One Origin from Mrs. Arada Jaroon-ek and 5 other shareholders, totaling 99,998 shares which represented 99.99% of the registered capital of Primo Service Solution on October 8, 2013, in order to prevent any conflicts of interest between Primo Service Solution and the Company. After the restructuring was complete, Primo Service Solution was a subsidiary of the Company. The Company holds 99.99% of Primo Service Solution's registered capital.

On July 22, 2022, the Extraordinary General Meeting of Shareholders No. 1/2022, approved a capital increase from 53,500,000 Baht to 160,000,000 Baht to support IPO offering and warrant exercise for the subscription of the ordinary shares, At the end of year 2022 the Company holds 75%

- **Shareholding Restructuring of Park Luxury**

The Company acquired 10,000,000 shares of Park Luxury (formerly called "Proud Residence Company Limited") from existing shareholders. This represented 100% of Park Luxury's registered capital. According to the resolution of the Extraordinary General Meeting of Shareholders No. 1/2017 held on July 12, 2017, Park Luxury has become a subsidiary of the Company.

- **Shareholding Restructuring of Britannia**

Previously, the Company held 99.97% shares of Britannia and the Jaroon-ek family (Mrs. Arada Jaroon-ek and Mr. Peerapong Jaroon-ek) held 0.02% of the registered capital. Britannia became a subsidiary of the Company, where the Company holds 99.99% of Britannia's registered capital.

On November 30, 2016, the Extraordinary General Meeting of Shareholders No. 1/2016, approved a capital increase from 1,000,000 Baht to 120,000,000 Baht, The Extraordinary General Meeting of Shareholders No. 3/2019, held on November 29, 2019, approved a capital increase to 200,000,000 Baht. In 2020, Britannia restructured its capital again. The Extraordinary General Meeting of Shareholders No. 1/2020, held on July 20, 2020, approved a capital increase to 300,000,000 Baht to support future investment and housing development plans.

On July 23, 2021, the Extraordinary General Meeting of Shareholders No. 2/2021, approved a capital increase from 300,000,000 Baht to 428,570,000 Baht to support IPO offering and warrant exercise for the subscription of the ordinary shares, At the end of

year 2021 the Company holds 70.37% of Britania's registered capital and Jaroon-ek family (Mr.Peerapong Jaroon-ek, Mrs. Arada Jaroon-ek and Peerada Capital) holds 2.22% of Britania's registered capital

Subsequently, on April 24, 2025, the 2025 Annual General Meeting of Shareholders of Britania Public Company Limited passed a resolution to decrease the Company's registered capital by THB 2,029,450, from the existing registered capital of THB 428,570,000 to THB 426,540,550, by canceling 4,058,900 unissued registered shares with a par value of THB 0.50 per share. Furthermore, the meeting approved an increase in the Company's registered capital by THB 533,175,687.50, from the existing registered capital of THB 426,540,550 to a new registered capital of THB 959,716,237.50, through the issuance and offering of up to 1,066,351,375 newly issued ordinary shares with a par value of THB 0.50 per share. These shares are reserved for the exercise of the BRI-W1 warrants, which were allocated to existing shareholders at a ratio of 4 new ordinary shares to 1 unit of BRI-W1 warrant at no cost (offering price of THB 0 per unit). The exercise price of the BRI-W1 warrants is set at THB 3.00 per share, with an exercise period of 3 years from the issuance date.

1.1.3 Was Cash from Fundraising Activities Used In Accordance with the Objectives?

(1) Cash Spending from the offering of equity securities or debt securities each time.

Cash Spending	Estimated Amount of Spending	Estimated Duration Of Cash Spending	Details/Progress regarding Cash Spending/ Reasons and Measures in Case of Cash Spending Does Not Meet the Objectives
1. To purchase assets or investments in businesses related to the current business operations	50 - 60%	1 year	- To purchase land for real estate project development
2. To repay liabilities from the issuance of debt securities	40 - 50%	1 year	
3. To repay current liabilities (P/N, Bridging loan, B/E)	5 - 10%	1 year	- For repayment of short-term loans such as loans for land purchases for a period of 1 year, bills of exchange for a period of 3 months.
4. Other cases such as working capital	5 - 10%	1 year	

(2) Law Enforcement

The law governing the debt securities is in accordance with the provisions concerning the rights and obligations of the issuer and the bondholders for the bonds of Origin Property Public Company Limited under the Medium Term Note Program of Origin Property Public Company Limited for the year 2024, with a total bond issuance amount not exceeding 23,000,000,000 Baht (with a project duration of 2 years as authorized on June 6, 2024). Additionally, there are draft provisions for additional rights concerning the issuance of each debt security and the Notification of the Securities and Exchange Commission (SEC) No. T.J. 15/2022, regarding the application and approval for the public offering of newly issued debt securities, dated September 23, 2022 (including any amendments).

1.1.4 Pledge of Securities in the Registration Statement Form and/or Approval Criteria (if any) and/or Criteria to list securities of SET

The Company is obliged to maintain the Debt -to- Equity Ratio at the end of each quarterly accounting period of the Issuer in accordance with the Issuer's Consolidated Financial Statements which were reviewed or audited by the auditor in a ratio not exceeding 2.5:1. Details and definitions appear in rights and obligations of the Issuer and debenture holders.

"Liabilities" means net financial liabilities, which are the interest-bearing liabilities of the Issuer as appears in the Consolidated Financial Statements, which were audited or reviewed by the auditor. This includes debt obligations that require interest payments and the portion of debt that is subject to interest payment which may arise from an aval guarantee or other binding obligations of the same manner to any person or other juristic person that is not a subsidiary of the issuer deducted by cash and/or cash equivalents. Financial obligation and the liabilities mentioned above excludes financial obligations and equity liabilities incurred with trade payables, any advance revenue or liabilities of the issuer of interest-free debentures, and lease liabilities.

"Consolidated Financial Statements" means the consolidated statement of financial position of the debenture issuer and subsidiaries

are in accordance with the regulations of the Stock Exchange of Thailand. The Consolidated Financial Statements were audited or reviewed by the auditor and have already been submitted to the Stock Exchange of Thailand by the issuer.

"**Equity**" means equity based on the issuer's Consolidated Financial Statements that have been audited or reviewed by an auditor.

1.1.5 Name, Headquarters Location, Type of Business, Company Registration Number, Telephone, Fax, Company Website, Types of Total Paid-Up Capital of the Company

Type of Business:	Real Estate Development
Registration Number:	0107557000381
Registered Capital:	1,533,826,533.00 Baht as of December 31, 2025
Paid-Up Capital:	1,227,061,226.50 Baht as of December 31, 2025
Number of Shares:	2,454,122,453 ordinary shares as of December 31, 2025
Share Value:	0.50 Baht per share
Main Office:	496 Moo 9 Samrong Nuea Mueang Samut Prakan, Samut Prakan, 10270
Contact Address:	BHIRAJ TOWER at BITEC 20/FL, 4345 Sukhumvit Road, Bangna Sub-District, Bangna District Bangkok 10260
Telephone:	02 030 0000 Fax: 02 029 1939
Company Website:	https://origin.co.th/

1.2 Nature of Business

The Company operates in real estate development, focusing on condominiums and housing estates, while expanding into mixed-use real estate developments. The portfolio also includes rental and service-based real estate businesses, such as hotels, serviced apartments, retail spaces, logistics and industrial warehouses, as well as comprehensive real estate-related services. The Company's business direction emphasizes Portfolio Evolution and strategic business diversification beyond traditional boundaries (Beyond Real Estate). This approach aims to maintain a balance between the Residential for Sales segment and Recurring Income businesses, enabling effective risk management and sustainable growth across all economic cycles.

To ensure that Origin's projects fully meet the lifestyle needs of residents and service users, the Company places strong emphasis on developing a Customer-Centric Ecosystem Strategy. This strategy supports customers across all generations and life stages. It begins with a deep understanding of customer behavior and is combined with Unit Plan Innovation to maximize the functionality of living spaces. At the same time, the Company enhances quality of life through after-sales services, property management, and healthcare services, while integrating technology and innovation to respond to global megatrends. Examples include: Pet-Friendly residential developments, in which the Company is a market leader, Wellness-oriented housing designed to support healthy living and an aging society, Investment-focused real estate programs designed for property investors.

In terms of location strategy, the Company prioritizes developments in areas along mass transit rail lines in Bangkok and its metropolitan region, near major transportation interchanges and expressway entrances/exits. The Company also expands into high-potential locations nationwide, including economic corridor areas and locations near industrial estates, to serve business professionals and foreign direct investment (FDI). Additionally, the Company targets major tourism cities to accommodate housing demand from local residents, working professionals, and foreign buyers seeking relocation opportunities or second homes. As of 31 December 2025, the Company had successfully completed and closed 58 projects with a total project value of approximately THB 58,158 million. The Company currently has 114 projects available for sale, consisting of: 86 completed projects with a total project value of approximately THB 155,299 million. 28 projects under development with a total project value of approximately THB 53,590 million

Environmental, Social, and Governance (ESG). The Company is committed to contributing positively to society and the environment in multiple dimensions in order to create a Better Society, including the following initiatives:

Talent Development: The Company collaborates with various educational institutions to create opportunities for young people to develop skills that align with organizational and labor market needs. Knowledge exchange programs are also implemented to strengthen the capabilities of personnel across the Company's network.

Community Development: The Company implements various initiatives to create opportunities and deliver benefits to communities, such as providing scholarships, supporting medical equipment, and participating in the development of schools and public areas.

Sustainable Development: The Company is driving its long-term sustainability goal of "ORIGIN NET ZERO 2050", aiming to reduce greenhouse gas emissions (Decarbonization) across all operations. Initiatives include energy-efficient building design, waste reduction and management, integration of clean energy technologies such as electric vehicle (EV) charging stations within projects, and the selection of environmentally friendly construction materials.

1.2.1 Revenue Structure Categorized by Product Line/Business Group

Total revenue of the Company for the fiscal years that ended on December 31, 2023 — December 31, 2025. The following groups of business can be classified as follows

Type of Revenue	Operated by	Share-holding Percent-age	Consolidated Financial Statements***					
			Fiscal Year 2023		Fiscal Year 2024		Fiscal Year 2025	
			Thousands of Baht	%	Thousands of Baht	%	Thousands of Baht	%
Revenue from Real Estate Business	The Company and Subsidiaries	99.99	8,840,414.7	58.33	6,836,102.8	57.04	5,340,534.2	57.90
Service Revenue from Business Related to Real Estate *	The Company and Subsidiaries	99.99	1,302,900.4	8.60	1,624,841.2	13.56	1,697,939.0	18.41
Revenues from hotel operations and rental	The Company and Subsidiaries	99.99	468,201.5	3.09	528,509.3	4.41	487,899.0	5.29
Revenue from Project Management Services	The Company and Subsidiaries	99.99	3,254,229.0	21.47	1,654,598.8	13.81	525,295.7	5.70
Gains on disposals of investments in subsidiaries	The Company and Subsidiaries	99.99	1,061,533.6	7.00	878,668.5	7.33	245,360.0	2.66
Gain from bargain purchase	The Company and Subsidiaries	99.99	-	-	-	-	299,920.2	3.25
Interest income	The Company and Subsidiaries	99.99	89,659.9	0.59	183,975.1	1.54	238,331.0	2.58
Other Revenue	The Company and Subsidiarie	85.0-99.99	139,890.2	0.92	278,601.5	2.32	388,072.0	4.21
Total Revenue			**15,156,829.4**	**100.00**	**11,985,297.2**	**100.00**	**9,223,351.1**	**100.00**

Remarks: * Service revenue consists primarily of revenue from condominium juristic management, revenue from cleaning services for juristic persons, rent revenue and brokerage fees.
** Other revenue primarily consists of deposit received from cancellations, and interest received.
*** The Company prepared Consolidated Financial Statements as if the Company's subsidiaries are always under the same control.

Source: Company Information

Product Information

1.2.2 Product Information

(1) Product or Service Characteristics and Innovation Development

1 Property Development Business

The Company's condominiums and housing project developments can be divided into various brands according to the marketing, price level, and concept design of the project. This includes the target group in each location in order to meet the needs of each target group. Currently, the Company has 7 primary brands for condominium projects and 4 primary brands for housing project developments categorized by project type and target group in different locations in order to have a clear concept of project development and to increase the awareness of brand value among consumers.

7 Primary Condominium Brands. Origin condominium brands have been rebranded and categorized by project type and price level in accordance with the target consumers of each brand in order to enhance brand awareness and the Company's recognition among consumers over the past 1 to 2 years. Currently, the primary brands are Park Origin (upper level), So Origin (mid-upper-upper level), Origin Place (mid-mid-upper level), Origin Plug & Play (mid-mid-upper level), The Origin (mid-mid-upper level), Origin Play (entry-mid level), and Brixton (entry level).

The study of home purchasing behavior in each location discovered that consumers in each location have different purchasing power and each location has different purchasing power levels (entry, middle, and upper level) which have different preferences in product and project styles. There is a trend toward increased service demands and support for particular lifestyles. Therefore, the Company developed projects under these 7 primary brands in order to better meet all levels of purchasing power and the needs of all consumer groups by providing additional details on the project developments under each brand, both in terms of products and services that are unique and better meet the needs of specific consumer groups. As a result, the Company was able to broaden its market base even more.

Details of the 7 primary condominium brands are as follows:

PARK ORIGIN



(1) Park Origin

Concept: High-rise condominium projects that combine luxurious concepts with a blend of nature in the heart of the city. A new way of life with a touch of nature while enjoying a comfortable city lifestyle in an exquisite location that is designed to target the needs of upper-class clientele in each location.

SO ORIGIN SO LAGOON



(2) So Origin

Concept: High-rise condominium projects that redefine luxurious living, with next-level experiences of special hotel style-services and a variety of amenities that respond to the new urban lifestyle, with timeless and elegant designs that appeal to target customers in the mid-upper-upper segment. Additionally, SO LAGOON is a sub-brand of SO ORIGIN, created to align with the project's location and geographical features, which include a lake and surrounding mining pits. The name 'Lagoon' or 'Laguna Phuket' is a well-known place name, recognized both by locals and international visitors

ORIGIN
PLACE



(3) Origin Place

Concept: Condominium development projects with investment programs that cater to the needs of property investment invest-shareors by offering special privileges and a guaranteed rate of return. Meeting the needs of tenants with amenities and services that respond to the target customer group's lifestyle.

ORIGIN
Plug & Play



(4) Origin Plug & Play

Concept: A new concept of condominium development projects for Gen Y, featuring an exceptional 2-story level room with functions that responds to the needs of a new generation that is working or running startup businesses. The project is designed to accommodate all aspects of life, including business, accommodation, and even health, in order to adapt to changing circumstances.

The ORIGIN



(5) The Origin

Concept: Condominium development projects with a concept that caters to the needs of Gen Z who are beginning their careers or starting businesses and also have their own lifestyle. These projects were developed with understanding of the needs of this customer group in all aspects of life and individuality so that customers are able to find what they love and live a life in their own way.

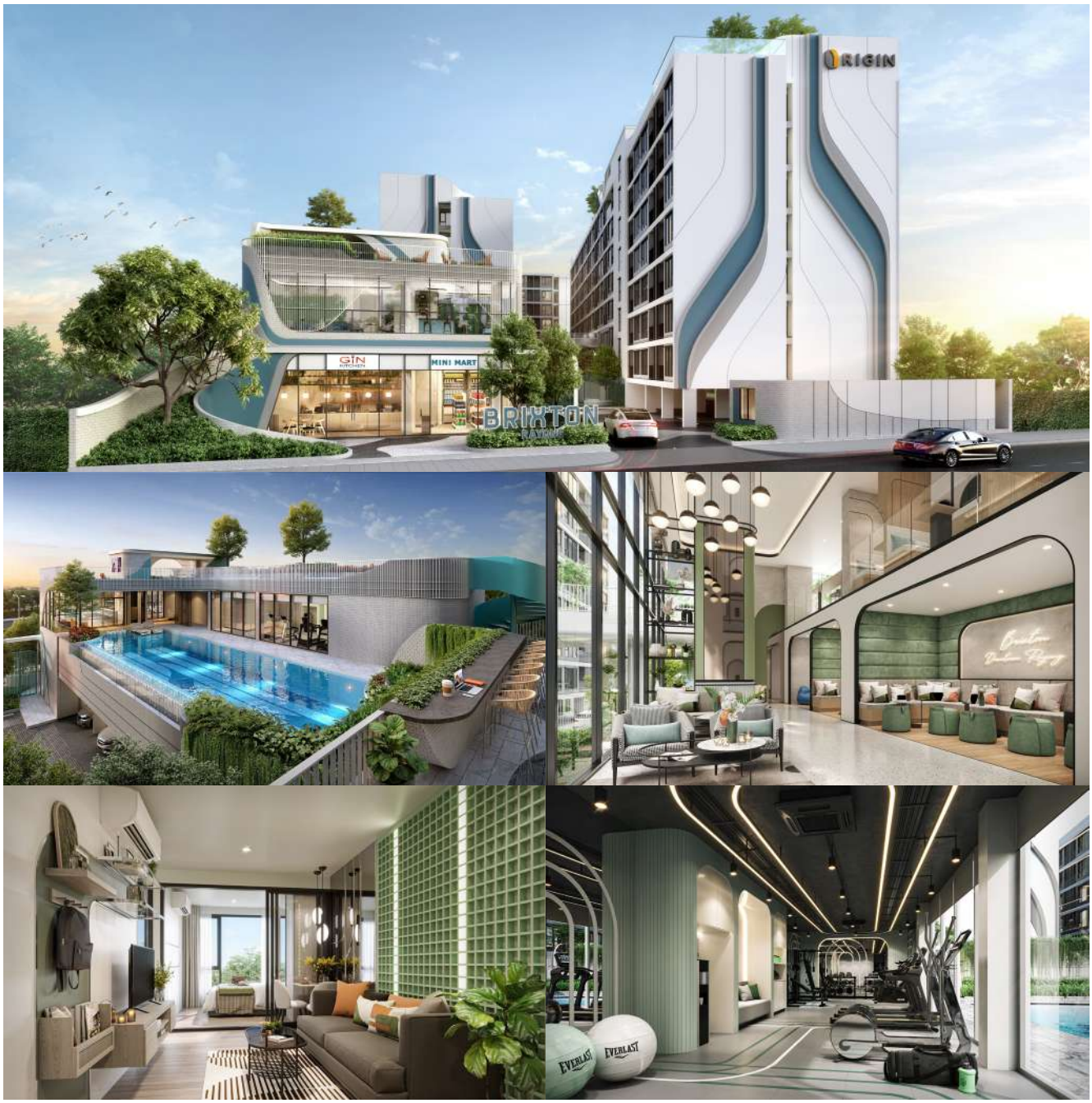
ORIGIN PLAY



(6) Origin Play

Concept: Condominium development projects with a concept to support Gen Z's unique personalities and independence, with a distinctive design approach to enable the customer group to enjoy living a colorful life.

BRIXTON



(7) Brixton

Concept: Low-rise condominium projects with a concept of penetrating a niche market, whether it is pet lovers, student groups, or those who work near educational institutions by emphasizing the location that best fits each lifestyle at an affordable price.

Remark:	Other than the 7 primary brands mentioned above, the Company developed other branded projects during the first period of development. These brands are Knightsbridge, Notting Hill and Kensington.
Source:	Company Information

The 5 primary brands of the housing estates are: Brighton, Britania, Grand Britania, Belgravia, and Branded Residence Villa. The Company focuses on modern living designed from accumulated experiences in order to develop projects to be perfect for a complete lifestyle under the concept of Modern British Luxury. This perfectly reflects luxury, beauty, and the identity of residents that combined a deep understanding of 'home', a place filled with happiness, safety, and a good quality of daily life. The Company developed different project types for 4 brands based on the level of purchasing power of the consumer and locations in order to cover every consumer lifestyle and expand the marketing base to all groups of consumers.

Details of the 5 primary housing brands are as follows:



BRIGHTON



(1) Brighton

Concept: A modern design concept that understands technology and meets the lifestyle of a new generation. Britania Brand includes townhouses, semi-detached, and detached houses in metropolitan areas and the surrounding provinces of Bangkok that respond to the needs of the target group who focuses on convenient and agile travelling.

BRITANIA



(2) Britania

Concept: A product design that accommodates the conveniences of everyday life with activity spaces for young families and small families. Britania Brand includes townhouses, semi-detached houses, and detached houses in Bangkok and its vicinity that are close to rapid transit stations, entrances and exits to expressways that makes travelling to surrounding amenities easier in order to respond to the needs of every lifestyle.

GRAND BRITANIA



(3) Grand Britania

Concept: A product design concept that enriches life for medium-sized families to large families by developing premium semi-detached houses and detached houses near the main roads of Bangkok and its vicinity.

BELGRAVIA



(4) Belgravia

Concept: A product design for a successful new generation that desires to be themselves. Belgravia Brand is a luxury detached house that focuses on the functions for modern family living, located on the main roads of Bangkok.

BALCO



(5) Balco

Concept: Design products that help enhance relaxation by developing luxurious Modern Bali-style vacation homes located near Bang Tao Beach, the best sunset viewing spot in Phuket among the fully equipped facilities

Project status and transfer status as of December 31, 2025

Project	Area (Rai - Ngan - Square Wah)	Sales Status							Transfer Status					
		Total		Sold		Remaining for sale		Accumulated Sale	Esitmiated Transfer Date		Transferred Unit and Value		Remaining for transfer	
		Unit	MB	Unit	MB	Unit	MB		Month	Year	Unit	MB	Unit	MB
Completed Projects														
Sense of London	0-3-68.0	162	199	162	199	-	-	100%	4	2555	162	199	-	-
Notting Hill Bearing	0-3-83.0	157	347	157	347	-	-	100%	9	2556	157	347	-	-
The Knight	0-3-12.3	125	256	125	256	-	-	100%	8	2557	125	256	-	-
Kensington	0-3-81.0	167	293	167	293	-	-	100%	5	2556	167	293	-	-
Villa Lasalle	2-1-63.0	353	731	353	731	-	-	100%	11	2558	353	731	-	-
B-Loft 115	1-0-07.0	202	292	202	292	-	-	100%	3	2558	202	292	-	-
Knightsbridge	1-1-56.0	276	821	276	821	-	-	100%	12	2557	276	821	-	-
Tropicana	2-0-96.9	363	639	363	639	-	-	100%	3	2559	363	639	-	-
Kensington Phahol-Kaset	1-3-62.0	229	550	229	550	-	-	100%	9	2560	229	550	-	-
B-Loft 109	0-3-60.0	171	238	171	238	-	-	100%	12	2557	171	238	-	-
Pause 115	1-1-83.0	310	548	310	548	-	-	100%	9	2559	310	548	-	-
Kensington laemchabang 1	3-0-50.0	399	570	399	570	-	-	100%	9	2560	399	570	-	-
B Republic	2-0-69.0	318	673	318	673	-	-	100%	3	2558	318	673	-	-
Knightsbridge SkyCity Saphanmai	2-3-60.0	490	1,369	490	1,369	-	-	100%	3	2560	490	1,369	-	-
Pause iD	0-3-90.0	201	366	201	366	-	-	100%	11	2560	201	366	-	-
Pause 103	1-2-53.0	254	600	254	600	-	-	100%	6	2560	254	600	-	-
Notting Hill The Exclusive Charoen Krung	1-1-79	132	455	132	455	-	-	100%	6	2560	132	455	-	-
Kensington laemchabang 2	3-0-48.25	399	630	399	630	-	-	100%	12	2560	399	630	-	-
Notting Hill Kaset	1-2-16.1	194	561	194	561	-	-	100%	11	2559	194	561	-	-
Pause 107 A	0-2-69.0	59	180	59	180	-	-	100%	11	2558	59	180	-	-
Pause 107 B	0-2-26.0	78	189	78	189	-	-	100%	11	2558	78	189	-	-
Notting Hill Tiwanon	1-1-43.5	180	366	180	366	-	-	100%	3	2559	180	366	-	-
The Cabana	3-3-54.0	719	1,110	719	1,110	-	-	100%	12	2559	719	1,110	-	-
Britania Srinakarin	22-3-79.7	149	867	149	867	-	-	100%	12	2560	149	867	-	-
Notting Hill Sukhumvit 105	7-0-79	1,113	2,719	1,113	2,719	-	-	100%	12	2561	1,113	2,719	-	-
Knightsbridge Tiwanon	1-2-83	373	1,224	373	1,224	-	-	100%	3	2561	373	1,224	-	-
Kensington Kaset Campus	4-0-85	448	1,104	448	1,104	-	-	100%	6	2561	448	1,104	-	-
Notting Hill Jatujak Interchange	1-0-92	156	647	156	647	-	-	100%	10	2561	156	647	-	-
Knightsbridge Prime Sathorn	2-3-75.7	726	3,987	726	3,987	-	-	100%	9	2562	726	3,987	-	-
BRITANIA BANGNA-KM.12	39-2-84.7	182	1,162	182	1,162	-	-	100%	3	2562	182	1,162	-	-
Kensington Phahol 63 (Saphanmai)	1-3-31	231	564	231	564	-	-	100%	12	2562	231	564	-	-
Park 24 Phase 1	5-0-80	832	6,252	832	6,252	-	-	100%	10	2560	832	6,252	-	-
Knightsbridge Prime Ratchayothin	2-0-34	333	1,655	333	1,655	-	-	100%	3	2563	333	1,655	-	-
Knightsbridge Collage Ramkhamhaeng	4-0-11.9	682	2,113	682	2,113	-	-	100%	3	2563	682	2,113	-	-
Notting Hill Praksa	3-1-91	980	1,715	980	1,715	-	-	100%	6	2561	980	1,715	-	-

Project	Area (Rai - Ngan - Square Wah)	Sales Status							Transfer Status					
		Total		Sold		Remaining for sale		Accumulated Sale	Esitmiated Transfer Date		Transferred Unit and Value		Remaining for transfer	
		Unit	MB	Unit	MB	Unit	MB		Month	Year	Unit	MB	Unit	MB
B-Loft Sukhumvit 107 A	0-1-54	59	135	59	135	-	-	100%	12	2561	59	135	-	-
B-Loft Lite Sukhumvit 115 A	0-2-03	78	170	78	170	-	-	100%	12	2561	78	170	-	-
KnightsBridge Phaholyothin Interchange	5-1-53.9	729	2,371	729	2,371	-	-	100%	6	2562	729	2,371	-	-
BRIXTON Pet&Play Sukhumvit 107 C	0-2-79.0	79	191	79	191	-	-	100%	6	2564	79	191	-	-
Notting Hill laemchabang PH1	2-0-67.0	534	1,353	534	1,353	-	-	100%	6	2561	534	1,353	-	-
B-Loft Sukhumvit 107 B	0-1-43.2	52	117	52	117	-	-	100%	12	2562	52	117	-	-
B-Loft Lite Sukhumvit 107	0-2-47.3	79	195	79	195	-	-	100%	1	2563	79	195	-	-
Knightsbridge Sky River Ocean	1-3-60.0	460	1,474	460	1,474	-	-	100%	9	2559	460	1,474	-	-
BRIXTON Pet&Play Sukhumvit 107 B	0-2-75.6	78	190	78	190	-	-	100%	3	2565	78	190	-	-
GRAND BRITANIA BANGNA KM.12	17-3-22.3	67	797	67	797	-	-	100%	3	2564	67	797	-	-
BRITANIA KHUKHOT STATION	21-1-63.2	138	880	138	880	-	-	100%	1	2563	138	880	-	-
THE ORIGIN Phahol-Saphanmai	3-3-60.6	536	1,392	536	1,392	-	-	100%	6	2563	536	1,392	-	-
Kensington Sukhumvit - Theparak	4-2-24.2	1,319	2,732	1,319	2,732	-	-	100%	6	2562	1,319	2,732	-	-
B-Loft Lite Sukhumvit 115 B	0-2-17	78	190	78	190	-	-	100%	3	2562	78	190	-	-
THE ORIGIN Onnut	2-3-23.00	400	896	400	896	-	-	100%	6	2565	400	896	-	-
Knightsbridge Prime On Nut	2-1-72	600	2,715	600	2,715	-	-	100%	7	2563	600	2,715	-	-
Knightsbridge Space Ratchayothin	2-2-74.1	488	2,852	488	2,852	-	-	100%	12	2563	488	2,852	-	-
BRIXTON Pet&Play Sukhumvit 107 A	0-2-76.4	79	194	79	194	-	-	100%	1	2565	79	194	-	-
Brompton Pet Friendly Samrong Station	1904.4	79	151	79	151	-	-	100%	Q3	2566	79	151	-	-
Kensington Rayong 2	2-3-49.5	345	631	345	631	-	-	100%	12	2563	345	631	-	-
Brixton Campus Bangsaen	2-0-14	246	576	246	576	-	-	100%	Q4	2566	246	576	-	-
BRITANIA BANGNA KM.42	68-1-84.5	492	1,963	492	1,963	-	-	100%	12	2562	492	1,963	-	-
Ready to Move														
THE ORIGIN Sukhumvit 105	8-0-36.5	673	1,557	672	1,555	1	3	100%	12	2020	672	1,555	-	-
THE ORIGIN Ramintra 83 Station	6-3-91.0	882	2,255	871	2,217	11	38	98%	1	2021	870	2,213	1	4
THE ORIGIN Ratchada-Ladprao	11749	209	810	208	808	1	2	100%	6	2021	208	808	-	-
Knightsbridge Collage Sukhumvit 107	1-1-50.8	304	1,048	304	1,048	-	-	100%	7	2020	303	1,044	1	4
Knightsbridge Sukhumvit-Thepharak	1-3-54	475	1,424	474	1,422	1	2	100%	5	2021	474	1,422	-	-

Project	Area (Rai - Ngan - Square Wah)	Sales Status							Transfer Status					
		Total		Sold		Remaining for sale		Accumulated Sale	Esitmiated Transfer Date		Transferred Unit and Value		Remaining for transfer	
		Unit	MB	Unit	MB	Unit	MB		Month	Year	Unit	MB	Unit	MB
THE ORIGIN Ram 209 Interchange	4-0-87	1,011	2,231	1,007	2,210	4	21	99%	3	2022	1,007	2,210	-	0
THE ORIGIN Ladprao 15	1-1-06	159	493	153	474	6	18	96%	12	2022	150	465	3	9
THE ORIGIN Ladprao-Bangkapi	3-1-95.0	648	2,000	538	1,779	110	221	89%	3	2023	473	1,546	65	233
THE ORIGIN Sukhumvit Sailuat E22	3-2-0.0	1,001	1,800	834	1,591	167	209	88%	Q2	2023	824	1,571	10	20
Origin Plug & Play Ram-khamhaeng Triple Station	2-2-74.4	482	1,571	467	1,490	15	82	95%	Q4	2023	459	1,460	8	29
THE ORIGIN Plug&Play Ramintra	4-0-21.5	679	2,200	415	1,395	264	805	63%	Q4	2023	366	1,221	49	174
Origin Plug & Play Nonthaburi Station	3-3-14.6	1,001	2,800	755	2,135	246	665	76%	Q2	2024	592	1,673	163	462
Origin Play Sri Udom Station	6-0-85	911	2,180	467	1,288	444	892	59%	Q2	2024	452	1,252	15	37
BRIXTON Pet & Play Phahol 50 Station	1-3-44.58	258	680	145	420	113	260	62%	Q3	2024	139	403	6	17
SO ORIGIN PHAHOL 69 STATION	2-3-90	521	1,870	300	1,147	221	723	61%	Q4	2024	233	871	67	276
Park 24 Phase 2	7-0-55	1,240	11,500	1,115	10,229	125	1,271	89%	6	2018	1,112	10,202	3	26
Park Origin Phayathai	2-1-36.3	551	4,926	447	4,011	104	915	81%	9	2021	440	3,918	7	93
Knightsbridge Space Rama IX	2-0-47.8	325	2,300	283	2,153	42	147	94%	3	2021	262	1,943	21	210
Knightsbridge Kaset Society	2-0-79.6	333	1,395	332	1,391	1	4	100%	12	2020	331	1,386	1	5
Park Origin Thonglor	6-0-18.5	1,182	12,000	702	8,476	480	3,524	71%	5	2022	697	8,376	5	100
Park Origin Ratchathewi	1-2-34.5	266	3,000	196	2,318	70	682	77%	12	2022	189	2,238	7	79
Park Origin Chula-Samyan	2-0-94.2	501	4,850	477	4,402	24	448	91%	3	2023	468	4,228	9	175
SOHO BANGKOK RATCHADA	1-2-28.0	341	1,840	308	1,657	33	183	90%	Q3	2023	297	1,593	11	65
SO ORIGIN KASET INTERCHANGE	1-3-58.4	300	1,679	270	1,533	30	146	91%	Q3	2024	254	1,436	16	97
Knightsbridge Space Sukhumvit-Rama4	1-2-45.2	381	2,400	263	1,670	118	730	70%	Q4	2024	200	1,242	63	428
Knightsbridge Ocean Sriracha	4-0-4.5	722	2,859	721	2,854	1	5	100%	9	2017	721	2,854	-	-
Notting Hill Rayong	2-2-67.1	538	1,487	479	1,335	59	151	90%	12	2021	479	1,335	-	-
Kensington Rayong 1	3-0-92.5	352	629	313	573	39	56	91%	12	2020	310	569	3	5
Hampton Sriracha by Origin and Dusit	2-1-38.8	471	1,600	337	1,277	134	323	80%	12	2022	336	1,271	1	6
Brixton Rayong	3-1-76	481	880	194	406	287	474	46%	Q4	2023	190	398	4	7
Brixton Kaset-Sriracha Campus	4-0-83.2	589	1,060	273	625	316	435	59%	Q1	2024	270	618	3	7
The Origin Campus Khon Kaen	3-1-49.5	490	800	332	541	158	259	68%	Q1	2025	289	464	43	77
The Hampton Suites Rayong	2-0-14.5	452	1,300	154	616	298	684	47%	Q3	2025	69	276	85	340
Origin Play Bangsaen	1-3-71.1	491	1,300	412	1,178	79	122	91%	Q4	2025	218	623	194	555

Project	Area (Rai - Ngan - Square Wah)	Sales Status							Transfer Status					
		Total		Sold		Remaining for sale		Accumulated Sale	Esitmiated Transfer Date		Transferred Unit and Value		Remaining for transfer	
		Unit	MB	Unit	MB	Unit	MB		Month	Year	Unit	MB	Unit	MB
Origin Plug & Play Sirindhorn Station	4-0-21.31	1,034	3,160	847	2,651	187	509	84%	Q1	2025	660	2,034	187	617
Origin Plug & Play E22 Station	3-3-46.4	1,044	2,580	877	2,291	167	289	89%	Q2	2025	649	1,655	228	636
Origin Plug & Play Srinakarin	2-0-2	593	1,830	286	938	307	892	51%	Q2	2025	191	605	95	333
Origin Place Bangna	3-3-23.4	774	2,280	402	1,481	372	799	65%	Q3	2025	273	1,020	129	461
Origin Play Bangkhunnon	2-0-9.4	476	1,735	459	1,676	17	59	97%	Q4	2025	164	558	295	1,117
THE ORIGIN SUKHUMVIT-PRAKSA	3-2-5.1	823	1,100	380	478	443	622	43%	Q4	2025	124	153	256	324
The Origin Phahol 57	2-3-56	432	1,040	268	741	164	299	71%	Q4	2025	114	325	154	416
BRITANIA MEGA TOWN-BANGNA	55-3-61.2	472	2,000	433	1,919	39	81	96%	3	2019	433	1,919	-	-
BRITANIA WONGWAEN-HATHAIRAT	31-3-93	288	1,215	285	1,197	3	18	99%	6	2019	285	1,197	-	-
BRITANIA BANGNA-SUVARNABHUMI	99-0-2.0	485	2,700	378	2,270	107	430	84%	12	2019	378	2,270	-	-
GRAND BRITANIA WONGWAEN RAMINTRA	65-2-75.4	278	2,307	259	2,168	19	138	94%	6	2020	255	2,134	4	34
BRITANIA SAIMAI	36-2-11.9	297	1,400	191	937	106	463	67%	6	2020	189	920	2	16
BRIGHTON KHUKHOT STATION	20-1-58.00	224	877	224	877	-	-	100%	12	2020	223	869	1	8
GRAND BRITANIA RATCHAPHRUEK-RAMA 5	50-2-23	246	2,338	221	2,191	25	147	94%	3	2021	221	2,191	-	-
BELGRAVIA EXCLUSIVE POOL VILLA BANGNA-RAMA 9	35512	65	1,800	41	1,166	24	634	65%	3	2021	41	1,166	-	-
BRIGHTON BANGNA KM.26	9-0-53.40	99	350	79	279	20	71	80%	3	2021	79	279	-	-
BRIGHTON AMATA-SUKPRAYOON	23-01-50.90	223	650	182	590	41	60	91%	3	2021	181	587	1	3
Britania Tiwanon - Rachapruek	23-0-14.4	122	700	38	254	84	446	36%	2	2022	37	240	1	14
Britania Praksa Station	25-3-98.6	197	850	100	478	97	372	56%	2	2022	99	473	1	5
Britania Ratchaphruek Nakorn in	19-3-17.3	99	813	98	804	1	10	99%	3	2022	98	804	-	-
Grand Britania Nonthaburi Station	12-1-43.6	62	550	44	430	18	120	78%	3	2022	43	421	1	9
GRAND BRITANIA BANGNA-SUVARNABHUMI	18-1-93.1	107	700	34	282	73	418	40%	3	2022	31	259	3	23
BRIGHTON BANGPAKONG	12-1-33.7	211	650	102	333	109	317	51%	6	2022	101	330	1	3
BRITANIA AMATA-PHANTHONG	73-1-79.3	440	2,250	131	788	309	1,462	35%	6	2022	128	765	3	23
Grand Britania RamaIX - Krungthepkreetha	20-2-53.7	96	850	75	782	21	68	92%	7	2021	73	765	2	17

Project	Area (Rai - Ngan - Square Wah)	Sales Status							Transfer Status					
		Total		Sold		Remaining for sale		Accumulated Sale	Esitmiated Transfer Date		Transferred Unit and Value		Remaining for transfer	
		Unit	MB	Unit	MB	Unit	MB		Month	Year	Unit	MB	Unit	MB
BRITANIA HOME BANGNA KM.17	47-1-48.5	228	1,500	78	532	150	968	35%	9	2022	76	519	2	13
BRITANIA TOWN BANGNA KM.17	35-3-3.6	352	1,100	108	404	244	696	37%	10	2022	107	401	1	4
BRITANIA WONGWAEN-PINKLAO	18-2-40	106	650	56	374	50	276	57%	11	2022	56	374	-	-
GRAND BRITANIA KHUKHOT STATION	34-2-86.2	186	1,500	47	415	139	1,085	28%	10	2022	47	415	-	-
BRITANIA RAYONG	24-1-51.2	222	1,100	31	196	191	904	18%	12	2022	29	184	2	12
GRAND BRITANIA BANGNA KM.35	48-3-4.1	394	2,500	46	308	348	2,192	12%	12	2022	46	308	-	-
BRITANIA UDONDUSADEE	44-3-37	122	650	34	241	88	409	37%	3	2023	32	215	2	25
BRITANIA MALIWAN	48-3-29.8	232	1,200	38	275	194	925	23%	Q4	2028	38	275	-	-
BRITANIA AYUTTHAYA	51-1-48.36	239	1,400	21	141	218	1,259	10%	Q4	2028	20	134	1	7
BRITANIA THEPHARAK-SRINAKARIN	35-2-12.1	190	1,200	21	157	169	1,043	13%	Q3	2028	18	135	3	22
BRITANIA BANGNA KM.39	42-3-61	232	1,200	23	134	209	1,066	11%	Q4	2028	23	134	-	-
GRAND BRITANIA WONG-WAEN-PRACHA UTHIT	35-0-33.2	90	1,600	13	270	77	1,330	17%	Q4	2028	12	253	1	17
GRAND BRITANIA THAWEEWATTHANA	46-0-97.5	99	2,000	12	281	87	1,719	14%	Q3	2028	12	281	-	-
BRITANIA BANGNA-THEPHARAK	67-2-37.7	355	2,200	46	302	309	1,898	14%	Q3	2027	46	302	-	-
BRITANIA BANGNA-SRIVAREE	37-3-41.5	161	1,400	28	289	133	1,111	21%	Q3	2028	24	234	4	55
GRAND BRITANIA CHAI-YAPHRUEK-CHAENG-WATTANA	29-2-68.7	123	1,400	8	88	115	1,312	6%	Q4	2027	8	88	-	-
BRITANIA HOME BANG-NA-BANGPAKONG	44-1-52	200	1,250	19	122	181	1,128	10%	Q4	2027	17	109	2	13
BRITANIA RATCHAPHRUEK KAN-CHANAPISEK	23-3-99.36	122	650	22	123	100	527	19%	Q4	2027	21	117	1	6
Britania Westgate	79-3-34.44	346	2,600	13	90	333	2,511	3%	Q4	2027	13	90	-	-
Britania Ratchaphruek 345	22-1-29.66	111	650	12	74	99	576	11%	Q4	2027	11	66	1	8
Dusit Suites Residences KhaoYai	9-3-22.7	19	350	-	-	19	350	0%	Q4	2029	-	-	-	-
BALCO BANGTAO BEACH	9-1-86.24	35	1,350	14	491	21	859	36%	Q4	2029	-	-	14	491
Belgravia Exclusive Ratchaphruek - Rama 5	18-3-80.4	35	1,400	1	49	34	1,351	4%	Q4	2028	-	-	1	49
Britania Suksawat-Prachautid	50-0-00	202	1,750	-	-	202	1,750	0%	Q4	2028	-	-	-	-
Grand Britania Krungtep Kreetha-Suvarnabhumi	34-1-53.0	128	1,550	6	96	122	1,454	6%	Q4	2027	4	65	2	32

Project	Area (Rai - Ngan - Square Wah)	Sales Status							Transfer Status					
		Total		Sold		Remaining for sale		Accumulated Sale	Esitmiated Transfer Date		Transferred Unit and Value		Remaining for transfer	
		Unit	MB	Unit	MB	Unit	MB		Month	Year	Unit	MB	Unit	MB
BRITANIA BANGSEAN	35-0-31.52	158	1,250	35	268	123	982	21%	Q4	2028	8	49	27	219
GRAND BRITANIA RAYONG	11-0-87.56	40	450	1	11	39	439	2%	Q2	2029	-	-	1	11
On going project														
Origin Play Sri Lasalle Station	7-3-12.7	1,431	3,900	36	114	1,395	3,786	3%	Q2	2570	-	-	36	114
The Origin Bangkae	8-3-55.5	1,477	1,980	859	1,100	618	880	56%	Q1	2569	-	-	859	1,100
The Origin Pinklao	2-3-46	543	1,300	284	841	259	459	65%	Q4	2570	-	-	284	841
Origin Prestige Thonglor	6-2-78.6	62	1,500	46	1,127	16	373	75%	Q2	2570	-	-	46	1,127
Origin Courtyard Thonglor		155	3,100	83	1,716	72	1,384	55%	Q2	2570	-	-	83	1,716
Grand Hampton Thonglor		356	4,200	217	2,512	139	1,688	60%	Q4	2569	-	-	217	2,512
Thonglor 10th Avenue		138	3,000	53	1,484	85	1,516	49%	Q2	2570	-	-	53	1,484
Origin Place Ramkhamhaeng 153	6-2-61	737	2,100	411	1,249	326	851	59%	Q3	2570	-	-	411	1,249
Origin Place Phahol 59 Station	1-0-88	144	510	8	28	136	482	6%	Q1	2571	-	-	8	28
SO ORIGIN SIRIRAJ	1-2-26	257	1,340	250	1,311	7	29	98%	Q2	2569	-	-	250	1,311
Origin Place Phetkasem	2-0-8	353	1,370	353	1,370	-	-	100%	Q2	2569	-	-	353	1,378
Origin Place Khon Kaen Kanlapaphruek	3-0-7.4	442	950	256	537	186	413	57%	Q1	2569	-	-	256	537
The Origin Bangna - Bangpakong	12-0-0	1,585	1,300	12	12	1,573	1,288	1%	Q1	2571	-	-	12	12
The Origin Pattaya	3-1-31.63	560	1,040	313	596	247	444	57%	Q1	2570	-	-	313	596
The Origin Centre Phuket	5-0-45.5	701	1,300	362	789	339	511	61%	Q1	2570	-	-	362	789
The Origin Kathu - Patong	30718	624	1,600	486	1,301	138	299	81%	Q1	2569	-	-	486	1,301
The Origin Setthabut Station	6-0-22.6	742	1,400	378	719	364	681	51%	Q1	2570	-	-	378	719
Origin Place Bangsaen	2-3-80.8	429	950	200	485	229	465	51%	Q3	2572	-	-	200	485
So Origin Pattaya	6-1-58.4	793	1,700	346	891	447	809	52%	Q2	2570	-	-	346	891
SO Origin Bangtao Beach	5-3-43.52	545	3,000	339	1,954	206	1,046	65%	Q3	2569	-	-	339	1,954
The Origin Sriracha	3-0-50	499	750	93	178	406	572	24%	Q4	2571	-	-	93	178
Origin Place Taopoon Interchange	2-3-10.60	675	2,300	343	1,345	332	955	58%	Q1	2571	-	-	343	1,345
Origin Place Chaeng-wattana	3-0-7.5	701	2,000	295	1,011	406	989	51%	Q3	2570	-	-	295	1,011
Origin Place Centre Phuket	4-3-84.1	585	1,800	256	821	329	979	46%	Q1	2570	-	-	256	821
SO Origin Kata Phuket	5-3-91.3	686	2,500	318	1,316	368	1,184	53%	Q1	2570	-	-	318	1,316
SO Lagoon Cherngtalay by Origin	5-1-91.3	511	2,100	203	842	308	1,258	40%	Q4	2570	-	-	203	842
SO Origin Sukhumvit 105	6-1-53.4	913	2,600	363	1,130	550	1,470	43%	Q2	2571	-	-	363	1,130
Origin Residences Phuket Bangtao	4-2-80.2	250	2,000	62	371	188	1,629	19%	Q3	2571	-	-	62	371
VVIP Presale				**39**	**773**									
Total		**69,186**	**267,047**	**48,807**	**188,037**	**20,418**	**79,783**				**39,250**	**151,527**	**9,557**	**36,518**

2. Service Businesses Related to Real Estate

The Company also provides real estate business services through its subsidiary, Primo Service Solution, which provides condominium juristic person management services as well as other real estate businesses.

Primo Service Solution has another 17 subsidiaries:

1. United Project Management Company Limited ("UPM") providing construction work consultation and supervision.
2. UPM Design Studio Company Limited ("UDS") providing architectural, structural engineering, and building assembly system design services.
3. Project Asia Company Limited ("PJA") providing construction work consultation and supervision
4. Primo Management Company Limited ("PMM") providing condominium juristic person, department center, housing development, and office building management services
5. Crown Residence Company Limited ("CRD") providing condominium juristic person, housing development, department center, and luxury office building management services
6. Hampton Hotel & Residence Management Company Limited ("HHR") providing residential property and service apartment management services
7. Passion Realtor Company Limited ("PRT") providing comprehensive real estate buying-selling-renting representation service focusing on juristic person and individual customers, both Thai and foreign
8. Just Co On Company Limited ("JCO") operating real estate brokerage business focusing on luxury customers
9. Passion Asset 360 Company Limited ("PAS") operating real estate brokerage business focusing on foreign customers
10. Nomadic Butler Company Limited ("NMD"), which operates a business providing Personal Assistant services to expatriates.
11. Prop2morrow Company Limited ("P2M") providing real estate consultation, event management, and review services.
12. Live Tech Lab Company Limited ("LTL") operating software system development business.
13. Prim Insurance Broker Company Limited ("PIB"), which operates as a non-life insurance agent and broker.
14. Wide Interior Company Limited ("WYD") providing interior decoration, moving things, furniture, and household items, and accommodation improvement and repair services
15. Uno Service Company Limited ("UNO") providing maid, maintenance technician, and laundry services in order to be able to fully respond to customer needs, which is one of the Company's after-sales service strategies.
16. Wide Furniture Company Limited ("WFN") operating furniture production, distribution, and marketing business and developing retail stores.
17. Uno Facility Management and Cleaning Company Limited ("UFM"), which operates a comprehensive facility management business.

(2) Marketing and Competition

(A) Significant Product and Service Marketing

Marketing Strategies and Policies and the Company's Competitive Advantages

The Company believes that the Company has significant marketing strategies and policies as well as competitive advantages. They are as follows:

Project Location Strategy

The Company places strong emphasis on location as the core foundation of its project development strategy. Priority is given to locations with convenient access to mass transit systems, particularly along mass rapid transit lines in Bangkok and its metropolitan areas, which effectively respond to the lifestyle needs of modern urban residents. At the same time, the Company strategically identifies and invests in emerging high-potential locations, including:

- industrial estates
- The Eastern Economic Corridor (EEC) development zone
- Major provincial cities with strong economic growth
- Tourism-driven provinces experiencing growth in visitor arrivals

This strategic approach enables the Company to create new demand in expanding markets while enhancing long-term growth opportunities.

Lifestyle-Oriented and Unique Project Design

The Company believes that great design begins with understanding customers, not with buildings. The core philosophy guiding project development is built upon the principle of EMPATHY——a deep understanding of the needs, emotions, and lifestyle behaviors of individuals at different stages of life. This understanding is translated into residential spaces that are functional, distinctive, and capable of delivering long-term value. Every project developed by the Company is designed with a clearly defined "character." This character goes beyond architectural aesthetics; it represents an identity that reflects the project's concept, lifestyle positioning, and target audience in a systematic and cohesive manner. This identity is expressed through exterior appearance, color palettes, material selection, layout of common areas, and even the finer details within each residential unit.

The Company places equal emphasis on functional design and living experience. Design considerations are based on real-life behavioral patterns of residents, including: Working from home, Hybrid lifestyles, the need for private personal space, Social interactions within shared facilities, every square meter is therefore carefully designed to provide flexibility and adaptability throughout different life stages. Within residential units, the Company focuses on efficient space allocation by considering real-life living proportions——whether for relaxation areas, workspaces, storage solutions, or multi-purpose spaces that can evolve over time. Materials are selected not only for aesthetics but also for durability and long-term value, ensuring suitability for both homeowners and property investors. Common areas are designed to function as more than traditional amenities. They are intended to create community experiences, with diverse zones such as: Co-working spaces, Creative spaces, Fitness and wellness areas, Multi-function rooms, Green spaces that balance urban living with relaxation, all facilities are designed to be genuinely functional rather than purely decorative. To effectively reach different customer segments, the Company structures its products into lifestyle-driven sub-brands, each with a distinct positioning while maintaining the same quality standards.

Brixton Developed as a Campus Condominium, located near universities. The project is designed to support student life through collaborative learning environments and long-hour study and working spaces that accommodate flexible schedules.

Origin Play Designed for young professionals and early-career individuals, creating a vibrant and energetic environment. Common spaces are interactive and activity-driven, featuring game rooms, modern fitness areas, and social gathering spaces.

Origin Plug & Play Tailored for entrepreneurs and startup communities. The project integrates living and working environments through Duo Space units, separating work and living zones while providing meeting rooms and studio facilities in common areas to support business activities.

Hampton Developed as an Investment Condominium complemented by Service Apartment-style services, targeting investors seeking convenient property management solutions while catering to rental markets in prime locations.

Origin Pet Friendly Condo Developed for pet lovers, featuring specialized common facilities such as pet washing areas, pet exercise spaces, and relaxation zones for both owners and their pets. The project also incorporates materials and systems suitable for pet-friendly living.

Overall, the Company's design philosophy goes beyond simply constructing residential properties. It focuses on creating a "living ecosystem" that supports different life stages and lifestyles-from young individuals building their careers, to professionals pursuing growth, to residents seeking stability and tranquility. Through continuous product innovation, the Company has developed unique expertise in design and consumer behavior, establishing proprietary development standards that differentiate its projects from conventional market offerings.

Ultimately, design is viewed by the Company as a strategic tool-not merely architectural work, but a key element that integrates brand identity, customer experience, and business value.

Unit Plan Innovation: Maximizing Usable Space

The Company develops residential unit plans under the concept that "every square meter must create value." Rather than focusing solely on physical size, the Company prioritizes functional efficiency and living experience. The design team analyzes real customer lifestyle patterns across various segments and transforms these insights into unit layouts that optimize functionality, design, and lifestyle compatibility. The development of unit plans integrates innovation with systematic design, including layout planning and custom-built furniture solutions that ensure all elements work harmoniously. The Company has introduced the LUXEMORE concept, which enhances functional value within existing space through hidden or integrated design features, such as:

- Kitchen sets with concealed storage in overhead cabinets, built-in tissue compartments, and tablet stands for use while cooking
- Shoe cabinets designed to function as seating stools, allowing convenient use when putting on shoes and serving as step platforms for accessing higher storage areas
- Vertical storage solutions integrated seamlessly into walls to reduce horizontal space consumption

In addition, the Company emphasizes vertical spatial utilization by incorporating higher ceiling heights and mezzanine concepts. This approach has led to distinctive unit formats such as DUO SPACE, which effectively doubles functional usage without increasing the physical unit size. For units ranging between 30—33 square meters, the Company developed the ONE BED PLUS concept, which includes an additional flexible room that can function as a home office, dressing room, or small bedroom. Even compact units of approximately 28 square meters can deliver functionality comparable to larger units through efficient layout planning and the integration of the DUO SPACE concept. A notable example is the unit design developed in Park Origin Phayathai, which has since become a benchmark referenced by other developers within the industry. The Company continuously evolves its unit plan innovation through experimentation, improvement, and real-user behavioral analysis. The result is residential units that feel larger than their actual size, offering greater flexibility, efficiency, and value-demonstrating the Company's ability to transform spatial constraints into a competitive advantage.

Building Competitive Advantage through the "Customer-Centric Ecosystem Strategy"

The Customer-Centric Ecosystem Strategy is the Company's core business approach that extends beyond product differentiation to focus on delivering a holistic residential experience throughout the customer journey——from pre-purchase decision-making to long-term value creation.

1. Living Ecosystem Development

Projects are designed as comprehensive lifestyle environments through the integration of four key elements:

- **Residential Innovation:** Flexible unit designs and common areas that support evolving lifestyle behaviors such as home-based productivity and adaptable multi-purpose rooms.
- **Well-being Design:** Focus on air quality, natural lighting, green spaces, and designs that enhance both physical and mental well-being.
- **Community Integration:** Common spaces designed to encourage interaction among residents, including co-working lounges, social kitchens, and multi-purpose studios.
- **Smart Living Technology:** Digital systems such as smart access, resident applications for booking facilities, payment of maintenance fees, and online repair requests.

Through this approach, projects compete not only on price or location but on quality of living experience.

2. Behavioral Customer Segmentation

Instead of categorizing customers by age or income alone, the Company adopts behavioral segmentation, identifying groups such as:

- Young professionals requiring workspaces within residences
- Investors seeking rental yield
- Long-term residents prioritizing quality of life and tranquility
- Parents purchasing properties for their children or small families

This insight enables more precise planning of product mix, unit sizes, facilities, and marketing communication strategies.

3. Long-Term Value Creation

The Company prioritizes long-term value over one-time sales through initiatives such as:

- Comprehensive after-sales service management
- Resident privilege membership programs
- Community-building activities
- Continuous project maintenance to sustain property value in the secondary market

These initiatives strengthen brand loyalty and encourage word-of-mouth marketing, one of the most effective promotional tools.

4. International Market Expansion via Strategic Partnerships

For overseas markets, the Company adopts a Strategic Partnership Model, collaborating with local sales agents and investment advisors in target countries to effectively reach high-quality buyers. Key target groups include:

- International tourists
- Mid- to senior-level executives seeking residences in Thailand
- Investors diversifying their property portfolios

The Company also develops multilingual sales materials and provides comprehensive advisory services related to legal procedures and property transfers.

5. Data-Driven Development

The Company utilizes data analytics to analyze market trends, customer demand, and project performance.
This enables the Company to:

- Forecast absorption rates
- Identify high-potential locations
- Design unit layouts aligned with real market demand

Outcomes of the Strategy

- Through the implementation of the Customer-Centric Ecosystem Strategy, the Company has been able to:
- Create sustainable differentiation beyond price competition
- Enhance customer satisfaction and loyalty
- Expand its customer base both domestically and internationally
- Increase long-term project value
- Strengthen its corporate reputation as a developer that truly understands modern lifestyles

This strategy focuses not only on generating sales but on creating a shared value ecosystem among the Company, its customers, and surrounding communities to support sustainable growth.

Team-Based and Systematic Sales Planning

The Company adopts a team-based sales strategy to ensure an effective and professional sales process. When potential customers visit a project, both the sales and marketing teams collaborate to present comprehensive project information. The process begins with marketing representatives introducing the concept, design identity, and lifestyle positioning of the project in order to create emotional engagement and inspire customers' desire for ownership. Subsequently, sales representatives and the project's sales manager provide detailed information regarding the project, including unit sizes, pricing structures, and purchasing options, with the objective of closing the sale. Compared to a sales approach that relies on a single salesperson, the Company believes that a team-based approach helps mitigate risks associated with customer dissatisfaction with an individual salesperson, which could potentially result in lost sales opportunities. Furthermore, excessive reliance on any particular salesperson could expose the Company to customer attrition should that individual leave the organization. Therefore, the team-based sales policy represents one of the Company's key strengths, enabling the Company to increase the success rate of sales closures more effectively and sustainably.

Customer Relationship Management and After-Sales Services (Customer-Centric Approach)

To enhance customer confidence during the purchasing decision process, the Company provides a comprehensive range of after-sales services, including warranty coverage for residential units after ownership transfer and assistance in coordinating housing loan applications with financial institutions. These services not only provide convenience for customers but also allow the Company to effectively plan future ownership transfers.

The Company has established a Customer Relations Department (Customer-Centric Unit) to ensure the highest level of customer satisfaction. This department supports customers throughout the entire ownership journey, including: Assistance with housing loan applications, Unit inspection and handover processes, Ownership transfer procedures, Various after-sales services

Additional services include consultation regarding interior decoration and coordination with professional interior design service providers. Recognizing the importance of existing customers, the Company also grants exclusive reservation privileges to previous buyers for newly developed projects prior to their official public launch. This initiative strengthens long-term relationships and has resulted in a significant portion of new customers being referred through word-of-mouth recommendations from existing buyers.

Furthermore, the Company provides supporting services through its subsidiary, Primo Service Solutions Group, which offers services such as tenant and buyer sourcing for unit owners and condominium juristic person management services. These services enable the Company to respond promptly to customer needs and provide efficient post-transfer support, thereby enhancing customer satisfaction and encouraging continued engagement with future projects.

Pricing Strategy

The Company determines its selling prices by considering several key factors, including target customer segments, project location, land acquisition costs, and construction costs. Preliminary pricing is established during the initial project feasibility study phase, while final selling prices are determined at the time of project launch. Individual unit prices vary depending on several factors, including: Floor level, Unit location within the building, View and surrounding environment, Timing of the sales period, Sales are generally distributed across three development phases: Pre-construction phase, Construction phase, Post-completion phase. On average, approximately 60%, 25%, and 15% of the project value are sold during these respective phases.

Nevertheless, the Company ensures that project pricing remains competitive relative to comparable developments in similar locations, while also considering customers' purchasing power, the value provided through unit design and functionality, and maintaining the Company's target profitability in accordance with its financial policies.

On-Time Project Delivery

To ensure that project construction complies fully with agreed design specifications and construction standards, and that residential units can be delivered to customers on schedule, the Company appoints experienced construction contractors with whom it has established strong working relationships. In addition, the Company engages Construction Management consultants to closely supervise construction quality and monitor contractor performance for each project. As a result, the Company has consistently been able to deliver completed units to customers within the scheduled timeframe, enabling effective financial planning and construction cost management while maintaining high levels of customer satisfaction.

Corporate Brand Positioning Strategy

The Company has clearly positioned itself in the market as a modern real estate developer that deeply understands consumer needs and urban lifestyles. Through continuous innovation and creative thinking, the Company integrates modern concepts into residential development that align with the evolving lifestyles of contemporary urban residents. This enables the Company to deliver products and services that meet the diverse lifestyle needs of customers across different age groups, locations, and market segments. As a result, the brand "Origin" has become widely recognized as a property developer that continuously innovates and introduces new product formats and service concepts. The Company is also known for pioneering project developments in new or previously undeveloped locations (Virgin Areas) that have consistently received positive market responses. Moreover, the Company aims to evolve beyond being merely a fully integrated real estate developer by expanding into service-oriented businesses and other

sectors aligned with long-term mega trends, thereby delivering more comprehensive lifestyle solutions to consumers.

Professionalism and Experience of the Management Team

The Company places great importance on professional management practices, supported by a highly capable team with strong vision and industry expertise. The Company's executives possess extensive experience and knowledge in the real estate sector, enabling the organization to maintain clear, transparent, and efficient internal management systems. At the same time, the Company continuously introduces new ideas and innovations to support both organizational development and product advancement. The Company also carefully selects professional partners, including: Architectural design firms, Interior design firms and Landscape architecture firms

In addition, the Company places significant importance on employee development. Employees are encouraged to acquire strong foundational knowledge in the real estate industry, and the Company regularly organizes training programs in areas such as real estate development and emerging business trends. A majority of the Company's workforce consists of young professionals with strong motivation and creative thinking. The Company encourages employees to actively participate in business development and contribute innovative ideas for new products and services that effectively address the needs of target customer groups. The Company believes that this approach enables the organization to drive sustainable business growth while retaining talented employees over the long term.

Characteristics of Customer Groups and Target Customers

The Company always studies the preliminary feasibility of the project in the early phase by mainly considering the target customers of each project first. Then, determines the project type and the selling price in accordance with the target customers. As a result, the Company is able to close sales quickly and maintain the Company's profit level to an appropriate level as specified by the Company.

Currently, the Company's real estate development projects have been adjusted to be 7 major condominium brands and 5 primary housing brands according to the type of projects and target customer groups. The Company set the strategies as follows:

Condominium Brand		
Brand and Project Type	**Monthly Income Level (Baht/month)**	**Customer Group**
Park Origin	100,000 Baht and up	Up range
So Origin	50,000 - 100,000 Baht	Mid Up-Up range
Origin Place	40,000 - 80,000 Baht	Mid Up-Up range
Origin Plug & Play	40,000 - 80,000 Baht	Mid-Mid Up range
The Origin	35,000 - 70,000 Baht	Mid-Mid Up range
Origin Play	30,000 - 60,000 Baht	Economy to Mid range
Brixton	25,000 - 50,000 Baht	Economy range

Housing Project Brand		
Brand and Project Type	**Monthly Income Level (Baht/month)**	**Customer Group**
Belgravia Premium Detached house	500,000 Baht and up	Up range
Balco Pool Villa	500,000 Baht and up	Up range
Grand Britania Semi-Detached house, Detached house	130,000 Baht and up	Mid Up-Up range
Britania Townhome, Semi-Detached house, Detached house	50,000-130,000 Baht	Mid Up-Up range
Brighton Townhome, Semi-Detached house	30,000-50,000 Baht	Mid-range

In addition to developing projects targeting customers seeking residential properties located near mass rapid transit systems in the outer areas of Bangkok and its metropolitan region, the Company has also expanded its focus to new customer segments in order to enhance business opportunities. In particular, the Company aims to target employees working in various industrial estates who require residential accommodations that offer convenient commuting between their workplaces and residential areas, while also being located near lifestyle amenities that support modern living. Furthermore, the Company also targets foreign business professionals working in Thailand who seek residences in environments that are peaceful, secure, and well-managed, while still allowing convenient access to their workplaces within industrial estates and proximity to high-quality lifestyle facilities and services.

Sales and Distribution Channels

The Company maintains a professional and highly efficient sales team with comprehensive knowledge of its products as well as a strong understanding of the real estate market as a whole. The sales team is responsible for assisting customers who visit the project's sales gallery and show units at the project site, as well as those who contact the Company via telephone or through the project sales office to inquire about project details. For corporate clients and executive-level customers, the Company may assign sales representatives to personally present and introduce the Company's products directly at the client's workplace or at a location convenient for the customer. In addition, the Company provides information through its official website at https://origin.co.th/ and various social media platforms, including Facebook, Instagram, TikTok, and YouTube, where prospective customers can access preliminary information and details regarding each project. The Company has also introduced live-stream sales channels, which have received positive responses from customers. Furthermore, the Company actively promotes its projects through a wide range of marketing channels, such as SMS marketing, billboard advertisements, brochures, newspapers, magazines, exhibition booths, and participation in property fairs and condominium exhibitions. The Company also continuously implements promotional campaigns to stimulate sales, including complimentary offers, cash discounts, and other marketing incentives. In addition to the Company's internal professional sales team, the Company also collaborates with reputable and qualified international sales agencies to market its projects to foreign buyers. Sales commissions are provided to both the Company's sales team and appointed sales agents as an incentive to further enhance the Company's overall sales performance.

Domestic and International Sales Proportion

The Company mainly focuses on domestic distribution. From the sales proportion in 2025, the percentage of domestic customers is approximately 82% and the percentage of foreign customers is approximately 18%. These foreign customers are mainly from China, Russia, Taiwan and Poland.

(B) Competitive Environment

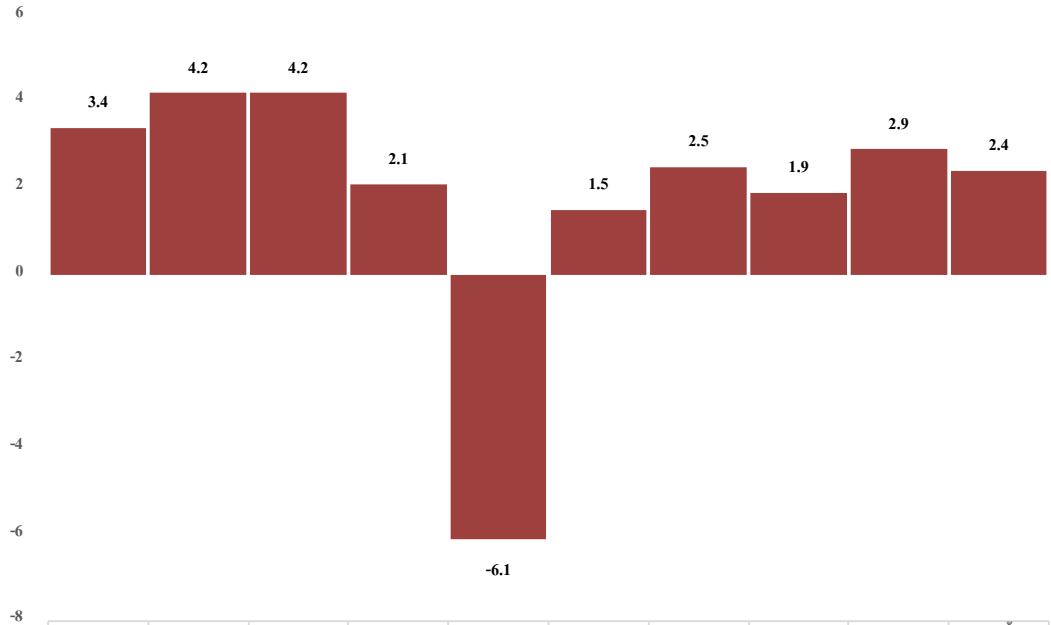
(1) Domestic Economic Outlook

The overall Thai economy in 2025 (B.E. 2568) progressed amid various challenges. Domestic purchasing power and private consumption showed signs of slowdown compared with the previous year, primarily due to the tight constraints of high household

debt, which pressured consumers to exercise greater caution in their spending, particularly in the durable goods segment, where demand weakened noticeably. Nevertheless, toward the end of the year, positive signals began to emerge from the recovery of private sector investment, which showed gradual improvement. At the same time, the export sector continued to play a crucial role in supporting the economy, expanding strongly in line with global demand for both industrial products and key agricultural commodities. During the third quarter of 2024 (B.E. 2567), Thailand's overall economic activity reflected a slowdown in private consumption, driven by reduced spending across most product categories and a continued decline in expenditure on durable goods. Meanwhile, private investment also contracted continuously. However, goods exports accelerated, supported by rising export volumes of both industrial and agricultural products, which served as a key driving force for the Thai economy.

In the fourth quarter of 2025, the Thai economy expanded by 2.5 percent, accelerating from 1.2 percent growth in the third quarter of 2025. For the full year, the Thai economy recorded an overall growth rate of 2.4 percent, compared with 2.9 percent growth in 2024. The main driving factors behind this growth included: Accelerated expansion in private consumption, A rebound in total investment, which increased by 4.9 percent, particularly driven by public investment growth of 8.9 percent, and Strong expansion in goods exports, which grew by 11.9 percent.

Gross Domestic Product (GDP) (Unit: Percent) (Year 2025)



	2559	2560	2561	2562	2563	2564	2565	2566	2567	2568 (ทั้งปี)
GDP (%)	3.4	4.2	4.2	2.1	-6.1	1.5	2.5	1.9	2.9	2.4

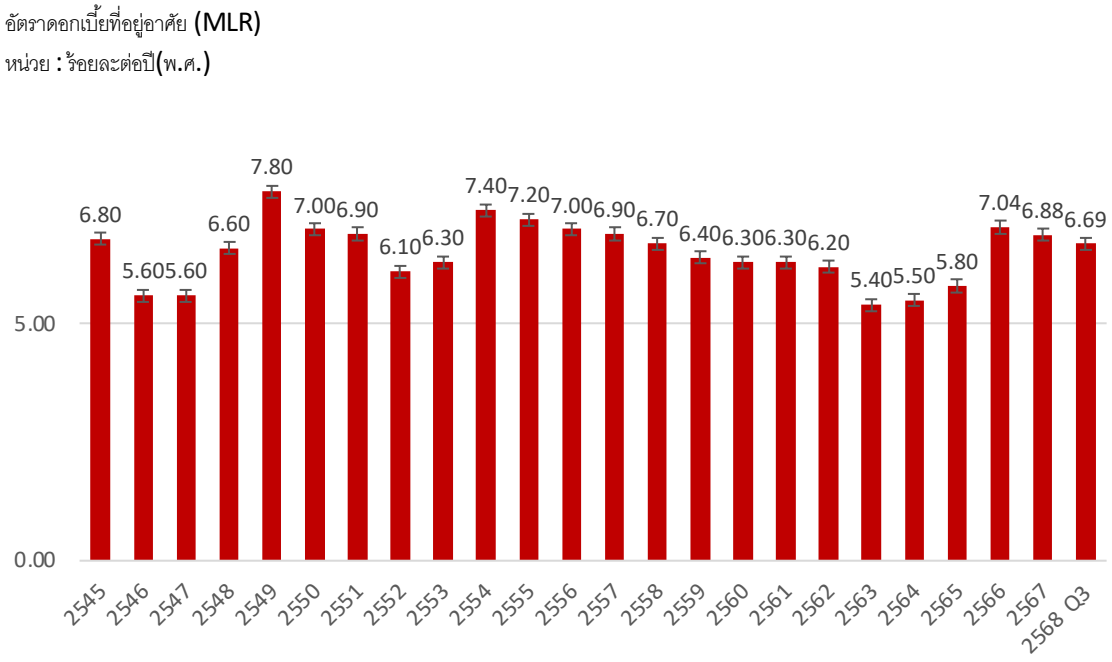
Source: Office of the National Economic and Social Development Council

In response to the direction of monetary policy aimed at stimulating the slowing economy and alleviating the debt burden faced by vulnerable households, the Monetary Policy Committee (MPC) resolved on 17 December 2025 (B.E. 2568) to reduce the policy interest rate from 1.50 percent to 1.25 percent per annum.

As a result, commercial banks and Specialized Financial Institutions (SFIs) subsequently adjusted their lending rates downward. The average Minimum Loan Rate (MLR) for prime corporate customers declined to 6.69 percent per annum. However, the outstanding balance of housing loans and private sector borrowing continued to contract for the fifth consecutive quarter. This trend is largely attributable to the persistently high level of household debt, which has prompted financial institutions to maintain stringent lending criteria.

To address this issue, the government has introduced the “Close Debt, Move Forward” program, implemented through Asset Management Companies (AMCs), with the objective of assisting retail borrowers in resolving non-performing loans (NPLs) and improving their financial stability.

Floating Residential Mortgage Interest Rates for Individual Borrowers at Six Major Banks (Unit: Percent)

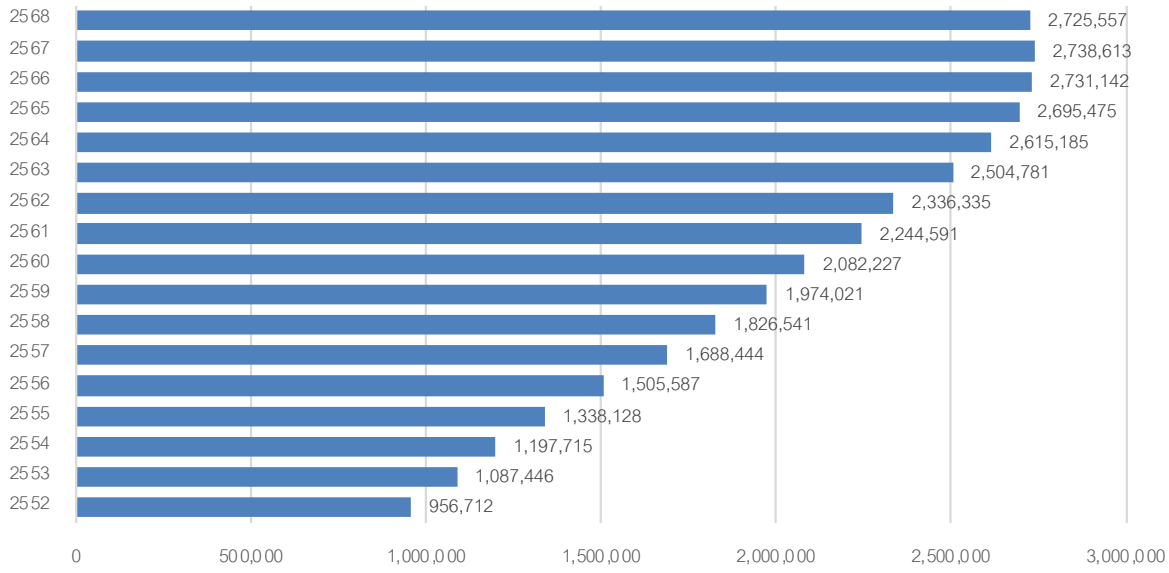


Remark: 1. Average MLR and MRR interest rates of 6 banks: Government Housing Bank, Kasikorn Bank, Bangkok Bank, Bank of Ayudhya, Krung Thai Bank and Siam Commercial Bank. If the interest rate is adjusted during the month, the last announced interest rate of the month will be used.
Source: Real Estate Information Center, Government Housing Bank

In 2025, the housing loan market and new mortgage lending operated under the constraints of high household debt levels. Financial institutions continued to implement stringent and cautious lending policies, resulting in a slowdown in the overall housing credit market. As a result, the total value of new residential mortgage loans (New Residential Loans) nationwide throughout 2025 amounted to THB 539,065 million, representing a 7.8% year-on-year decline compared with 2024. Nevertheless, in the fourth quarter of 2025, new loan disbursements began to show early signs of recovery, expanding by 1.3% quarter-on-quarter (QoQ). This improvement was largely attributable to the government’s real estate stimulus measures, which helped support consumers’ access to mortgage financing toward the end of the year.

With regard to outstanding residential mortgage loans (Post-Finance), the total outstanding balance stood at THB 2,725,557 million. When compared with the figure at the end of 2024, which was THB 2,738,613 million, the outstanding mortgage balance in the system declined by approximately THB 13,056 million. The decrease in outstanding residential mortgage loans compared with 2024 clearly reflects the continued prudence and strict credit approval policies of financial institutions. Elevated household debt levels have led to a contraction in new loan disbursements throughout the year, with new lending failing to keep pace with loan repayments and the removal of non-performing loans (NPLs) from the system. Consequently, the overall amount of housing credit outstanding within the commercial banking system has declined. This trend is also consistent with the reduction in new residential project launches in Bangkok and its metropolitan area during the same period.

Outstanding Residential Mortgage Loans to Individuals at Year-End (Unit: Million Baht)



Source: Bank of Thailand

(2) Housing market condition

The overall real estate market in 2025 is expected to have passed the lowest point of its cycle. Although purchasing power remained fragile and the cumulative number of property ownership transfers throughout the year declined, clear signs of positive recovery began to emerge toward the end of the year. In the fourth quarter of 2025, ownership transfers increased compared with the previous quarter (QoQ), with the number of units transferred rising by 5.7% and total transfer value increasing by 9.3%. The primary supporting factors were short-term economic stimulus measures introduced by the government under the "Quick Big Win" initiative. These included reductions in transfer and mortgage registration fees, as well as relaxation of loan-to-value (LTV) regulations, which helped stimulate consumer purchasing decisions toward the end of the year.

As a result, 2026 is expected to be a year of "structural rebalancing" across key dimensions of the property market, including demand, supply, and lending conditions of financial institutions. This adjustment is anticipated to strengthen the real estate sector and support more sustainable growth for the broader Thai economy in the future.

Property Transfers in 2025 and the Shift Toward the Second-Hand Housing Market

The total number of residential property ownership transfers nationwide in 2025 amounted to 316,214 units, representing a 9.1% decline compared with 2024. The total transfer value was THB 864,913 million, decreasing by 11.8% year-on-year. Amid fragile purchasing power, the market structure has undergone a notable shift, with second-hand housing playing an increasingly important role. This segment accounted for 64% of all transferred units nationwide, increasing from 61% in the previous year.

The top five locations with the highest property transfer values were: Bangkok, Chonburi, Samut Prakan, Nonthaburi, Pathum Thani. In addition, several provinces demonstrated growth contrary to the overall market trend, recording increases in both transfer volume and value compared with the previous year (YoY). These include Phuket, Rayong, and Nakhon Ratchasima.

Foreign Purchasing Power: Opportunities in the Mid-Priced Segment and Customer Base Expansion

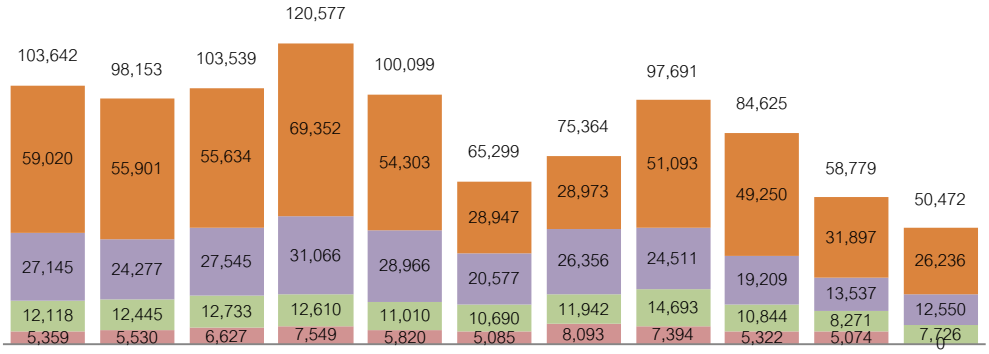
In 2025, foreign buyers continued to serve as an important supporting force for the real estate sector. A total of 14,899 condominium units were transferred to foreign buyers, representing a 2.2% increase year-on-year, accounting for 14.7% of total condominium transfer units. However, the total transaction value amounted to THB 60,921 million, reflecting a 10.7% decline

(YoY). This indicates that foreign buyers increasingly focused on properties with lower average unit prices, particularly within the mid-priced condominium segment.

In terms of buyer nationality, Chinese buyers continued to hold the largest market share at 33%, although overall demand slowed in line with broader economic conditions. At the same time, the market has begun to diversify toward new buyer nationalities, particularly Russian and Taiwanese buyers, both of which demonstrated notable growth. This diversification of demand helps strengthen the resilience of Thailand's condominium market.

In 2025, the residential market recorded total sales of 50,472 units, representing a 14% decline (a decrease of 8,307 units) compared with the previous year. The condominium segment experienced the most significant decline, with sales decreasing by 17.7%, falling from 31,897 units to 26,236 units. Meanwhile, the low-rise housing market in Bangkok and its metropolitan area also recorded lower sales compared with the previous year: Single detached houses: Sales decreased by 6.6%, from 8,271 units to 7,726 units. Townhouses: Sales decreased by 7.3%, from 13,537 units to 12,550 units. Overall, these trends reflect the continued impact of weak purchasing power and tighter credit conditions, which have constrained housing demand across multiple market segments.

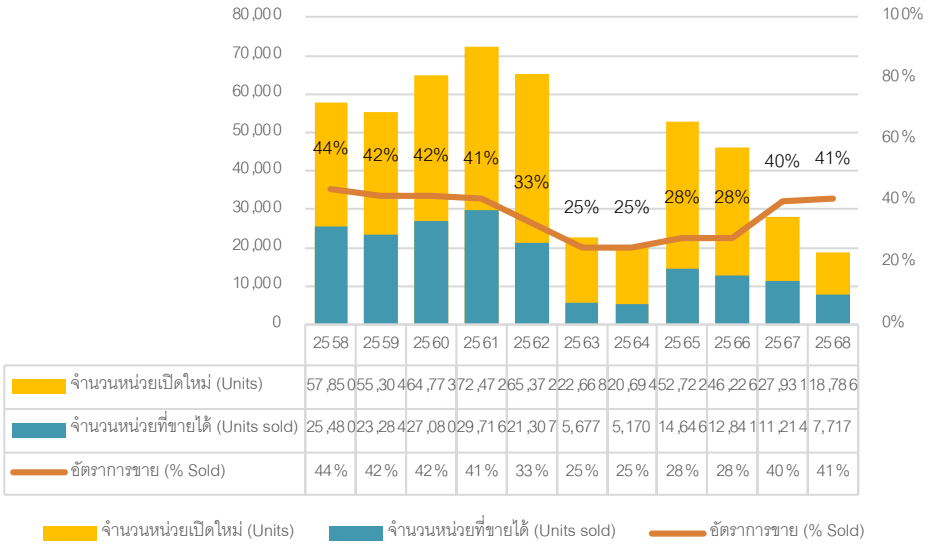
Residential Unit Sales by Housing Type in Bangkok and Metropolitan Areas, 2015—2025 (number of units)



	2558	2559	2560	2561	2562	2563	2564	2565	2566	2567	2568
รวมทั้งหมด (หน่วย)	103,642	98,153	103,539	120,577	100,099	65,299	75,364	97,691	84,625	58,779	50,472
อาคารชุด (หน่วย)	59,020	55,901	55,634	69,352	54,303	28,947	28,973	51,093	49,250	31,897	26,236
ทาวน์เฮ้าส์ (หน่วย)	27,145	24,277	27,545	31,066	28,966	20,577	26,356	24,511	19,209	13,537	12,550
บ้านเดี่ยว (หน่วย)	12,118	12,445	12,733	12,610	11,010	10,690	11,942	14,693	10,844	8,271	7,726
อื่นๆ (หน่วย)	5,359	5,530	6,627	7,549	5,820	5,085	8,093	7,394	5,322	5,074	0

Source: Agency for Real Estate Affairs Company Limited

Sales Rate of Newly Launched Condominiums in Bangkok and Metropolitan Areas, 2025 (number of units)



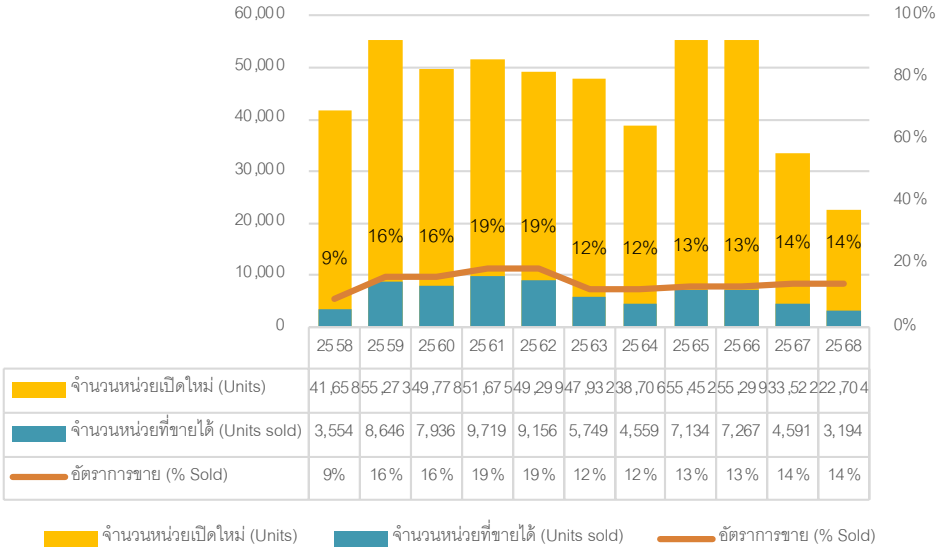
	2558	2559	2560	2561	2562	2563	2564	2565	2566	2567	2568
จำนวนหน่วยเปิดใหม่ (Units)	57,850	55,304	64,772	72,472	65,372	22,668	20,694	52,722	46,226	27,931	18,786
จำนวนหน่วยที่ขายได้ (Units sold)	25,480	23,284	27,080	29,716	21,307	5,677	5,170	14,646	12,841	11,214	7,717
อัตราการขาย (% Sold)	44%	42%	42%	41%	33%	25%	25%	28%	28%	40%	41%

จำนวนหน่วยเปิดใหม่ (Units) จำนวนหน่วยที่ขายได้ (Units sold) อัตราการขาย (% Sold)

Source: Agency for Real Estate Affairs Company Limited

The average take-up rate in the launch month for newly introduced condominium projects in Bangkok and its metropolitan area in 2025 was approximately 41% of the total number of newly launched units throughout the year. This rate was slightly higher than in 2024, when the take-up rate stood at 40%. In 2025, the condominium market recorded a total of 18,786 newly launched units, representing a 33% decrease compared with 2024.

Sales Rate of Newly Launched Low-Rise Housing in Bangkok and Metropolitan Areas, 2025 (number of units)



	2558	2559	2560	2561	2562	2563	2564	2565	2566	2567	2568
จำนวนหน่วยเปิดใหม่ (Units)	41,658	55,273	49,778	51,675	49,299	47,932	38,706	55,455	55,299	33,522	22,704
จำนวนหน่วยที่ขายได้ (Units sold)	3,554	8,646	7,936	9,719	9,156	5,749	4,559	7,134	7,267	4,591	3,194
อัตราการขาย (% Sold)	9%	16%	16%	19%	19%	12%	12%	13%	13%	14%	14%

จำนวนหน่วยเปิดใหม่ (Units) จำนวนหน่วยที่ขายได้ (Units sold) อัตราการขาย (% Sold)

Source: Agency for Real Estate Affairs Company Limited

The average take-up rate in the launch month for newly launched low-rise residential projects in Bangkok and its metropolitan area in 2025 was 14% of the total number of newly launched units throughout the year, remaining at a level similar to that recorded in 2024. However, the number of newly launched units in 2025 declined by 32% compared with 2024.

Condominium Unit Sales and Remaining Supply in Bangkok and Metropolitan Areas, 2015—2025 (number of units)

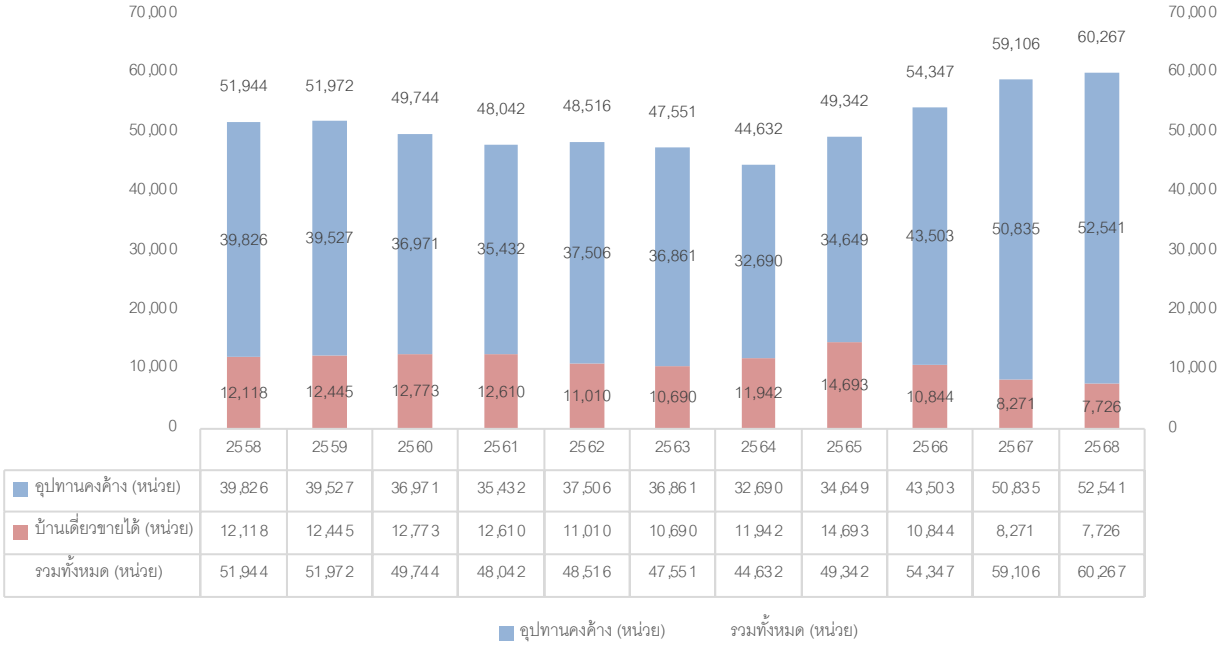


	2558	2559	2560	2561	2562	2563	2564	2565	2566	2567	2568
อุปทานคงค้าง (หน่วย)	67,349	69,798	76,790	81,818	93,882	90,841	85,313	85,675	84,200	78,604	67,473
อาคารชุดขายได้ (หน่วย)	59,020	55,901	56,634	69,352	54,303	28,947	28,973	51,093	46,266	31,897	26,236
รวมทั้งหมด (หน่วย)	126,369	125,699	133,424	151,170	148,185	119,788	114,286	136,768	130,466	110,501	93,709

Source: Agency for Real Estate Affairs Company Limited

The overall condominium market in Bangkok and its metropolitan area in 2025 recorded 26,236 units sold, representing a 17.7% decline compared with 2024. Meanwhile, the remaining supply of condominium units decreased by 14.2% year-on-year, totaling 67,473 units, primarily due to the reduction in newly launched projects.

Single Detached House Sales and Remaining Supply in Bangkok and Metropolitan Areas, 2015—2025 (number of units)

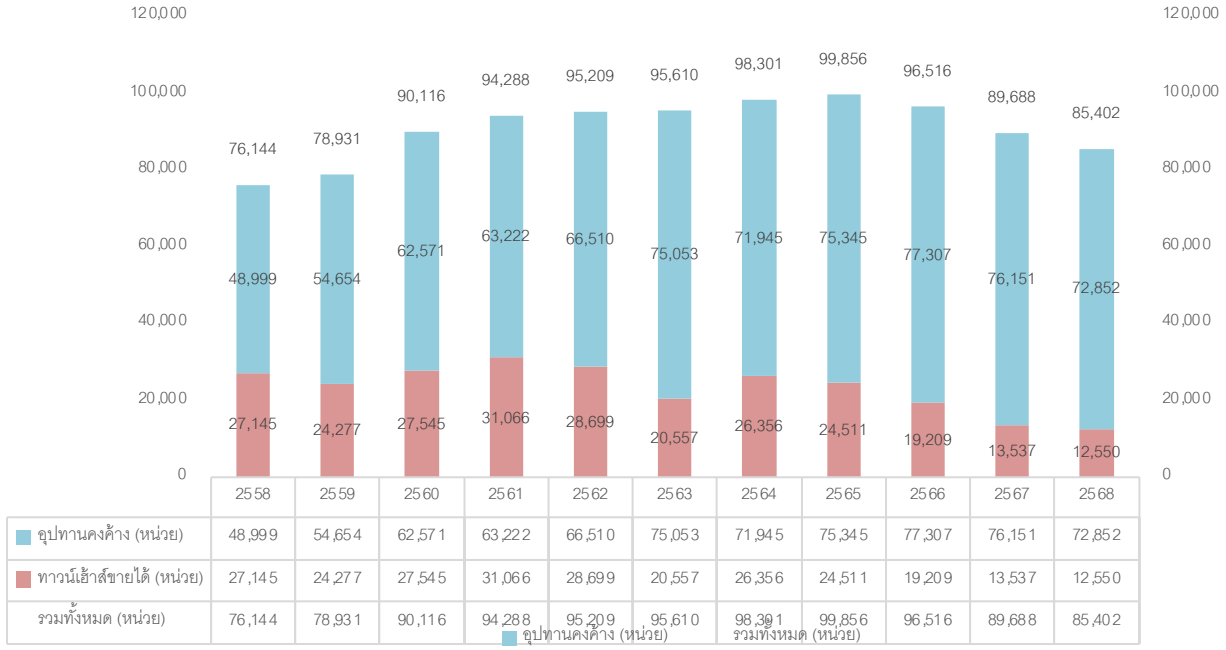


	2558	2559	2560	2561	2562	2563	2564	2565	2566	2567	2568
อุปทานคงค้าง (หน่วย)	39,826	39,527	36,971	35,432	37,506	36,861	32,690	34,649	43,503	50,835	52,541
บ้านเดี่ยวขายได้ (หน่วย)	12,118	12,445	12,773	12,610	11,010	10,690	11,942	14,693	10,844	8,271	7,726
รวมทั้งหมด (หน่วย)	51,944	51,972	49,744	48,042	48,516	47,551	44,632	49,342	54,347	59,106	60,267

Source: Agency for Real Estate Affairs Company Limited

The overall single detached housing market in Bangkok and its metropolitan area in 2025 recorded a 40% decline in the number of newly launched units compared with 2024. The number of units sold totaled 7,726 units, representing a 6.6% decrease year-on-year. As a result, the remaining housing supply accumulated to 52,541 units in 2025, reflecting an increase of 3.4% compared with 2024.

Townhouse Sales and Remaining Supply in Bangkok and Metropolitan Areas, 2015—2025 (number of units)



	2558	2559	2560	2561	2562	2563	2564	2565	2566	2567	2568
อุปทานคงค้าง (หน่วย)	48,999	54,654	62,571	63,222	66,510	75,053	71,945	75,345	77,307	76,151	72,852
ทาวน์เฮ้าส์ขายได้ (หน่วย)	27,145	24,277	27,545	31,066	28,699	20,557	26,356	24,511	19,209	13,537	12,550
รวมทั้งหมด (หน่วย)	76,144	78,931	90,116	94,288	95,209	95,610	98,301	99,856	96,516	89,688	85,402

Source: Agency for Real Estate Affairs Company Limited

The overall townhouse market in Bangkok and its metropolitan area in 2025 recorded 12,550 units sold, representing a 7.3% decrease compared with 2024. Meanwhile, the remaining supply in 2025 stood at 72,852 units, reflecting a 4.3% decline year-on-year. The reduction in remaining supply was primarily attributable to the continued low level of new project launches, which have been steadily declining. In 2025, the number of newly launched townhouse units decreased by 25% compared with the previous year.

(3) Competition in the Residential Real Estate Development Business

Although the real estate market continues to face challenges from economic factors such as high household debt and interest rate pressures, the Company has been able to maintain its market share and achieve continuous growth by adapting to emerging mega trends and attracting new sources of purchasing power, including foreign direct investment (FDI) and international buyers. The Company's key competitive advantages can be summarized into 4 strategic pillars, as follows:

Strategic Location: The Company focuses on developing projects along mass transit lines, while also expanding into high-potential emerging areas such as the Eastern Economic Corridor (EEC), locations near industrial estates, and leading tourism destinations. This strategy allows the Company to effectively serve both domestic buyers and foreign customers.

Design & Innovation: By applying a deep understanding of customer needs (EMPATHY), the Company develops targeted products tailored to specific market segments, including Pet-Friendly and Wellness-oriented projects. In addition, the Company incorporates innovative design concepts such as DUO SPACE units, which enhance vertical living space and maximize functionality, creating superior value compared with competitors.

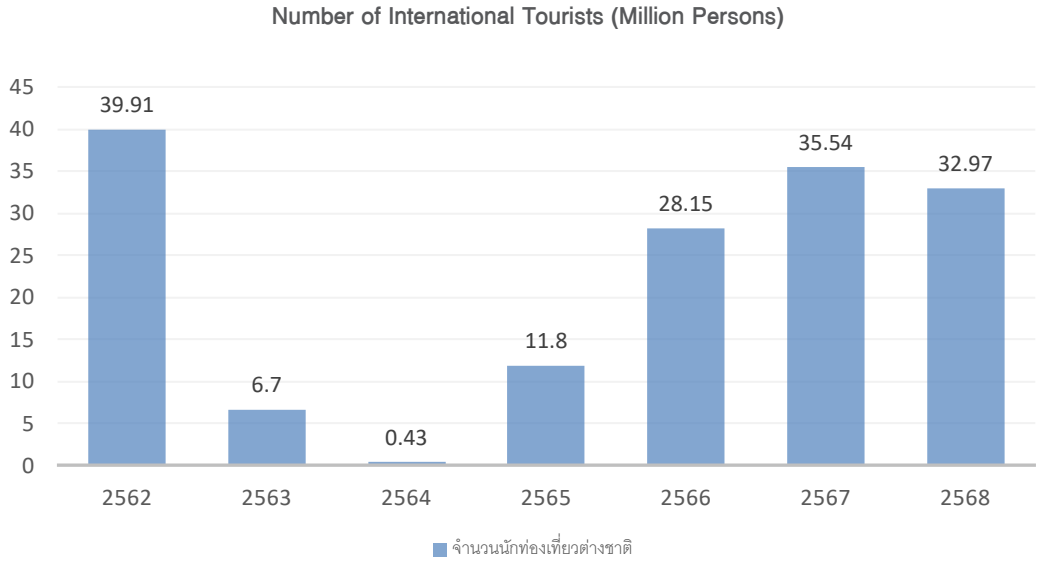
Customer-Centric Ecosystem: The Company offers more than residential units by delivering a comprehensive lifestyle ecosystem. This includes well-designed common facilities, smart living technologies, wellness services, and collaborations with global partners to elevate the overall living experience for residents.

Service Excellence: The Company maintains close relationships with customers throughout both the pre-sales and post-sales stages, including condominium juristic person management services provided through its affiliated companies. This approach strengthens long-term customer relationships and brand loyalty, while encouraging positive word-of-mouth referrals.

Summary of the Company's Competitive Position: Amid an increasingly competitive market environment, the Company drives its business through a strategy focused on differentiation and the creation of a comprehensive living ecosystem, rather than competing solely on price.

By targeting niche market segments with strong purchasing power, while delivering value through innovation and high-quality after-sales services, the Company has established a strong competitive position. This strategic approach serves as both a risk mitigation mechanism and a key driver of sustainable long-term growth.

(4) Hotel market condition

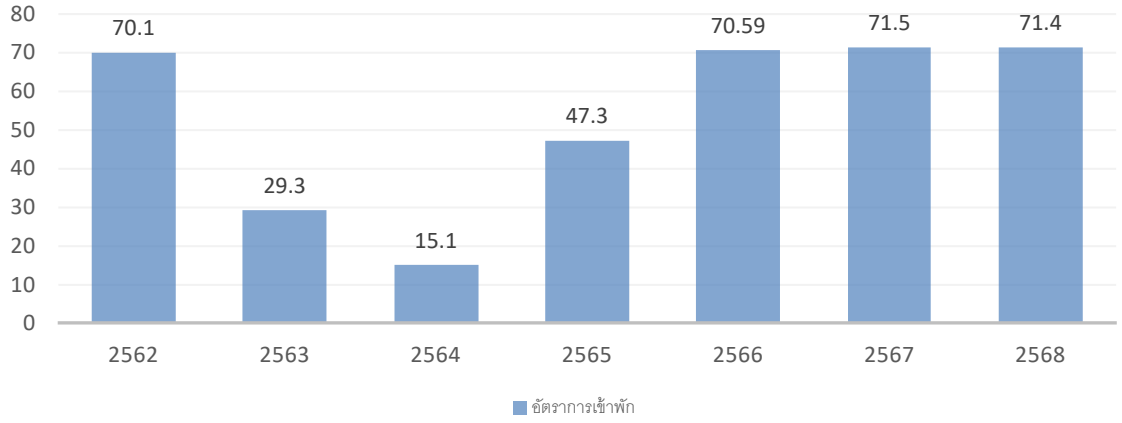


Source: Ministry of Tourism and Sports, as of 7 January 2026

In Thailand, the tourism industry in 2025 contracted in line with the decline in the number of tourists from China and Malaysia, which are key source markets, despite continued growth in domestic tourism. Specifically, the number of international tourist arrivals totaled 32.97 million in 2025, representing a 7.2% decrease (Figure 13). The decline was largely attributable to the slowdown in major source markets, particularly Chinese tourists, who accounted for 13.6% of total international arrivals to Thailand in 2025. The number of Chinese visitors declined sharply by 33.6%, mainly due to safety concerns in Thailand following several recent incidents. As a result, many Chinese tourists chose alternative destinations such as Vietnam (+41.3% YoY in 2025) and Japan (+37.5% YoY during the first 11 months of 2025), where perceptions of safety are stronger. Similarly, the number of Malaysian tourists (accounting for 13.7% of total international arrivals) declined by 8.7%, due to the slowdown in Malaysia's domestic economy, higher travel costs, and flooding in southern Thailand during the late part of the year. In particular, Hat Yai, a major destination for Malaysian tourists, was affected by flooding, which encouraged Malaysian travelers to shift toward domestic tourism within Malaysia.

However, some major markets continued to expand and remained key drivers of Thailand's tourism sector (Figure 14), particularly India (7.5% market share) and Russia (5.8% market share). The number of Indian tourists increased by 12.1%, supported by increased flight capacity and relatively strong domestic economic conditions in India, which helped sustain outbound travel demand.Meanwhile, the Russian market grew by 8.8%, in line with the expansion of the broader European market (+12.4%), partly supported by the expansion of direct flight routes to Thailand, particularly to Phuket, which remains a major destination for Russian tourists. This trend reflects the importance of direct flight connectivity as a structural factor influencing Thailand's competitiveness as a global tourism destination.

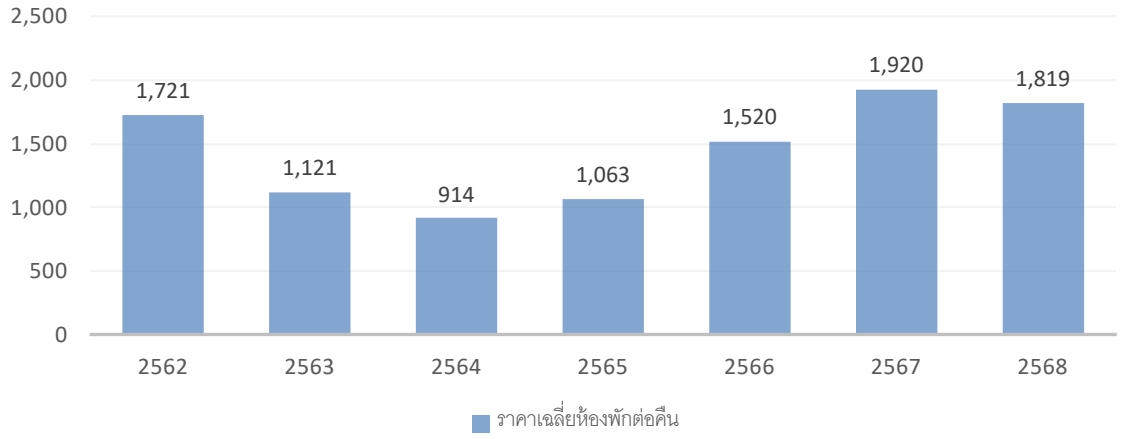
Nationwide Hotel Occupancy Rate (2019—2025) (Percent)



Source: Ministry of Tourism and Sports, compiled by Krungthai Compass Research Center, data released on 28 January 2026

The average nationwide hotel occupancy rate in 2025 stood at 71.4%, remaining relatively stable compared with 71.5% in the previous year. In major tourist destinations such as Bangkok (-2.4 percentage points) and Phuket (-1.4 percentage points), which rely heavily on international tourists, occupancy rates declined in line with the decrease in international arrivals, particularly from China. In contrast, Chonburi (-0.6 percentage points) benefited from strong domestic tourism, which accounted for 62% of total visitors, as well as the growth of business tourism, supported by increasing investment activity in the Eastern Economic Corridor (EEC). As a result, the decline in Chonburi's occupancy rate was more moderate compared with Bangkok and Phuket. For other tourism destinations, although secondary cities still recorded lower occupancy rates compared with major destinations, the average occupancy rate in these secondary cities showed an upward trend, supported by government policies promoting tourism in secondary provinces.

Average Daily Room Rate (ADR) (Baht per Room)



Source: Ministry of Tourism and Sports, compiled by Krungthai Compass Research Center, data released on 28 January 2026

The average daily room rate (ADR) nationwide stood at THB 1,819, declining 3.4% YoY during the first 11 months of 2025, in line with the trend of international tourist arrivals. The Southern region continued to record the highest average room rate at THB 2,244 per night (-7.8% YoY). This reflects the strong potential of major tourism destinations in the region, where a large number of seaside accommodations attract international tourists, allowing hotels to maintain relatively higher room rates compared with other regions.

According to the FreeTour Global Hotel Price Study, 2025, Thailand's average hotel room price in 2025 was approximately USD 100 per night, which remains lower than many major destinations such as Japan, South Korea, and Singapore, where the average ranges between USD 145-185 per night. Compared with developed markets such as the United Kingdom and the United States, where average prices exceed USD 230-270 per night, Thailand remains highly competitive in terms of value for money, which continues to attract international tourists. This price advantage highlights the growth potential of Thailand's hotel industry, particularly if concerns regarding safety perceptions are effectively addressed and tourist confidence is restored-especially among Chinese tourists, who tend to be highly sensitive to travel safety concerns. Such improvements could create opportunities for hotels in major destinations such as Bangkok, Phuket, and Chonburi to gradually increase room rates in the future.

Retail Space Market Conditions in Bangkok Metropolitan Region and the Eastern Economic Corridor

Consumer Confidence Index (CCI) and Retail Sales Index (RSI)

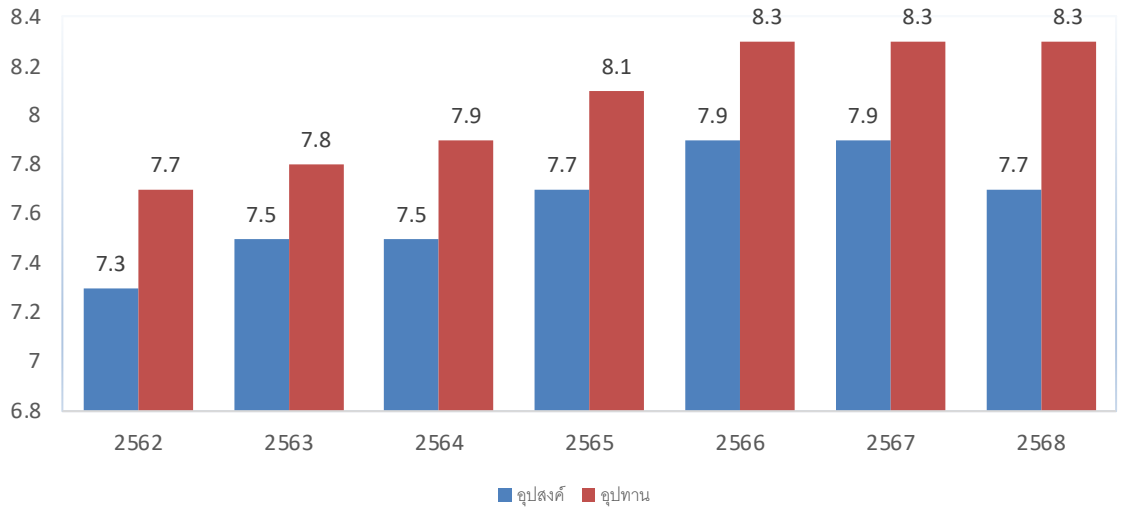


Source: Bank of Thailand

In 2025, the retail space sector in Bangkok and its metropolitan area continued to grow, supported primarily by domestic consumption, which benefited from government stimulus measures introduced earlier in the year. These included the Easy E-Receipt scheme and partial support from the Digital Wallet Program (Phase 1 and Phase 2).

In addition, spending by high-spending international tourists, particularly from Europe, continued to provide support despite the overall decline in total international arrivals. As a result, the Retail Sales Index (RSI) in department stores grew significantly by 23.9% YoY during the first nine months of 2025, especially among middle- to upper-income consumers, who were less affected by economic pressures than lower-income groups.

อุปสงค์และอุปทานของพื้นที่ค้าปลีกในกรุงเทพฯ(ล้านตารางเมตร)
ระหว่างปี 2562 - Q3 2568



Source: Business Research Division, Strategy and Innovation Group, Land and Houses Bank, data released 22 December 2025

According to the Retail Business Outlook Report for Bangkok Metropolitan Area, as of Q3 2025, the total cumulative retail supply in Bangkok and its metropolitan area reached 8.35 million square meters, representing a modest 0.2% YTD increase. Most of the new supply was concentrated in Downtown and Midtown locations. Meanwhile, cumulative retail space demand during the first nine months of 2025 totaled 7.75 million square meters, declining 1.9% YTD. This was primarily due to renovations in certain retail properties and the entry of new retail supply into the market, which led to a decline in the overall occupancy rate from 94.8% in 2024 to 92.8%. However, the overall decline in demand was not significant, as it continued to be supported by spending from high-income international tourists and strong purchasing power among middle- to upper-income consumers.

Looking ahead, the retail space market in Bangkok and its metropolitan area is expected to remain “Neutral (+)” over the next 12 months, amid uncertainties in both domestic and global economic conditions. Positive factors include the expected increase in international tourist arrivals in 2026, as well as the continued spending potential of middle- and upper-income consumers. At the same time, declining interest rates and household debt restructuring measures may help improve household liquidity, supporting consumer spending and economic circulation in the medium term. Nevertheless, the sector still faces risks from new retail supply potentially growing faster than demand, particularly in prime downtown areas. Additional pressure comes from intensifying competition from online retail channels, as well as broader risks including geopolitical conflicts, trade wars, and domestic political uncertainty. These factors, combined with high household debt and rising living costs, may continue to constrain consumer spending and limit the sector’s growth potential.

According to monthly cumulative foreign direct investment statistics for 2025 (January—December) from the Board of Investment (BOI), the number of foreign investment promotion applications totaled 2,421 projects, with a total investment value of THB 1,359,925 million. Compared with 2024, the number of projects increased by 21%, while the total investment value rose significantly by 66%, reflecting strong investor confidence in Thailand’s economic potential and readiness to support foreign investment.

Foreign Investment Projects Approved for Investment Promotion in Target Areas

พื้นที่เป้าหมาย	จำนวน (โครงการ)			เงินลงทุน (ล้านบาท)		
	(ม.ค. - ธ.ค.)		% เปลี่ยน	(ม.ค. - ธ.ค.)		% เปลี่ยน
	2567	2568		2567	2568	
นิคมอุตสาหกรรมหรือเขตอุตสาหกรรม	827	647	-22	508,176	604,874	+19
พื้นที่ EEC	1,021	1,405	+38	440,175	714,406	+62
พื้นที่ 20 จังหวัดที่มีรายได้ต่อหัวต่ำ	5	9	+80	2,107	1,489	-29

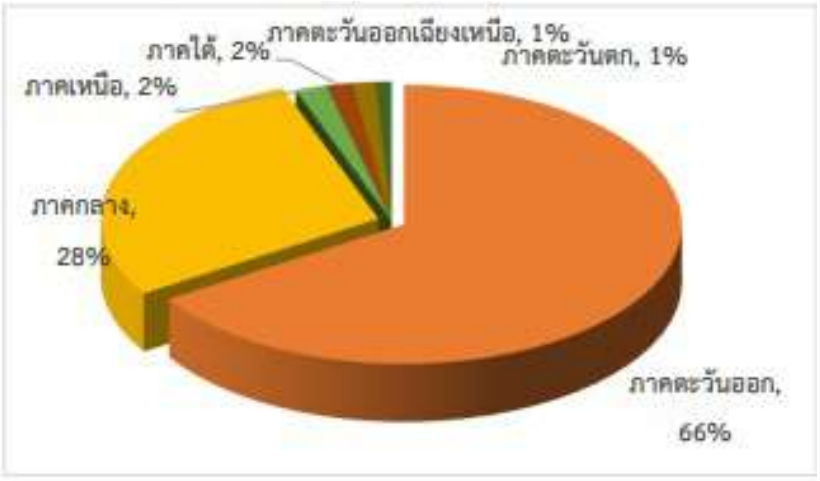
Source: Foreign Direct Investment Statistics (January—December 2025), Foreign Investment Cooperation Division, data as of 14 January 2026

investment promotion, with a combined investment value of THB 604,874 million, primarily concentrated in the Eastern region, particularly in Rayong and Chonburi.

Additionally, within the Eastern Economic Corridor (EEC), a total of 1,405 projects received investment promotion approvals, with a total investment value of THB 714,406 million, including:

- Rayong: 498 projects, total investment value of THB 325,852 million
- Chonburi: 786 projects, total investment value of THB 324,541 million
- Chachoengsao: 121 projects, total investment value of THB 64,013 million

Proportion of Foreign Investment Projects Approved for Investment Promotion by Location



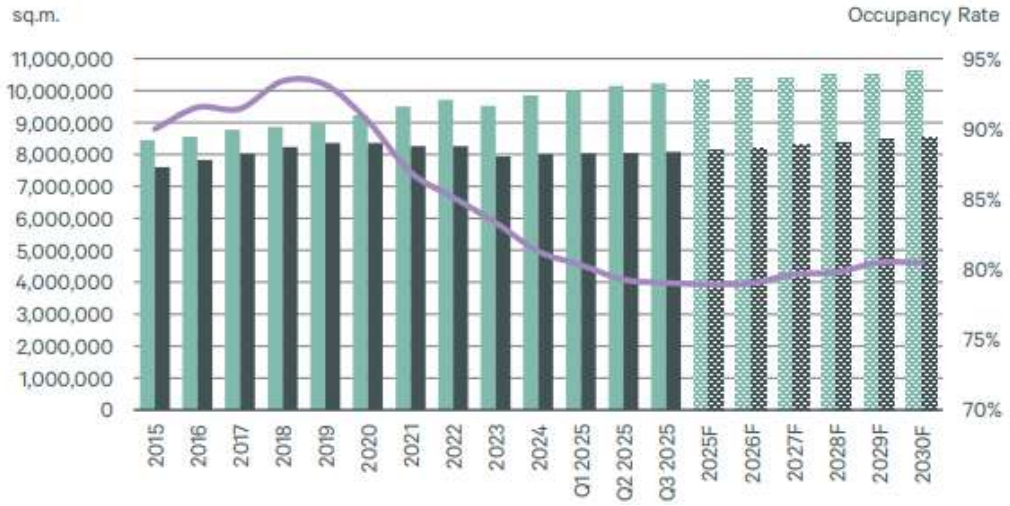
Source: Foreign Direct Investment Statistics (January—December 2025), Foreign Investment Cooperation Division, data as of 14 January 2026

(5) Office building market condition

More than 70% of rental office buildings in Thailand are located in Bangkok and its metropolitan area. The Central Business District (CBD) in central Bangkok includes areas such as Silom, Sathorn, Ploenchit, Wireless Road, and Sukhumvit (from the early section up to Sukhumvit 24). However, expansion within the CBD is constrained by the limited availability of vacant land and steadily rising land prices, which have increased by an average of 5—7% per year (2022—2024). At the same time, construction costs have risen by an average of 8—10% per year (Source: AREA, REIC). As a result, the cost of project development in the CBD has continued to increase. The office rental business is highly competitive. Therefore, operators must adjust their leasing strategies

and improve building quality. Especially after the COVID-19 crisis, demand for office space has become more diverse. As a result, lease agreements have become more flexible, such as shorter minimum lease terms (monthly or not exceeding 2-3 years) and more flexible renewal conditions, allowing lease details to be adjusted according to tenant requirements. Grade A and A+ office buildings located near mass transit systems remain the most attractive to tenants. This is due to their modern image, professional management, designs that support modern workstyles (such as open spaces and Smart Building technologies), and strict safety and security measures. In addition, there is an increasing focus on ESG standards, such as green building certifications (LEED, WELL), which have become important factors influencing office leasing decisions among both Thai and international organizations.

Number of Office Demand, Supply, and Occupancy Rate (2011 — Q3 2025)



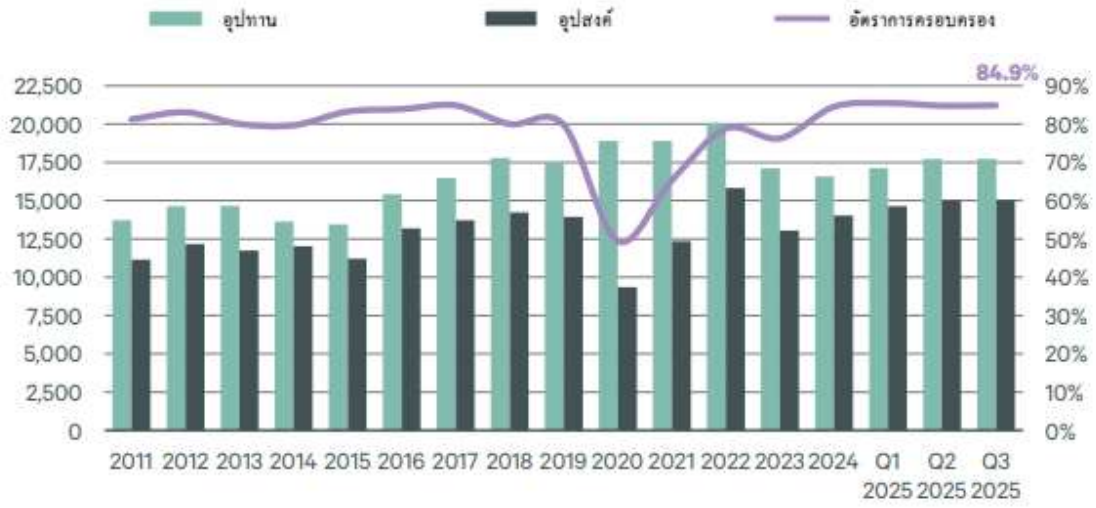
Source: Real estate market trends in Thailand 2025, Research Department, CBRE (Thailand) Company Limited
Information as of November 10, 2025

According to research by Krungsri Research, the outlook for the office rental business in 2025 shows a slight improvement, supported by the recovery of the Thai economy, particularly from the growth of international trade. Exports accelerated by 15.0% year-on-year in the first half of the year, while demand has also been driven by Thai companies seeking to expand office space to enhance their corporate image. In addition, many companies have gradually increased the number of working days in the office. Furthermore, average rental rates remain lower than the pre-COVID-19 period (approximately THB 900-1,200 per square meter per month for Grade A buildings). This has encouraged tenants to lease new space or relocate offices to buildings offering better terms or greater value. However, the Thai economy has shown signs of weakening in the second half of the year, partly due to pressures from U.S. trade policies. At the same time, the tourism sector has recovered slowly, with international tourist arrivals projected to decline by 6.2% from 2024 levels. Domestic purchasing power has also remained subdued due to high household debt, leading many businesses to delay workforce expansion. In addition, the slowdown in global economic growth has affected foreign investors' expansion plans. These factors have partially reduced demand for office space.

For 2026, the office rental market is expected to face continued pressure from excess supply, while leasing demand grows at a slower pace amid a moderating Thai economy. Economic growth is projected at 1.8%, slowing from 2025, with exports expected to contract by 1.8%, while private investment is forecast to increase only modestly by 2.2%. Moreover, domestic purchasing power remains fragile and global economic uncertainty persists, prompting businesses to delay or scale back new investments. In addition, the hybrid work model has enabled many companies to reduce office space requirements in order to control costs and increase flexibility in workforce management, further limiting the growth of office space demand.

Serviced apartment market condition

Number of Demand Units, Supply Units, and Occupancy Rate of Serviced Apartments, 2011 — Q2 2025



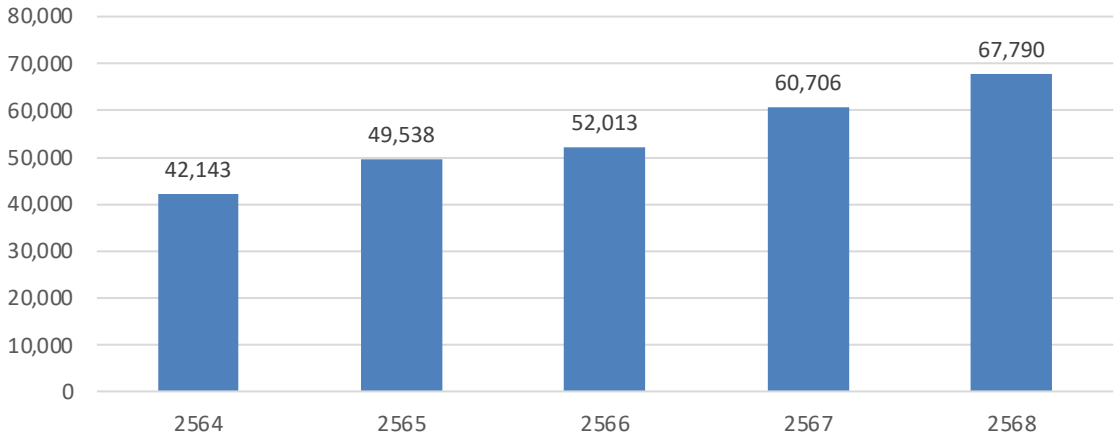
Source: Thailand Real Estate Market Outlook 2025, Research Department, CBRE (Thailand) Co., Ltd.. Data as of 10 November 2025.

The serviced apartment market in 2025 recorded a higher occupancy rate, while overall supply remained stable. In the central Bangkok area, the average occupancy rate reached 84.9%, increasing by 0.1% quarter-on-quarter (Q-o-Q) and 7.0% year-on-year (Y-o-Y). Total serviced apartment supply in central Bangkok stood at 17,729 units, unchanged from the previous quarter but increasing by 7.2% year-on-year. The majority of serviced apartments are located in the Sukhumvit area, accounting for 65% of the total supply in Bangkok.

Serviced apartments operated under international brands accounted for 32.6% of total supply, with The Ascott Limited being the largest operator. Thai brands represented 34.7% of total supply, with key operators including Chatrium Hotels and Residences, ONYX Hospitality Group, and Centre Point Hospitality.

The average monthly asking rent for Grade A serviced apartments was THB 1,274 per sq.m. Among the three main locations surveyed, Sukhumvit recorded the highest rent at THB 1,284 per sq.m., followed by Lumphini—Siam at THB 1,214 per sq.m., and Silom—Sathorn at THB 1,120 per sq.m.

Number of Migrant Workers Granted Work Permits under Section 62 in Thailand, 2021—2025 (Persons)



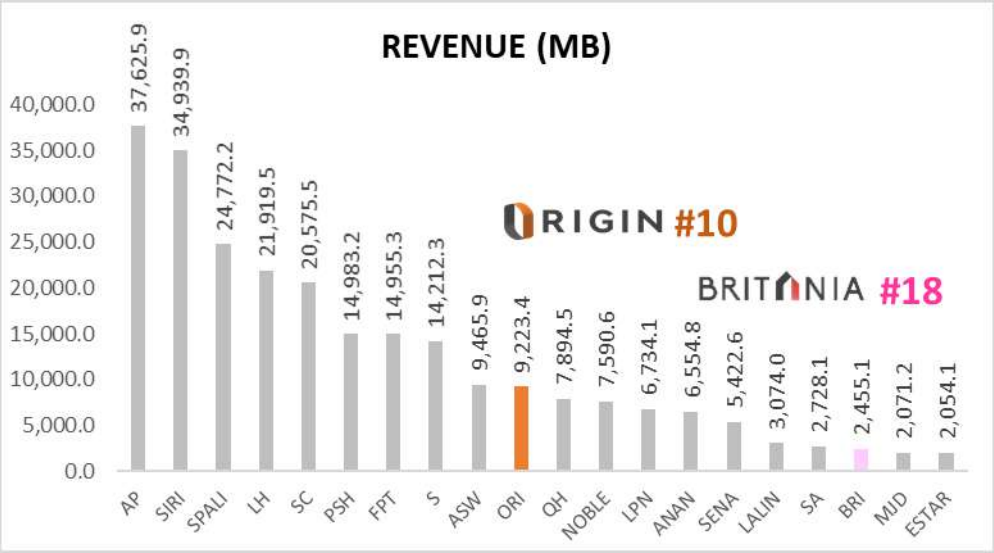
Source: Division of Foreign Workers Administration, Department of Employment (Thailand).

Overall, the serviced apartment market in Thailand continues to show positive prospects, supported by high occupancy rates and the growth of new developments. A stronger focus on quality and responding to the needs of modern residents, together with the expansion in the number of international tourists and migrant workers, continues to support demand. As a result, this market remains attractive to both investors and tenants.

Market share as of the end of 2025

The Group generated total revenue amount of 9,223.4 million baht, decrease of 2,762.0 million baht, or 23.0% compared to the same period of the previous year

The market share breakdown by revenue as of the end of 2025 is illustrated in the figure.



(3) Products or Services Procurement

Land Acquisition

In regards to land acquisition for real estate development projects, the Company does not have a policy to own property or land that is not ready for development. The Company plans to acquire land in potential locations that can be developed within a period of 1 to 2 years to be in accordance with the Company's project development plan in terms of sales targets and revenue recognition. The Company studies the feasibility of project developments and the suitability of target customers in possible locations before acquiring land for project development. The Company then procures the land for project development with a down payment and schedules the transfer of land ownership within a period of 1-2 years. The land is purchased and developed immediately for the continuity of the project development. However, the Company does not acquire land and keep waiting for too long to develop projects because the Company does not want to be burdened with the unnecessary cost of owning land. This also helps reduce the regulatory risk for land use in the future, unless the Company foresees that the land has a high development potential in the future and the price is at a level where the return on investment is higher than the cost of holding. In this regard, the Company acquires lands by itself or through a land broker. The Company only sells and purchases land on behalf of the Company. If the Company uses a broker to purchase land, brokerage fees will be paid based on the market rate.

The Company determines project types to suit the location according to various assumptions and studies the feasibility of the project in terms of law, finance and marketing after considering these factors and seeing the possibility of development, the Company will compare it with other plots of land to see its potential more clearly in order to make effective investment decisions. The process of land acquisition of the Company is under the consideration and approval of the expert committees according to the Company's procedures in a concise and transparent manner.

Procurement of Construction Management Consultants

The Company hired a consulting company to supervise the construction. The construction management consulting company will work together with the project development department to monitor the work of the contractor so that it meets the construction standards that are correct and complete and in accordance with the law, the construction permit and completed within the specified time. In regards to the selection of a construction management consulting company, the Company mainly made decisions based on the reputation, performance, experience, and readiness of the team of construction management consultants.

The Company has the following selection process for construction management consultants:

- **Prepare the details, the scope of work and the project management plan** to be submitted and requested a quotation along with the attached profile of the construction management consulting company.
- **Consider a price comparison and the scope of work** proposed by various construction management consulting companies.
- **Select qualifications** of a construction management consulting company. This is considered by the project development department and the purchasing committee of the Company.
- **Propose it to the Company's authorized person** to summarize the selection and enter into a contract.

Contractor Recruitment

The Company has a selection process for contractors as follows:

- **Prepare the details of the employment terms and conditions.** The Project Development Department will provide details, scope of work and the terms of conditions of employment in order to deliver a bidding letter of invitation to the contractors on the approved vendor list.
- **Consider the qualifications and prices.** After receiving quotations from different contractors, the purchasing committee and the project development department will then select a qualified contractor in the budget price to compare and then propose it to the authorized person of the Company to approve the selection.
- **Approve and enter into a contract agreement.** After the Company has concluded the results of the contractor selection, they will be proposed to the authorized person of the Company for approval and a contract will be made with the contractor in the future.

Procurement of Equipment

The main construction materials used in the construction of the project are bricks, gravel, cement, sand and steel, etc. The contractor is responsible for purchasing all the construction materials in accordance with the turnkey contract which is calculated as part of the construction cost. However, the Company will supply certain types of construction material that have a relatively high price, such as elevators, furniture, etc. The Company has a purchasing committee to consider purchasing materials and equipment before proposing it to the authorized person of the Company.

Process and Duration of Project Development Studies

The Company's project developments have different duration and implementation depending on the size and type of each project. The construction of low- rise buildings (buildings with a height no more than 8 floors) is approximately 12-15 months. This is faster than the construction of the High- Rise buildings (buildings with the height of more than 8 floors or more), which takes about 24-36 months to complete. The details, procedures and duration of construction are approximately summarized as follows:

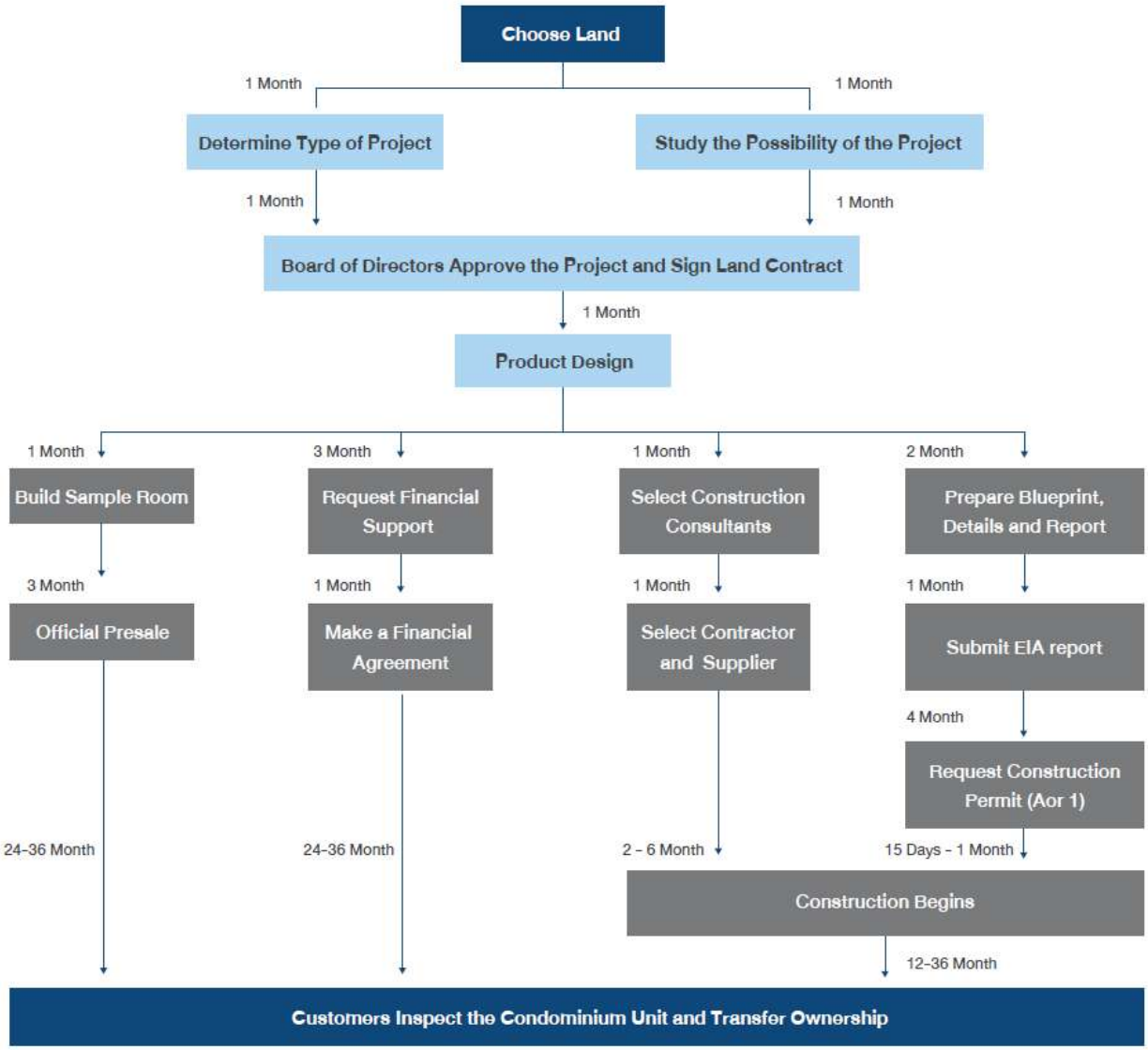


Figure showing the process and duration of the project development studies

Preparation of Environmental Impact Assessment Report

Most of the building and public utility construction of the Company is under the control of The Enhancement and Conservation of National Environmental Quality Act,. B.E. 2535 and The Enhancement and Conservation of National Environmental Quality Act (NO.2),. B.E. 2018 in accordance with the notification of the Ministry of Natural Resources and Environment on determining the criteria, methods, regulations, and guidelines for the preparation of an environmental impact assessment report. Projects larger than 4,000 square meters or higher than 23 meters or having more than 80 units must submit the environmental impact assessment report during the process of requesting the building construction permits in accordance with the Building Control Act.

In addition, the Company provided measures to prevent and mitigate environmental impacts during and after construction by using canvas or Mesh Sheets to cover the buildings during the construction to prevent dust being dispersed to nearby areas and thoroughly washing the wheels of vehicles before leaving construction sites. Once the construction is complete, all projects will have a central wastewater treatment system before being discharged into public drains. The Company pays attention to environmental measures and requires all projects to strictly comply with the established standards. There is no environmental impact issue and there are no significant additional costs to preventing any environmental impacts except the necessary expenses for the preparation of the Environmental Impact Assessment Report in order to request the building construction permit as required by the law.

Research and Development

The Company is determined to continuously develop residential projects to meet the needs of customers and create maximum customer satisfaction. The company prioritizes the exterior building design and the design of the condominium units as the first priorities. The design must be planned to have a unique identity (Unique Design) and include a functional layout that maximizes the use of space (Best Function Unit Plan Design), which is considered a key feature of the company's projects.

Business Development and Research Department is responsible for researching to determine the location of project developments based on the growth of residential demand from the potential change factors of each location including the competitive environment of supply in each location. This includes a research study on consumer demands to determine the style and price level of the project. The Company's product design and development department is responsible for developing product types in order to have projects that respond to the needs of consumers as much as possible. This is to create an advantage in competition and the utmost satisfaction in order to be consistent with the real estate market environment that keeps changing at all times.

The Company places importance on creating new innovation in terms of products and service development. The Company follows up changes in technology related to housing and consumer behavior. Satisfaction surveys and customers' needs after purchasing condominium units were collected from various departments such as the sales and marketing department, project developments, and customer relations. After that, data is processed and analyzed before being implemented in new product developments and services in regards to building concepts, room concepts, room size, furniture placement, utilization of living space, service needs and facilitating convenience in various aspects that are suitable to the desires and the modern lifestyles of target groups.

The Company also focuses on research and development to further and extend various real estate development business and service businesses in order to meet the complete needs of consumers as well as the sustainable growth of the Company.

(4) Assets Used in Business Operations:

At the end of 2025, the main assets used in the business operations of the Corporation consists of: cost of project development, investment properties, and property, plants and equipment. The details are as follows:

Item	Net Book Value As of December 31, 2025 (millions of Baht)	Characteristics of Ownership	Obligations
Cost of Project Development	36,765.5	Owner	Some are mortgaged as collateral for loans with financial institutions
Investment Properties	335.3	Owner	Some are mortgaged as collateral for loans with financial institutions
Property, Plants and Equipment	3,589.5	Owner	Some are mortgaged as collateral for loans with financial institutions
Total	40,690.3		

Cost of Project Development

At the end of 2025, the cost of project development consisted of land and establishments for sale in various projects. The net book value in the Consolidated Financial Statements was 36,765.5 MB. The details are as follows:

Item	Project Type	Project Area (rai)	Net Book Value (millions of Baht) As of December 31, 2025	Characteristics of Ownership	Obligations
Brompton Pet Friendly Sukhumvit 107	Residential Condominium	0-2-75.6	1.22	Owner	None
Knightsbridge Collage Sukhumvit 107	Residential Condominium	1-1-50.8	7.09	Owner	None
Origin Plug & Play Nonthaburi Station	Residential Condominium	3-3-14.6	713.14	Owner	None

Item	Project Type	Project Area (rai)	Net Book Value (millions of Baht) As of December 31, 2025	Characteristics of Ownership	Obligations
Kensington Sukhumvit - Theparak	Residential Condominium	4-2-24.2	3.62	Owner	None
Knightsbridge Sukhumvit-Thepharak	Residential Condominium	1-3-54	0.61	Owner	None
The Origin Ram 209 Interchange	Residential Condominium	4-0-87	10.88	Owner	None
Park 24 Juristic Person 2	Residential Condominium	7-0-55	34.27	Owner	None
The Origin Ramintra 83 Station	Residential Condominium	6-3-91	33.67	Owner	None
The Origin Sukhumvit 105	Residential Condominium	8-0-36.5	1.19	Owner	None
The Origin Ratchada-Ladprao	Residential Condominium	1-3-32	1.29	Owner	None
Belgravia Exclusive Pool Villa Bangna-Rama 9	Residential House	23-03-97	83.75	Owner	None
Origin Plug&Play Ramintra	Residential Condominium	4-0-21.5	763.19	Owner	None
The Origin Sukhumvit - Praeksa	Residential Condominium	3-2-5.1	725.40	Owner	Collateral for loans from financial institutions in the amount of 525.0 MB
Brixton Pet & Play Phahol 50 Station	Residential Condominium	1-3-44.58	191.63	Owner	None
Origin Plug & Play E22 Station	Residential Condominium	3-3-46.4	500.69	Owner	None
Origin Play Sri Lasalle Station	Residential House	7-3-37	841.10	Owner	Collateral for loans from financial institutions in the amount of 1,531.0 MB
Origin Place Phahol 59 Station	Residential Condominium	1-0-88	171.53	Owner	Collateral for loans from financial institutions in the amount of 175.0 MB
Origin Place Ramkhamhaeng153	Residential House	6-2-61	408.07	Owner	Collateral for loans from financial institutions in the amount of 733.0 MB
The Origin Triam Nom Station	Residential Condominium	10-1-66.4	538.52	Owner	Collateral for loans from financial institutions in the amount of 743.0 MB
The Origin Bangkae	Residential Condominium	16-4-55.5	1,034.99	Owner	Collateral for loans from financial institutions in the amount of 716.0 MB

Item	Project Type	Project Area (rai)	Net Book Value (millions of Baht) As of December 31, 2025	Characteristics of Ownership	Obligations
So Origin Sukhumvit 105	Residential Condominium	6-1-53.4	715.14	Owner	Collateral for loans from financial institutions in the amount of 1,304.3 MB
The Origin Pinklao	Residential Condominium	2-3-46	393.72	Owner	Collateral for loans from financial institutions in the amount of 543.0 MB
The Origin Setthabut Station	Residential Condominium	6-0-22.6	228.22	Owner	Collateral for loans from financial institutions in the amount of 701.1 MB
Notting Hill Sukhumvit 107	Residential House	0-3-83	2.38	Owner	None
Notting Hill Tiwanon-Kaerai	Residential Condominium	1-1-43.5	2.33	Owner	None
Knightsbridge The Ocean Sriracha	Residential Condominium	4-0-4.5	2.92	Owner	None
Kensington Kaset Campus	Residential House	4-0-85	2.34	Owner	None
The Origin Centre Phuket	Residential House	5-0-45.5	327.17	Owner	Collateral for loans from financial institutions in the amount of 424.1 MB
The Origin Bangna - Bangpakong	Residential House	13-3-86	333.78	Owner	None
Hampton Sriracha by Origin and Dusit	Residential House	2-1-38.8	228.42	Owner	None
The Origin Campus Khon Kaen	Residential House	3-1-49.5	186.78	Owner	None
Origin Place Khon Kaen Kanlapaphruek	Residential Condominium	3-0-7.4	386.36	Owner	Collateral for loans from financial institutions in the amount of 264.0 MB
Brixton Rayong	Residential House	3-1-85.3	342.15	Owner	None
Kensington Rayong 1	Residential Condominium	3-0-92.5	42.63	Owner	None
Kensington Rayong 2	Residential House	2-3-49.5	0.66	Owner	None
Notting Hill Rayong	Residential House	2-2-67.1	121.08	Owner	None
The Hampton Suites Rayong	Residential House	2-0-14.5	727.19	Owner	Collateral for loans from financial institutions in the amount of 424.0 MB
Brixton Kaset Sriracha Campus	Residential House	4-0-83.2	420.07	Owner	None

Item	Project Type	Project Area (rai)	Net Book Value (millions of Baht) As of December 31, 2025	Characteristics of Ownership	Obligations
So Lagoon Cherngtalay Phuket	Residential Condominium	5-1-91.3	179.39	Owner	Collateral for loans from financial institutions in the amount of 638.0 MB
So Origin Bangtao Beach Phuket	Residential Condominium	5-3-43.52	326.75	Owner	Collateral for loans from financial institutions in the amount of 482.4 MB
Branded Residence Phuket Bangtao	Residential Condominium	4-2-80.2	83.04	Owner	Collateral for loans from financial institutions in the amount of 375.2 MB
Knightsbridge Kaset Society	Residential Condominium	2-0-79.6	6.68	Owner	None
Origin Kata Beach Condo	Residential Condominium	1-0-25.37	580.01	Owner	None
Knightsbridge Prime On Nut	Residential Condominium	2-1-72	0.00	Owner	None
Knightsbridge Prime Ratchayothin	Residential Condominium	2-0-2.4	15.56	Owner	None
Knightsbridge Space Rama Ix	Residential Condominium	2-0-47.8	322.96	Owner	None
Knightsbridge Collage Ramkhamhaeng	Residential Condominium	4-0-11.9	2.01	Owner	None
Knightsbridge Prime Sathorn	Residential Condominium	2-3-75.7	24.85	Owner	None
Knightsbridge Space Ratchayothin	Residential Condominium	2-2-74.1	8.36	Owner	None
Origin Residences Sukhumvit	Residential Condominium	4-2-80.2	939.42	Owner	None
Park Origin Phayathai	Residential Condominium	2-1-36.3	602.43	Owner	None
Park 24 Juristic Person 2	Residential Condominium	7-0-55	2,652.92	Owner	None
Origin Thonglor World	Residential Condominium	7-0-13.8	5,617.78	Owner	Collateral for loans from financial institutions in the amount of 1,360.0 MB
Park Origin Thonglor	Residential Condominium	6-0-18.5	16.15	Owner	None
Knightsbridge Prime On Nut	Residential Condominium	2-1-72	3.73	Owner	None
Britania Mega Town-Bangna	Residential House	55-3-61.2	79.39	Owner	None
Britania Wongwaen-Hathairat	Residential House	34059	12.11	Owner	None
Britania Saimai	Residential House	36-2-11.9	294.96	Owner	None

Item	Project Type	Project Area (rai)	Net Book Value (millions of Baht) As of December 31, 2025	Characteristics of Ownership	Obligations
Brighton Amata-Sukprayoon	Residential House	23-1-50.9	85.97	Owner	None
Brighton Khukhot Station	Residential House	20-1-58	5.52	Owner	None
Grand Britania Suvarnabhumi	Residential House	18-1-93.1	352.22	Owner	None
Grand Britania Nontaburi Station	Residential House	12-1-43.6	132.91	Owner	None
Britania Tiwanon-Ratchaphruek	Residential House	23-0-14.4	251.83	Owner	Collateral for loans from financial institutions in the amount of 60.0 MB
Grand Britania Rama 9 - Krungthep Kreetha	Residential House	20-2-53.7	111.79	Owner	Collateral for loans from financial institutions in the amount of 219.4 MB
Britania Ratchaphruek-Nakhon In	Residential House	2-3-29	7.80	Owner	None
Britania Praksa Station	Residential House	25-3-98.6	184.96	Owner	Collateral for loans from financial institutions in the amount of 71.1 MB
Brighton Bangpakong	Residential House	12-1-33.7	173.48	Owner	None
Britania Wongwaen-Pinklao	Residential House	18-2-40	131.83	Owner	Collateral for loans from financial institutions in the amount of 65.0 MB
Britania Rayong	Residential House	44-3-37	331.82	Owner	Collateral for loans from financial institutions in the amount of 103.0 MB
Britania Udondusadee	Residential House	24-1-51.20	208.81	Owner	Collateral for loans from financial institutions in the amount of 267.5 MB
Britania Maliwan	Residential House	49-0-60.10	412.33	Owner	Collateral for loans from financial institutions in the amount of 95.0 MB
Britania Ayutthaya	Residential House	51-3-4	405.34	Owner	Collateral for loans from financial institutions in the amount of 330.2 MB

Item	Project Type	Project Area (rai)	Net Book Value (millions of Baht) As of December 31, 2025	Characteristics of Ownership	Obligations
Britania Thepharak-Srinakarin	Residential House	35-0-33.2	510.71	Owner	Collateral for loans from financial institutions in the amount of 568.0 MB
Britania Ratchaphruek 345	Residential House	22-01-4	234.66	Owner	Collateral for loans from financial institutions in the amount of 247.0 MB
Britania Westgate	Residential House	79-3-69	846.07	Owner	Collateral for loans from financial institutions in the amount of 810.7 MB
Britania Ratchaphruek Kanchanapisek	Residential House	23-3-99.36	186.04	Owner	Collateral for loans from financial institutions in the amount of 271.4 MB
Britania Bangna-Srivaree	Residential House	37-3-41.5	474.13	Owner	Collateral for loans from financial institutions in the amount of 490.0 MB
Britania Home Bangna-Bangpakong	Residential House	44-1-52	413.34	Owner	Collateral for loans from financial institutions in the amount of 530.0 MB
Britania Bangna km.39	Residential House	42-3-61	420.49	Owner	None
Grand Britania Wongwaen-Pracha Uthit	Residential House	35-2-28.4	565.08	Owner	Collateral for loans from financial institutions in the amount of 532.0 MB
Britnia Bangna-Thepharak	Residential House	68-3-2.7	681.83	Owner	Collateral for loans from financial institutions in the amount of 654.5 MB
Grand Britania Ratchaphruek-Rama 5	Residential House	50-2-23	164.02	Owner	None
Grand Britania Wongwaen Ramintra	Residential House	65-2-75.4	121.96	Owner	None
Britania Bangna-Suvarnabhumi	Residential House	99-0-2	257.94	Owner	None
Belgravia Exclusive Pool Villa Bangna-Rama 9	Residential House	23-03-97	432.65	Owner	None
Brighton Bangna Km.26	Residential House	9-0-53.40	50.69	Owner	None

Item	Project Type	Project Area (rai)	Net Book Value (millions of Baht) As of December 31, 2025	Characteristics of Ownership	Obligations
Britania Pracha Uthit 90	Residential House	50-0-00	730.49	Owner	Collateral for loans from financial institutions in the amount of 596.0 MB
Balco Bangtao Beach	Residential House	9-1-86.24	205.28	Owner	Collateral for loans from financial institutions in the amount of 170.3 MB
Future Project			5,375.8		
Total			36,765.5		

By the end of 2025, the real estate investment of the group company will consist of:

1. Commercial space within a condominium project, which is leased to small tenants in order to provide services and convenience to customers who purchase condominium units. The following projects are included:

No.	Project	No.	Project
1	Cabana A	10	Troicana
2	Kaset Campus	11	The Origin Phahol-Saphanmai
3	Knightsbridge I	12	Knightsbridge Collage Sukhumvit 107
4	Knightsbridge Sky River	13	KnightsBridge Prime Onnut
5	Knightsbridge The Ocean Sriracha	14	KnightsBridge Prime Ratchayothin
6	Knightsbridge Tiwanon	15	KnightsBridge Collage Ramkhamhaeng
7	Notting Hill Praksa		
8	Notting Hill Sriracha		
9	Sense of London		

2. The land and buildings of Portobello Mall are classified as investment property in the form of an English-style community mall, located in the Sriracha area. The project comprises various amenities, including convenience stores, restaurants, and laundry services, designed to facilitate and enhance the daily living of residents within the project. Developed under the concept of creating a residential community, the mall effectively supports the lifestyle needs of actual residents. The project accommodates more than 30 retail outlets.

4.1.3 Property, Plants, and Equipment

Item	Net Book Value (millions of Baht) December 31, 2025	Characteristics of Ownership	Obligations
Land and Land Improvement	1,558.4	Owner	Collateral for borrowings from financial institutions totaling THB 2,405.5 million. This includes a credit facility shared with the hotel building and building improvements amounting to THB 598.5 million, and a facility shared with assets under construction and installation totaling THB 1,548.0 million.
Hotels Buildings and Building Improvements	1,057.1	Owner	Collateral for borrowings from financial institutions totaling THB 598.5 million.
Temporary Buildings and Rental Buildings Improvements	160.6	Owner	Collateral for borrowings from financial institutions totaling THB 6,151.0 million.
Furnishings and Office Supplies	221.2	Owner	None
Work during construction	592.2	Owner	Collateral for borrowings from financial institutions totaling THB 1,548.0 million, including a credit facility shared with land amounting to THB 2,405.5 million.
Total	**3,589.5**		

Property Leases for Business Operations

The property leases of the Corporation are land to develop hotels, serviced apartments, and commercial retail spaces. The details of the leases are as follows:

Company	Contract Date	Start	End	Contract Period	Value according to the Lease Agreement (Baht)
Origin One Sukhumvit 24 Company Limited	30 November 2017	1 January 2018	31 December 2020	3 years	45,000,000.0
Origin One Sukhumvit 24 Company Limited	30 November 2017	1 January 2021	31 December 2050	30 years	1,034,206,200.0
Origin One Phromphong Company Limited	1 June 2018	1 June 2018	31 December 2020	2 years 7 months	18,120,275.0
Origin One Phromphong Company Limited	1 June 2018	1 January 2021	31 December 2050	30 years	482,914,072.0
One Phayathai Company Limited	21 August 2018	1 October 2018	30 September 2022	4 years	Granting the right to use the land at no cost
One Phayathai Company Limited	21 August 2018	1 October 2022	30 September 2052	30 years	557,804,131.3
One Phayathai Company Limited	21 August 2018	1 October 2052	1 October 2082	30 years	950,608,262.6
One Sanampao Company Limited	25 March 2020	1 January 2022	31 December 2025	4 years	260,000,000.0
One Sanampao Company Limited	25 March 2020	1 January 2026	31 December 2055	30 years	1,606,492,400.0
Alpha Industrial Solutions Company Limited	31 March 2021	1 April 2021	31 March 2023	2 years	78,000,000.0
Alpha Industrial Solutions Company Limited	31 March 2021	1 April 2023	31 March 2053	30 years	118,574,439.0
Alpha Industrial Solutions Company Limited KM.19	8 March 2022	9 March 2022	8 March 2024	2 years	14,228,311.7
Alpha Industrial Solutions Company Limited KM.19	8 March 2022	9 March 2024	8 March 2053	30 years	54,738,333.7

Company	Contract Date	Start	End	Contract Period	Value according to the Lease Agreement (Baht)
Alpha Industrial Solutions Company Limited KM.19	8 March 2022	9 March 2022	8 March 2024	2 years	76,360,669.6
Alpha Industrial Solutions Company Limited KM.19	8 March 2022	9 March 2024	8 March 2053	30 years	297,627,321.1
Alpha Industrial Solutions Company Limited KM.19	1 June 2022	1 June 2022	8 March 2024	2 years	125,760,000.0
Alpha Industrial Solutions Company Limited KM.19	1 June 2022	9 March 2024	8 March 2054	30 years	248,992,792.0
Alpha Industrial Solutions Rangsit Company Limited	11 March 2022	1 March 2022	29 February 2024	2 years	210,000,000.0
Alpha Industrial Solutions Rangsit Company Limited	11 March 2022	1 March 2024	28 February 2054	30 years	331,144,336.7
One Asset Bloom Company Limited	29 March 2022	1 April 2022	30 September 2023	1 years 5 months	Granting the right to use the land at no cost
One Asset Bloom Company Limited	29 March 2022	1 October 2023	30 September 2036	13 years	92,322,600.0
One Origin Hospitality Company Limited	25 April 2022	1 May 2022	31 March 2043	21 years	21,120,339.8
Alpha Industrial Solutions Laemchabang	25 October 2022	25 October 2022	24 October 2023	1 years	39,025,990.0
Alpha Industrial Solutions Laemchabang	25 October 2022	25 October 2023	24 October 2053	30 years	148,009,778.6
Alpha Industrial Solutions Laemchabang	25 October 2022	25 October 2022	24 October 2023	1 years	23,974,010.0
Alpha Industrial Solutions Laemchabang	25 October 2022	25 October 2023	24 October 2053	30 years	90,923,709.4
One Origin Company Limited	28 December 2022	1 July 2023	30 June 2025	2 years	61,600,000.0
One Origin Company Limited	28 December 2022	1 July 2025	30 June 2055	30 years	180,730,395.0
One Origin Company Limited	28 December 2022	1 July 2023	30 June 2025	2 years	26,400,000.0
One Origin Company Limited	28 December 2022	1 July 2025	30 June 2055	30 years	77,455,884.0
One Origin Chiang Mai Company Limited	27 March 2023	30 March 2023	11 July 2046	23 years 3 months	267,054,093.7
One Origin Kata Phuket Company Limited	29 March 2023	25 May 2023	24 May 2024	1 years	Granting the right to use the land at no cost
One Origin Kata Phuket Company Limited	29 March 2023	25 May 2024	24 May 2032	8 years	13,897,920.0
One Origin Kata Phuket Company Limited	29 March 2023	25 May 2023	24 May 2026	3 years	Granting the right to use the land at no cost
One Origin Kata Phuket Company Limited	29 March 2023	25 May 2025	24 May 2032	8 years	11,220,000.0
Alpha Industrial Phanthong Company Limited	11 May 2023	1 June 2023	31 May 2025	2 years	23,000,000.0
Alpha Industrial Phanthong Company Limited	11 May 2023	1 June 2025	31 May 2055	30 years	124,846,655.0

Company	Contract Date	Start	End	Contract Period	Value according to the Lease Agreement (Baht)
One Origin Beachfront Bangtao Company Limited	24 May 2023	1 June 2023	31 May 2024	1 years	Granting the right to use the land at no cost
One Origin Beachfront Bangtao Company Limited	24 May 2023	1 June 2024	31 May 2035	11 years	Gross income before expenses: 10% Minimum guaranteed return: THB 67,996,800
One Origin Beachfront Bangtao Company Limited	24 May 2023	1 June 2023	31 May 2024	1 years	Granting the right to use the land at no cost
One Origin Beachfront Bangtao Company Limited	24 May 2023	1 June 2024	31 May 2035	11 years	30,220,800.0
One Origin Sukhumvit 68 Company Limited	1 June 2023	1 June 2023	29 February 2024	9 months	40,000,000.0
One Origin Sukhumvit 68 Company Limited	1 June 2023	1 March 2024	31 August 2028	4 years 6 months	120,000,000.0
One Origin Sukhumvit 68 Company Limited	1 June 2023	1 September 2028	28 August 2058	30 years	631,122,015.0
Alpha Eastern Seaboard Company Limited	31 August 2023	31 August 2023	30 August 2025	30 years	128,581,619.4
Alpha Industrial Suwinthawong Company Limited	25 October 2023	25 October 2023	24 October 2053	30 years	13,825,832.0
Alpha Industrial Suwinthawong Company Limited	25 October 2023	25 October 2023	24 October 2053	30 years	13,679,688.7
Alpha Industrial Suwinthawong Company Limited	25 October 2023	25 October 2023	24 October 2053	30 years	13,679,688.7
Alpha Industrial Suwinthawong Company Limited	25 October 2023	25 October 2023	24 October 2053	30 years	13,679,688.7
Alpha Industrial Suwinthawong Company Limited	13 December 2023	13 December 2023	24 October 2053	29 years 10 months	136,072,445.6
One Origin SPV 4 Company Limited	28 December 2023	28 December 2023	30 June 2027	4 years	100,000,000.0
One Origin SPV 4 Company Limited	28 December 2023	1 July 2027	30 June 2057	30 years	344,248,371.0
One Origin Onnut Company Limited	15 September 2023	28 February 2024	27 February 2028	4 years	550,000,000.0
One Origin Onnut Company Limited	15 September 2023	28 February 2028	27 February 2058	30 years	2,294,989,143.0
Alpha Industrial Asset Company Limited	20 November 2024	30 December 2024	29 December 2026	2 years	105,336,743.6
Alpha Industrial Asset Company Limited	20 November 2024	30 December 2026	29 December 2056	30 years	216,236,228.5

Investments

As of December 31, 2025, the Company had investments in subsidiaries as follows:

Company Name	Nature of Business	Percentage	As of December 31, 2025 (millions of Baht)
Subsidiaries of the Company			
Origin Hotel Company Limited	Real Estate Development	100	3,012.4
Primo Service Solution Company Limited (“PRI”)	Provides Real Estate Management Services	75	125.7
Origin Vertical Corporation Company Limited	Real Estate Development	100	508.7
Britania Public Company Limited (“BRI”)	Real Estate Development	83	1,804.8
Origin Nationwide Company Limited	Real Estate Development	100	295.0
Origin Grand Company Limited	Real Estate Development	100	577.0
Park Luxury Company Limited	Real Estate Development	100	7,007.5
Origin Knightsbridge Theparak Company Limited	Real Estate Development	100	321.8
Origin Capital Collage 107 Company Limited	Invest in Real Estate Development Company	100	87.4
Origin Global (Hong Kong) Limited	Provides Brokerage Services in Sales and Services Related to the Real Estate Business	100	1.0
Prominent Capital Company Limited	Real Estate Development	100	1.0
Prominent Asset Management Company Limited	Asset Management	100	25.0
Origin Healthcare Company Limited	Healthcare Business Investment	97	176.2
Origin Ramkhamhaeng Company Limited	Real Estate Development	100	295.0
Origin Energy Company Limited	Energy Business Investment	100	6.0
Origin Music Company Limited	Artist Management	100	0.0
Origin BE8 Company Limited	Providing information technology services	70	0.0
Origin Reit Management Company Limited	Managing REITs (Real Estate Investment Trusts)	100	12.0
V Home Company Limited	Retail, wholesale, and providing services related to construction materials and decoration equipment	100	6
One Hampton Deluxe Ocean Sriracha Company Limited	Leasing and operations related to real estate owned by the company or leased from others, not for residential purposes	100	1.7
Subsidiaries of PRI			
Passion Realtor Company Limited	Provides Brokerage Services to Sell and Find Tenants for Development Projects		1.6
PPM Property Management Company Limited	Provides Services Related to Real Estate business		1.7

Company Name	Nature of Business	Percentage	As of December 31, 2025 (millions of Baht)
Wyde Interior Company Limited	Provide Interior design		0.3
Uno Service Company Limited	Provides Services Related to Real Estate Business		0.0
Crown Residence Company Limited	Provides Brokerage Services to Sell and Find Tenants for Development Projects		0.0
Total Investments in Subsidiaries			14,267.9

(5) Incomplete Delivery

As of December 31, 2025, the Company has condominium units that have entered into purchase agreements but the ownership of 114 projects has not been transferred. This totals 9,557 units or an equivalent to 36,518 MB.

1.3 Shareholding Structure of the Corporation

1.3.1 Shareholding Structure of the Corporation

The Company's structure as of December 31, 2025 can be summarized as follows:



The Company has no pyramid shareholding structure or cross-shareholding within the Group.

As of the book closure date on March 14, 2025, to determine the list of shareholders entitled to attend the 2025 Annual General Meeting of Shareholders (AGM), the Company's Free Float consisted of 21,725 retail shareholders, representing 34.39% of the total issued and paid-up shares.

The Company's register is closed annually in March to determine the current status of its Free Float. This information is publicly disclosed and can be accessed on the Stock Exchange of Thailand (SET) website at: https://www.set.or.th/th/market/product/stock/quote/ORI/major-shareholders

Details of the Company's subsidiaries structure (companies that complete the registration of establishment as of December 31, 2025) are listed below:

Condominium Business

No.	Company Name	Registration Date	Registered Capital	Shareholding	Business Type
1	Park Luxury	February 28, 2013	4,000.0 MB	99.99%	Real Estate Development and Business related to Real Estate
2	Park Origin Phayathai	January 9, 2018	600.0 MB	99.99%	Real Estate Development
3	Park Origin Rama 4	February 1, 2018	404.67 MB	51.00% **	Real Estate Development (JV)
4	Park Ratchada	May 17, 2019	211.87 MB	51.00% **	Real Estate Development (JV)
5	Park Origin Ratchathewi	January 25, 2018	484.0 MB	51.00% **	Real Estate Development (JV)
6	Park Origin T2	January 25, 2018	500.0 MB	99.99%	Real Estate Development
7	Park Pillar R4	November 14, 2018	452.5 MB	51.00% **	Real Estate Development (JV)
8	Origin Ratchayothin	August 11, 2016	221.33 MB	99.99%	Real Estate Development
9	Origin Sphere	November 15, 2016	14.15 MB	99.99%	Real Estate Development
10	Origin Prime 2	November 16, 2017	186.86 MB	51.00% **	Real Estate Development (JV)
11	Ori Sorte	November 28, 2017	210.0 MB	99.99%	Financial and Insurance Business
12	Origin Kaset Society	July 27, 2017	102.5 MB	99.99%	Real Estate Development
13	Origin Capital Rama 9	June 27, 2018	330.0 MB	99.99%	Real Estate Development
14	Origin Prime	November 25, 2016	257.6 MB	99.99%	Real Estate Development
15	Knightsbridge Sukhumvit Punnawithi	December 17, 2019	1.0 MB	99.99%	Real Estate Development
16	Origin Park T1	October 30, 2017	2,303.0 MB	51.00% **	Real Estate Development (JV)
17	Origin Sathorn	September 8, 2016	45.0 MB	99.99%	Real Estate Development
18	Knightsbridge Kaset Interchange	July 23, 2020	227.17 MB	51.0% **	Real Estate Development (JV)
19	So Origin Siriraj	April 19, 2022	390.0 MB	51.00% **	Real Estate Development (JV)
20	So Origin Sukhumvit	August 26, 2022	100.0 MB	99.99%	Real Estate Development
21	Park Luxury SPV 1	September 19, 2023	60.0 MB	50.00%	Real Estate Development (JV)
22	Park Luxury SPV 2***	September 19, 2023	1.0 MB	99.99%	Real Estate Development
23	Park Luxury SPV 3***	September 22, 2023	1.0 MB	51.0% **	Real Estate Development (JV)
24	Origin Vertical Coporation	August 11, 2016	500.0 MB	99.99%	Real Estate Development
25	Origin Grand	April 25, 2017	700.0 MB	99.99%	Real Estate Development

No.	Company Name	Registration Date	Registered Capital	Shareholding	Business Type
26	Origin Ramkhamhaeng	July 5, 2017	262.0 MB	99.99%	Real Estate Development
27	Origin Capital Collage 107	June 26, 2018	200.0 MB	99.99%	Real Estate Development
28	V Construction Supply	April 2, 2018	300.00 MB	99.99%	CONSTRUCTION CONTRACTOR
29	Origin Ramkhamhaeng Interchange	January 9, 2018	79.25 MB	51.00% **	Real Estate Development (JV)
30	Origin Knightsbridge Theparak	May 17, 2018	265.0 MB	99.99%	Real Estate Development
31	Origin Ladprao	November 17, 2019	318.34 MB	51.00% **	Real Estate Development (JV)
32	Origin Ramintra	September 11, 2019	650.0 MB	51.0% **	Real Estate Development (JV)
33	Origin Sukhumvit Sailuat	September 27, 2019	251.67 MB	51.0% **	Real Estate Development (JV)
34	Origin Place Samutprakarn	September 7, 2021	1.0 MB	99.99%	Real Estate Development
35	Origin Bupha Bangna	September 7, 2021	468.0 MB	50.00%**	Real Estate Development (JV)
36	Origin Play Phahol N 19 Station	September 7, 2021	1.0 MB	99.99%	Real Estate Development
37	Origin Plug & Play Samutprakarn	September 8, 2021	365.0 MB	51.00% **	Real Estate Development (JV)
38	So Origin Phahol 69 Station	September 8, 2021	390.0 MB	51.00% **	Real Estate Development (JV)
39	Origin Plug & Play Jaran Ratchaviti	September 20, 2021	780.0 MB	51.00% **	Real Estate Development (JV)
40	Origin Plug & Play E22 Station	October 19, 2021	21.0 MB	99.99%	Real Estate Development
41	Origin Play Sri Udom Station	February 4, 2022	730.0 MB	51.00% **	Real Estate Development (JV)
42	Origin Plug & Play Phetkasem	February 11, 2022	390.0 MB	51.00% **	Real Estate Development (JV)
43	Origin Plug & Play Sri Lasalle Station	March 25, 2022	1.0 MB	99.99%	Real Estate Development
44	Origin Play Bang Khunnon	June 14, 2022	450.0 MB	51.00% **	Real Estate Development (JV)
45	Origin Place Lasalle	September 2, 2022	1.0 MB	99.99%	Real Estate Development
46	The Origin Phetkasem Bangkae	September 9, 2022	215.0 MB	99.99%	Real Estate Development
47	The Origin Ramkhamhaeng 142	September 9, 2022	50.0 MB	99.99%	Real Estate Development
48	Origin Place Ramkhamhaeng 153	November 23, 2022	1.0 MB	99.99%	Real Estate Development
49	Origin Bangbamru Station	December 23, 2022	180.0 MB	99.99%	Real Estate Development
50	Origin Phahon 57	27-Mar-23	340.0 MB	51.00% **	Real Estate Development (JV)
51	Origin Condominium SPV 1	31-Mar-23	326.5 MB	51.00%	Real Estate Development (JV)

No.	Company Name	Registration Date	Registered Capital	Shareholding	Business Type
52	Origin Condominium SPV 2	27-Jun-23	214.85 MB	51.00% **	Real Estate Development (JV)
53	Origin Condominium SPV 3	29-Sep-23	365.5 MB	51.00%	Real Estate Development (JV)
54	Origin Condominium SPV 4	19-Dec-23	1.0 MB	99.99%	Real Estate Development
55	Hampton Place Bangna	19-Dec-23	1.0 MB	99.99%	Project Management Service Business
56	Hampton Place Bangsaen	28-Dec-23	1.0 MB	99.99%	Project Management Service Business
57	Hampton Kathu Phuket	28-Dec-23	1.0 MB	99.99%	Project Management Service Business
58	Origin Condominium SPV 8	28-Dec-23	1.0 MB	99.99%	Real Estate Development
59	Origin Condominium SPV 9***	28-Dec-23	1.0 MB	99.99%	Real Estate Development
60	Origin Suwinthawong	24-Apr-23	1.0 MB	99.99%	Real Estate Development
61	Origin Setthabut Station	24-Apr-23	1.0 MB	99.99%	Real Estate Development
62	The Origin Bangna Bangphli	24-Apr-23	1.0 MB	99.99%	Real Estate Development
63	Origin Chaengwattana	22-Jun-23	500.0 MB	60.00%	Real Estate Development (JV)
64	Origin Taopoon	22-Jun-23	660.0 MB	51.00%	Real Estate Development (JV)
65	Origin Ramintra 87	06-Oct-23	1.0 MB	99.99%	Real Estate Development
66	Origin Bang Wa	24-Nov-23	785.0 MB	51.00%	Real Estate Development (JV)
67	Origin Nationwide	25-Nov-16	250.0 MB	99.99%	Real Estate Development
68	Origin Sriracha	11-Jul-19	320.0 MB	99.99%	Real Estate Development
69	Origin Chachoengsao	06-Oct-22	1.0 MB	99.99%	Real Estate Development
70	The Origin Campus Khon Kaen Non Muang	14-Mar-23	1.0 MB	99.99%	Real Estate Development
71	Origin Phuket Villa	22-Mar-23	350.0 MB	50.00% **	Real Estate Development (JV)
72	Origin EEC SPV 1	31-Mar-23	1.0 MB	51.00% **	Real Estate Development (JV)
73	Origin Nationwide Asian	31-Mar-23	422.5 MB	60.00% **	Real Estate Development (JV)
74	Origin EEC SPV 3	31-Mar-23	1.0 MB	51.00% **	Real Estate Development (JV)
75	Origin EEC SPV 4	31-Mar-23	1.0 MB	51.00% **	Real Estate Development (JV)
76	Origin EEC SPV 5	31-Mar-23	1.0 MB	51.00% **	Real Estate Development (JV)
77	Hampton Suites Rayong	29-Oct-23	1.0 MB	99.99%	Project Management Service Business

No.	Company Name	Registration Date	Registered Capital	Shareholding	Business Type
78	Origin Condo Bangtao 1	26-Apr-23	1.0 MB	99.99%	Real Estate Development
79	Origin Condo Bangtao 2	26-Apr-23	1.0 MB	99.99%	Real Estate Development
80	Origin Condo Center Phuket 1	02-May-23	1.0 MB	99.99%	Real Estate Development
81	Origin Condo Center Phuket 2	02-May-23	350.0 MB	51.00% **	Real Estate Development (JV)
82	Origin Condo Center Phuket 3	02-May-23	50.0 MB	99.99%	Real Estate Development
83	Origin Play Bangsaen	03-May-23	340.0 MB	51.00% **	Real Estate Development (JV)
84	Origin Place Bangsaen	03-May-23	1.0 MB	51.00% **	Real Estate Development (JV)
85	Origin Kata Phuket	16-May-23	1.0 MB	99.99%	Real Estate Development
86	Origin Place Khon Kaen	22-May-23	1.0 MB	99.99%	Real Estate Development
87	Origin Pattaya Sukhumvit 1	12-Jun-23	370.0 MB	51.00% **	Real Estate Development (JV)
88	Origin Pattaya Sukhumvit 2	12-Jun-23	500.0 MB	51.00% **	Real Estate Development (JV)
89	Origin Pattaya Sukhumvit 3	12-Jun-23	1.0 MB	99.99%	Real Estate Development
90	Origin Cherngtalay Phuket	27-Jul-23	50.0 MB	99.99%	Real Estate Development
91	The Origin Sriracha 1	27-Jul-23	1.0 MB	99.99%	Real Estate Development
92	The Origin Sriracha 2	27-Jul-23	1.0 MB	99.99%	Real Estate Development
93	Hampton Sriracha 2	28-Dec-23	1.0 MB	99.99%	Project Management Service Business
94	One Hampton Deluxe Ocean Sriracha	19-Oct-21	5.0 MB	99.99%	Project Management Service
95	One Hampton Knightsbridge Samut Prakan City	25-Dec-21	5.0 MB	99.99%	Project Management Service
96	One Hampton Rayong	10-Sep-21	1.0 MB	99.99%	Project Management Service
97	One Hampton Next to Emporium	9-Nov-21	10.0 MB	99.99%	Project Management Service
98	One Hampton Phayathai	17-May-22	5.0 MB	99.99%	Project Management Service
99	One Hampton Thong Lo	23-Jun-22	5.0 MB	99.99%	Project Management Service
100	One Hampton Sriracha	28-Nov-22	1.0 MB	99.99%	Project Management Service
101	One Hampton Brixton Rayong	14-Nov-21	1.0 MB	99.99%	Project Management Service
102	One Hampton Brixton Bangsaen	14-Nov-23	1.0 MB	99.99%	Project Management Service

No.	Company Name	Registration Date	Registered Capital	Shareholding	Business Type
103	One Hampton Brixton Kaset Sriracha	14-Nov-23	1.0 MB	99.99%	Project Management Service
104	One Origin Hua Hin	6-Oct-17	36.0 MB	99.99%	Real Estate Development
105	One Origin Amata Nakorn	2-May-23	1.0 MB	99.99%	Real Estate Development
106	SPV So Bang Tao	29-Dec-25	100.0 MB	99.99%	Real Estate Development

House Business

No.	Company Name	Registration Date	Registered Capital	Shareholding	Business Type
1	Britania	13-Jul-21	959.72 MB	82.58%	Real Estate Development
2	Stable Home Property	22-Nov-18	15.0 MB	99.99%	Real Estate Development
3	District Grand Real Estate	22-Nov-18	30.0 MB	99.99%	Real Estate Development
4	Belgravia Bangna	26-Mar-19	1.0 MB	99.99%	Real Estate Development
5	Belgravia Ratchaphruek	23-Sep-19	1.0 MB	99.99%	Real Estate Development
6	Britania Wongwaen Ramintra	23-Sep-19	50.0 MB	99.99%	Real Estate Development
7	Britania Bangna Km.17	08-Jun-21	250.0 MB	51.00% **	Real Estate Development (JV)
8	Britania Bangna Km.35	08-Jun-21	550.0 MB	51.00% **	Real Estate Development (JV)
9	Stable Town	15-Oct-21	220.0 MB	51.00% **	Real Estate Development (JV)
10	Britania Amata Phanthong	25-Oct-21	580.0 MB	51.00% **	Real Estate Development (JV)
11	Grand Britania Khu Khot Station	18-Feb-22	425.0 MB	51.00% **	Real Estate Development (JV)
12	Grand Britania Pracha Uthit 76	8 -Aug-22	1.0 MB	99.99%	Real Estate Development
13	Britania Bangna Km.39	01-Nov-22	360.0 MB	99.99%	Real Estate Development
14	Grand Britania Thawi Watthana	11-Nov-22	460.0 MB	51.00% **	Real Estate Development (JV)
15	Britania Chaiyaphruek-Chaengwattana	14-Nov-22	37143 MB	51.00% **	Real Estate Development (JV)
16	Britania Bangna-Theparak	14-Nov-22	1.0 MB	99.99%	Real Estate Development
17	Britania Sukhumvit 76	21-Dec-22	143.0 MB	51.00%**	Real Estate Development (JV)
18	Britania Rayong	23-Dec-22	115.0 MB	51.00%**	Real Estate Development (JV)
19	Britania Pracha Uthit 90	13-Jan-23	100.0 MB	99.99%	Real Estate Development
20	Belgravia Ratchaphruek Nakhon In	01-Mar-23	424.0 MB	51.00% **	Real Estate Development (JV)

No.	Company Name	Registration Date	Registered Capital	Shareholding	Business Type
21	Britania SPV 1	29-Mar-23	1.0 MB	51.00%**	Real Estate Development (JV)
22	Britania SPV 2	27-Mar-23	283.0 MB	51.00%**	Real Estate Development (JV)
23	Britania SPV 3	27-Mar-23	40.0 MB	51.00%**	Real Estate Development (JV)
24	Britania SPV 4	29-Mar-23	1.0 MB	51.00%**	Real Estate Development (JV)
25	Britania SPV 5	29-Mar-23	115.0 MB	51.00%**	Real Estate Development (JV)
26	Britania SPV 6	31-Mar-23	51.0 MB	99.99%	Real Estate Development
27	Britania Rangsina	31-Mar-23	330.0 MB	51.00%**	Real Estate Development (JV)
28	Britania C.S.I. Asset	31-Mar-23	202.8 MB	51.00%**	Real Estate Development (JV)
29	Belgravia Line 3	18-Apr-23	100.0 MB	99.99%	Real Estate Development
30	Britannia Asian Khao Yai	26-Jun-23	110.0 MB	60.00%**	Real Estate Development (JV)
31	Britania SPV 9	26-Jun-23	95.38 MB	51.00%**	Real Estate Development (JV)
32	Britania SPV 10	26-Jun-23	1.0 MB	51.00%**	Real Estate Development (JV)
33	Britania SPV 11	26-Jun-23	1.0 MB	51.00%**	Real Estate Development (JV)
34	Britania SPV 12	26-Jun-23	1.0 MB	51.00%**	Real Estate Development (JV)
35	Brighton Amata Phanthong	26-Jun-23	137.41 MB	51.00%**	Real Estate Development (JV)
36	Britania SPV 14	26-Jun-23	1.0 MB	51.00%**	Real Estate Development (JV)
37	Britania SPV 15	26-Jun-23	227.34 MB	51.00%**	Real Estate Development (JV)
38	Britania SPV 16	22-Sep-23	250.0 MB	50.00%**	Real Estate Development (JV)
39	Britania SPV 18	22-Sep-23	1.0 MB	99.99%	Real Estate Development
40	Britania SPV 19	22-Sep-23	440.0 MB	51.00%**	Real Estate Development (JV)
41	Britania SPV 20	28-Sep-23	371.33 MB	51.00%**	Real Estate Development (JV)
42	Britania SPV 21	22-Sep-23	10.0 MB	99.99%	Real Estate Development
43	Britania SPV 22	29-Sep-23	383.5 MB	51.00%	Real Estate Development (JV)
44	Britania SPV 23	29-Sep-23	400.0 MB	51.00%**	Real Estate Development (JV)
45	Britania SPV 24	29-Sep-23	34.78. MB	99.99%	Real Estate Development
46	Britania SPV 25	29-Sep-23	51.02 MB	51.00%**	Real Estate Development (JV)

No.	Company Name	Registration Date	Registered Capital	Shareholding	Business Type
47	Britania SPV 26	22-Dec-23	540.0 MB	51.00%**	Real Estate Development (JV)
48	Britania SPV 27	22-Dec-23	204.0 MB	51.00%**	Real Estate Development (JV)
49	Britania SPV 28	22-Dec-23	1.0 MB	99.99%	Real Estate Development
50	Britania SPV 29***	28-Dec-23	1.0 MB	99.99%	Real Estate Development
51	Britania SPV 30***	28-Dec-23	1.0 MB	99.99%	Real Estate Development
52	Birmingham Asset Management	28-Dec-23	1.0 MB	99.99%	Real Estate Development

Recurring Income Business

No.	Company Name	Registration Date	Registered Capital	Shareholding	Business Type
1	Origin Hotel	20-Mar-23	3,000.0 MB	99.99%	Real Estate Development and business related to real estate development which includes real estate investment and services
2	Origin One Sukhumvit 24	27-Jul-17	640.0 MB	51.00% **	Hotel, Serviced Apartment, Wellness Residence (JV)
3	Origin One Phrom Phong	09-May-18	430.0 MB	51.00% **	Real Estate Development
4	One Phayathai	25-Jul-18	340.0 MB	51.00% **	Hotel, Serviced Apartment, Wellness Residence (JV)
5	Origin Food	19-Apr-18	28.0 MB	99.00%	Food and Beverage
6	One District Rayong	7 Nov 2018	1.0 MB	99.99%	Hotel, Serviced Apartment, Wellness Residence
7	One Ramintra	05-Aug-19	1.0 MB	99.99%	Hotel, Serviced Apartment, Wellness Residence
8	One Origin Enco	19-Dec-19	246.0 MB	50.00% **	Hotel, Serviced Apartment, Wellness Residence (JV)
9	One Sanam Pao	1 Oct 2020	567.0 MB	51.00% **	Office Building and Retail (JV)
10	One Wellness Sukhumvit 107	17-Dec-19	1.0 MB	99.99%	Hotel, Serviced Apartment, Wellness Residence
11	One Origin Hospitality	10-Jan-22	281.0 MB	51.00% **	Hotel, Serviced Apartment, Wellness Residence (JV)
12	One Asset Bloom	09-Mar-22	10.0 MB	50.00% **	Office Building and Retail (JV)
13	One Origin Chiang Mai	01-Mar-23	1.0 MB	99.99%	Hotel, Serviced Apartment, Wellness Residence
14	One Origin Rangsina	01-Mar-23	163.5 MB	51.00% **	Hotel, Serviced Apartment, Wellness Residence (JV)
15	One Origin Bangtao Beach	27-Mar-23	1.0 MB	99.99%	Hotel, Serviced Apartment, Wellness Residence

No.	Company Name	Registration Date	Registered Capital	Shareholding	Business Type
16	One Origin North Pattaya	27-Mar-23	1.0 MB	99.99%	Hotel, Serviced Apartment, Wellness Residence
17	One Origin SPV 1	31-Mar-23	249.0 MB	51.00% **	Hotel, Serviced Apartment, Wellness Residence (JV)
18	One Asian Sriracha	31-Mar-23	129.5 MB	60.00% **	Hotel, Serviced Apartment, Wellness Residence (JV)
19	One Origin Beachfront Bangtao	02-May-23	1.0 MB	99.99%	Hotel, Serviced Apartment, Wellness Residence
20	One Origin Sriracha***	03-May-23	1.0 MB	99.99%	Hotel, Serviced Apartment, Wellness Residence
21	One Origin Sukhumvit 68	03-May-23	71.0 MB	51.00% **	Hotel, Serviced Apartment, Wellness Residence (JV)
22	One Origin Kata Phuket	03-May-23	5.0 MB	99.99%	Hotel, Serviced Apartment, Wellness Residence
23	One Origin Chiang Mai Nimman	16-May-23	140.08 MB	50.00% **	Hotel, Serviced Apartment, Wellness Residence (JV)
24	One Origin Khao Yai Thanarat	16-May-23	151.0 MB	60.00% **	Hotel, Serviced Apartment, Wellness Residence (JV)
25	One Origin Chaengwattana	16-May-23	1.0 MB	99.99%	Office Building and Retail
26	One Origin Pattaya Sukhumvit	16-May-23	1.0 MB	99.99%	Hotel, Serviced Apartment, Wellness Residence
27	One Origin SPV 3***	27-Jun-23	1.0 MB	99.99%	Hotel, Serviced Apartment, Wellness Residence
28	One Origin Bangna Hotel***	18-Jul-23	1.0 MB	99.99%	Hotel, Serviced Apartment, Wellness Residence
29	One Origin Wichit Phuket	18-Jul-23	1.0 MB	99.99%	Hotel, Serviced Apartment, Wellness Residence
30	One Origin Cherngtalay Phuket	27-Jul-23	1.0 MB	99.99%	Hotel, Serviced Apartment, Wellness Residence
31	One Origin Planet 1***	10-Aug-23	1.0 MB	99.99%	Hotel, Serviced Apartment, Wellness Residence
32	One Origin Samui Chaweng Beach 1	10-Aug-23	56.74 MB	50.00% **	Hotel, Serviced Apartment, Wellness Residence (JV)
33	One Origin On Nut	04-Sep-23	140.5MB	51.00% **	Office Building and Retail (JV)
34	One Origin Sukhumvit 49***	08-Sep-23	1.0 MB	99.99%	Hotel, Serviced Apartment, Wellness Residence
35	One Origin SPV 4	08-Nov-23	172.2 MB	50.00% **	Hotel, Serviced Apartment, Wellness Residence (JV)
36	One Origin SPV 5	08-Nov-23	1.0 MB	99.99%	Hotel, Serviced Apartment, Wellness Residence

No.	Company Name	Registration Date	Registered Capital	Shareholding	Business Type
37	Origin Hotel SPV 6***	18-Jun-24	1.0 MB	99.99%	Hotel, Serviced Apartment, Wellness Residence

Service Income Business

No.	Company Name	Registration Date	Registered Capital	Shareholding	Business Type
1	Primo Service Solution	24-Jun-11	160.0 MB	75.00%	Business Services related to the real estate business such as providing condominium tenant services and condominium project management services including furniture production and distribution business (JV)
2	PMM Property Management	25-Nov-16	10.0 MB	99.99%	
3	Passion Realtor	06-Aug-15	10.0 MB	99.99%	
4	Passion Asset 360***	09-Aug-23	5.0 MB	60.00% **	
5	Just Co On	01-Sep-23	1.0 MB	30.00% **	
6	Wide Interior	25-Nov-16	5.0 MB	99.99%	
7	Wide Furniture	09-Feb-23	33.0 MB	60.00% **	
8	Crown Residence	02-Nov-17	10.0 MB	99.99%	Property Management Business
9	Uno Service	18-Aug-16	5.0 MB	99.99%	Real Estate After-Sales Service Business
10	V Security Card	10-Mar-23	1.0 MB	99.99%	Real Estate After-Sales Service Business
11	United Project Management	29-May-20	10.0 MB	99.99%	Engineering Consultancy and Design Business
12	UPM Design Studio	26-Nov-90	10.0 MB	99.99%	Engineering Consultancy and Design Business
13	Projects Asia	14-Mar-33	10.0 MB	99.99%	Engineering Consultancy and Design Business
14	Hampton Hotel & Residence Management	10-Sep-21	1.0 MB	99.99%	Property Management Business
15	Lift Tech Lab	29-Nov-23	1.0 MB	70.00%	Software System Development Business (JV)
16	Prim Insurance Broker	25-May-21	5.0 MB	99.99%	Non-life insurance brokerage business
17	PROP2MORROW	24-Mar-16	4.0 MB	35.00% **	ธุรกิจให้คำปรึกษาด้านการตลาด (JV)
18	Nomadic Butler***	1-Feb-24	2.4 MB	55.00% **	ธุรกิจตัวแทนและนายหน้าอสังหาริมทรัพย์(JV)

New Business

No.	Company name	Register name	Registered Capital	Shareholding Proportion	Business type
Health and beauty business					
1	Origin Healthcare	March 9, 2021	231.32 million Baht	97.23% **	Health Business (JV)
2	Kin Origin Healthcare	July 20, 2021	136.0 million Baht	50.00% **	Physical Therapy Clinic and Allied Health Clinic (JV)
3	Origin Chiva Healthcare	March 3, 2023	1.0 million Baht	90.00% **	Hospital business and care for the elderly or dependent persons (JV)
4	Hair Restore	June 30, 2023	12.0 million Baht	60.00% **	Hair transplant medicine service business (JV)
5	Jetjin Origin Center Company Limited	August 31, 2023	101.0 million Baht	19.00% **	Hospital business (JV)
Logistics and warehouse business					
6	Alpha Industrial Solution	January 21, 2021	1,225.8 million Baht	50.00% **	Warehouse business (JV)
7	Alpha Industrial Rangsit	February 24, 2022	260.0 million Baht	51.00% **	Warehouse business (JV)
8	Alpha Industrial Km. 19	February 24, 2022	280.0 million Baht	51.00% **	Warehouse business (JV)
9	Alpha Industrial Laem Chabang	September 19, 2022	230.0 million Baht	51.00% **	Warehouse business (JV)
10	Alpha Industrial Suwinthawong	November 15, 2022	1.0 million Baht	51.00% **	Warehouse business (JV)
11	Alpha Industrial Phanthong	January 30, 2023	170.0 million Baht	51.00% **	Warehouse business (JV)
12	Alpha Industrial Asset	May 26, 2023	200.0 million Baht	26.90%**	Warehouse business (JV)
13	Alpha Eastern Seaboard	June 26, 2023	1.0 million Baht	51.00% **	Warehouse business (JV)
14	Alpha Industrial Asset	August 31, 2023	130.0 million Baht	50.00%**	Warehouse business (JV)
15	Alpha Industrial Asset 3	August 31, 2023	10.0 million Baht	51.00% **	Warehouse business (JV)
16	Alpha Industrial Asset 4	October 18, 2024	1.0 million Baht	99.99%	Warehouse business
Energy Business					
17	Origin Energy	July 15, 2021	6.0 million Baht	99.99%	Electricity distribution business
18	Origin Gunkul Energy	October 12, 2021	11.0 million Baht	50.00% **	Electricity distribution business (JV)
Financial service business					
19	Prominent Capital	April 26, 2019	1.0 million Baht	99.99%	Real estate development business/ lending business by receiving collateral in the form of land
20	Prominent Asset Management	February 10, 2021	25.0 million Baht	99.99%	Asset management business

No.	Company name	Register name	Registered Capital	Shareholding Proportion	Business type
21	Origin REIT Management	December 20, 2023	15.0 million Baht		Providing service as a real estate investment trust manager (When permission is received from the Office of the Securities and Exchange Commission)
Other business					
22	Digital Butler	November 25, 2017	5.22 million Baht	57.47%	ธุรกิจให้บริการที่เกี่ยวเนื่องกับอสังหาริมทรัพย์ (JV)
23	Origin Music	December 7, 2022	1.0 million Baht	99.99%	Entertainment business
24	Origin BE8	June 30, 2023	5.0 million Baht	70.00% **	Information technology service business (JV)
25	V Home	January 9, 2024	21.0 million Baht	99.99%	ธุรกิจขายส่งวัสดุก่อสร้าง
26	Origin Global (Hong Kong) Co.,Ltd.	June 12, 2018	30,000.0 USD	100.00%	Real estate business services

Remark * The shareholding proportion that appears is calculated from all types of shares of the Company and does not include the proportion of voting.
** Investments in joint ventures.
*** A subsidiary that has not yet commenced operations and/or is non-active, and is currently in the process of dissolution and liquidation

General Information

Company Name: **Origin Property Public Company Limited ("The Company")**
Abbreviation Name of Securities: ORI
Type of Business Real Estate Development
Registration Number: 0107557000381
Registered Capital: 1,533,826,533.00 Baht as of December 31, 2025
Paid-Up Capital: 1,227,061,226.50 Baht as of December 31, 2025
Share Value: 0.50 Baht per share
Main Office: 496 Moo 9 Samrongnuea
Muang Samut Prakan, Samut Prakan, 10270
Contact Address: Sukhumvit Road, Bangna Sub-District, Bangna District Bangkok 10260
Telephone: 02 030 0000 Fax: 02 398 8066
Company Website: https://origin.co.th/

Company's Subsidiaries

Company Name: **Origin Hotel Company Limited ("Origin Hotel")**
(Formerly One Origin Public Company Limited)
Type of Business: Recurring Business, Hotel business, Food, Office for rent
Registered Capital: 3,000,000,000.00 Baht as of December 31, 2024
Paid-Up Capital: 3,000,000,000.00 Baht as of December 31, 2024
Share Value: 0.50 Baht per share
Main Office: 496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	**Primo Service Solutions Public Company Limited (“Primo”)**
Type of Business:	Recurring Business, Hotel business, Food, Office for rent
Registered Capital:	160,000,000.00 Baht as of December 31, 2025
Paid-Up Capital:	160,000,000.00 Baht as of December 31, 2025
Share Value:	0.50 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	**Origin Vertical Corporation Company Limited (“Origin Vertical”)**
	Primary name Origin Condiminium Company Limited
Type of Business:	Real Estate Development
Registered Capital:	500,000,000.00 Baht
	50,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea Muang Samut Prakan, Samut Prakan, 10270

Company Name:	**Britania Public Company Limited (“Britania”)**
	(Primary name Origin House Company Limited)
Type of Business:	Real Estate Development
Registered Capital:	959,716,237.50 Baht as of December 31, 2025
Paid-Up Capital:	726,605,499.50 Baht as of December 31, 2025
Share Value:	0.50 Baht per share
Main Office:	BHIRAJ TOWER at BITEC 20/FL,
	4345 Sukhumvit Road, Bangna Sub-District, Bangna District Bangkok 10260

Company Name:	**Origin Ratchayothin Company Limited (“Ratchayothin”)**
Type of Business:	Real Estate Development
Registered Capital:	221,333,000.00 Baht
	22,133,300 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	**Origin Prime Company Limited (“Prime”)**
Type of Business:	Real Estate Development
Registered Capital:	257,600,000.00 Baht
	25,760,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	**Origin Sphere Company Limited (“Sphere”)**
Type of Business:	Real Estate Development
Registered Capital:	14,150,000.00 Baht
	1,415,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Nationwide Company Limited (“Nationwide”)
	(Primary name Origin EEC Company Limited)
Type of Business:	Real Estate Development
Registered Capital:	250,000,000.00 Baht
	25,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Digital Butler Company Limited (“Digital Butler”)
Type of Business:	Services providing business related to real estate
Registered Capital:	5,220,000.00 Baht
	522,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	PMM Property Management Company Limited (“PPM Management”)
	(Primary name Primo Management Company Limited)
Type of Business:	Services providing business related to real estate
Registered Capital:	10,000,000.00 Baht
	1,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Passion Realtor Company Limited (“Passion Realtor”)
	(Primary name Primo Realtor Company Limited)
Type of Business:	Services providing business related to real estate
Registered Capital:	10,000,000.00 Baht
	1,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Wyde Interior Company Limited (“Wyde Interior”)
	(Primary name Primo decor Company Limited)
Type of Business:	Services providing business related to real estate
Registered Capital:	10,000,000.00 Baht
	1,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Uno Service Company Limited (“Uno”)
Type of Business:	Services providing business related to real estate
Registered Capital:	5,000,000.00 Baht
	500,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Sathorn Company Limited (“Origin Sathorn”)
Type of Business:	Real Estate Development
Registered Capital:	45,000,000.00 Baht
	4,500,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	**Origin Grand Company Limited (“Grand”)**
Type of Business:	Real Estate Development
Registered Capital:	700,000,000.00 Baht
	50,000,000 of which were common shares, and another 20,000,000
	were preferred stocks at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	**Origin Prime2 Company Limited (“Prime2”)**
Type of Business:	Real Estate Development
Registered Capital:	186,861,190.00 Baht
	18,686,119 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	**Origin Ramkhamhaeng Company Limited (“Ramkhamhaeng”)**
Type of Business:	Real Estate Development
Registered Capital:	262,000,000.00 Baht
	26,200,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	**Origin Kaset Society Company Limited (“Kaset Society”)**
Type of Business:	Real Estate Development
Registered Capital:	102,500,000.00 Baht
	10,250,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	**Origin One Sukhumvit 24 Company Limited (“One Sukhumvit 24”)**
Type of Business:	Hotel, Serviced Apartment, Wellness Residence
Registered Capital:	640,000,000.00 Baht
	64,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	**One Origin Hua Hin Company Limited (“One Hua Hin”)**
	(Primary name “Origin One Rayong Company Limited”)
Type of Business:	Hotel, Serviced Apartment, Wellness Residence
Registered Capital:	36,000,000.00 Baht
	3,600,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	**Origin Park T1 Company Limited (“Park T1”)**
Type of Business:	Real Estate Development
Registered Capital:	2,303,000,000.00 Baht
	230,300,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Crown Residence Company Limited (“Crown Residence”)
Type of Business:	Services providing business related to real estate
Registered Capital:	10,000,000.00 Baht
	1,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270
Company Name:	Ori Saute Company Limited (“Ori Saute”)
	(“Primary name Park Origin Company Limited”)
Type of Business:	Restaurant
Registered Capital:	210,000,000.00 Baht
	21,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270
Company Name:	Park Luxury Company Limited (“Park Luxury”)
Type of Business:	Real Estate Development
Registered Capital:	4,000,000,000.00 Baht
	40,000,000 of which were common shares at a par value of 100 Baht per share
Main Office:	12Ath Floor Siam Piwat Tower, Rama I Road, Pathumwan, Bangkok
Company Name:	Origin Collage 107 Company Limited (“Collage 107”)
Type of Business:	Real Estate Development
Registered Capital:	200,000,000.00 Baht
	20,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270
Company Name:	Origin Capital Rama IX Company Limited (“Capital Rama IX”)
Type of Business:	Real Estate Development
Registered Capital:	330,000,000.00 Baht
	33,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270
Company Name:	V Construction and Supply Company Limited (“V Construction”)
	(Primary name “Origin Collage 107 Company Limited”)
Type of Business:	Construction Contractor
Registered Capital:	300,000,000.00 Baht
	30,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270
Company Name:	Origin Ramkhamhaeng Interchange Company Limited (“Origin Ramkhamhaeng Interchange”)
	(Primary name “Origin Ekkamai Company Limited”)
Type of Business:	Real Estate Development
Registered Capital:	79,253,250.00 Baht
	7,925,325 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Knightsbridge Thepharak Company Limited (“Knightsbridge Thepharak”)
Type of Business:	Real Estate Development
Registered Capital:	265,000,000.00 Baht
	26,500000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	One Phayathai Company Limited (“One Phayathai”)
Type of Business:	Hotel, Serviced Apartment, Wellness Residence
Registered Capital:	340,000,000.00 Baht
	34,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin One Phromphong Company Limited (“One Phromphong”)
Type of Business:	Hotel, Serviced Apartment, Wellness Residence
Registered Capital:	430,000,000.00 Baht
	43,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Food Company Limited (“Food”)
Type of Business:	Food and Beverage Business
Registered Capital:	28,000,000.00 Baht
	2,800,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Park Origin Phayathai Company Limited (“Park Phayathai”)
Type of Business:	Real Estate Development
Registered Capital:	600,000,000.00 Baht
	60,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Park Origin Rama 4 Company Limited (“Park Rama 4”)
Type of Business:	Real Estate Development
Registered Capital:	404,674,910.00 Baht
	40,467,491 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Park Origin Ratchathewi Company Limited (“Park Ratchathewi”)
Type of Business:	Real Estate Development
Registered Capital:	484,000,000.00 Baht
	48,400,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Park Origin T2 Company Limited (“Park T2”)
Type of Business:	Real Estate Development
Registered Capital:	500,000,000.00 Baht
	50,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	One District Rayong Company Limited (“One District Rayong”)
Type of Business:	Real Estate Development
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Park Pillar R 4 Company Limited (“Park Pillar R 4”)
	(Primary name “Origin Knightsbridge Phrakhanong”)
Type of Business:	Real Estate Development
Registered Capital:	452,500,000.00 Baht
	45,250,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Stable Home Property Company Limited (“Stable Home Property”)
Type of Business:	Real Estate Development
Registered Capital:	15,000,000.00 Baht
	1,500,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	District Grand Real Estate Company Limited (“District Grand Real Estate”)
Type of Business:	Real Estate Development
Registered Capital:	30,000,000.00 Baht
	3,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Global (Hong Kong) Co.,Ltd.
Type of Business:	Real Estate Development
Registered Capital:	30,000.00 USD
	30,000 of which were common shares at a par value of 1 USD per share
Main Office:	Unit 912, 9/F., Two Harbourfront, 22 Tak Fung Street, Hunghom, Kowloon. Hong Kong

Company Name:	Park Ratchada Company Limited (“Park Ratchada”)
Type of Business:	Real Estate Development
Registered Capital:	211,872,290.00 Baht
	21,187,229 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	**Belgravia Bangna Company Limited ("Belgravia Bangna")**
	(Primary name "Park Origin Villa Onnut Company Limited")
Type of Business:	Real Estate Development
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	**Origin Ladprao Company Limited ("Origin Ladprao")**
	(Primary name "Park Pilla Company Limited")
Type of Business:	Real Estate Development
Registered Capital:	318,336,480.00 Baht
	31,833,648 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	**Prominent Capital Company Limited ("Prominent Capital")**
	(Primary name "The Unicorn Company Limited")
Type of Business:	Services providing business related to real estate
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	**Origin Sriracha Company Limited ("Origin Sriracha")**
	(Formerly known as The Origin Dusit Company Limited)
Type of Business:	Real Estate Development
Registered Capital:	320,000,000.00 Baht
	32,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	**Origin Ramintra Company Limited ("Origin Ramintra")**
Type of Business:	Real Estate Development
Registered Capital:	650,000,000.00 Baht
	65,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	**One Ramintra Company Limited ("One Ramintra")**
Type of Business:	Hotel, Serviced Apartment, Wellness Residence
Registered Capital:	3,000,000.00 Baht
	300,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	**Belgravia Ratchaphruek Company Limited ("Belgravia Ratchaphruek")**
Type of Business:	Real Estate Development
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Britania Wongwaen Ramintra Company Limited (“Britania Wongwaen Ramintra”)
Type of Business:	Real Estate Development
Registered Capital:	50,000,000.00 Baht
	5,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Sukhumvit Sailuat Company Limited (“Origin Sukhumvit Sailuat”)
	(Primary name “Notting Hill District Rayong”)
Type of Business:	Real Estate Development
Registered Capital:	251,666,490.00 Baht
	25,166,649 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	One Wellness Sukhumvit 107 Company Limited (“One Wellness Sukhumvit 107”)
	(Primary name “Origin Latkrabang”)
Type of Business:	Hotel, Serviced Apartment, Wellness Residence
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Knightsbridge Sukhumvit Punnawithi Company Limited (“Knightsbridge Sukhumvit Punnawithi”)
Type of Business:	Real Estate Development
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	ONE Origin ENCO Company Limited (“ONE ENGO”)
	(เดิมชื่อ บริษัท วัน ดิสทริคท์ ระยอง 2 จำกัด)
Type of Business:	Hotel, Serviced Apartment, Wellness Residence
Registered Capital:	246,000,000.00 Baht
	24,600,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Knightsbridge Kaset Interchange Company Limited (“Knightsbridge Kaset Interchange”)
Type of Business:	Real Estate Development
Registered Capital:	227,171,240.00 Baht
	22,717,124 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	One Sanampao Company Limited (“One Sanampao”)
Type of Business:	Office Building and Retail
Registered Capital:	567,000,000.00 Baht
	56,700,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	United Project Management Company Limited (“United Project Management”)
Type of Business:	Services providing business related to real estate
Registered Capital:	10,000,000.00 Baht
	1,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Britania Bangna KM.17 Company Limited (“Britania Bangna KM.17”)
Type of Business:	Real Estate Development
Registered Capital:	250,000,000.00 Baht
	25,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Britania Bangna KM.35 Company Limited (“Britania Bangna KM.35”)
Type of Business:	Real Estate Development
Registered Capital:	550,000,000.00 Baht
	55,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Stable Town Company Limited (“Stable Town”)
Type of Business:	Real Estate Development
Registered Capital:	220,000,000.00 Baht
	22,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Britania Amata-Phantong Company Limited (“Britania Amata-Phantong”)
Type of Business:	Real Estate Development
Registered Capital:	580,000,000.00 Baht
	58,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Alpha Industrial Solutions Company Limited (“Alpha Industrial Solutions”)
	(Primary name “Origin JWD Industrial Asset Company Limited)
Type of Business:	Logistic and Warehouse
Registered Capital:	1,225,800,000.00 Baht
	122,580,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Prominent Asset Management Company Limited (“Prominent Asset Management”)
Type of Business:	Real Estate Development and Provide loan, land collateral
Registered Capital:	25,000,000.00 Baht
	2,500,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Healthcare Company Limited (“Origin Healthcare”)
Type of Business:	Healthcare Business Investment
Registered Capital:	231,320,000.00 Baht
	23,132,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Kin Origin Healthcare Company Limited (“Kin Origin Healthcare”)
Type of Business:	Rehab Center
Registered Capital:	136,000,000.00 Baht
	13,600,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Prim Insurance Broker Company Limited (“Prim Insurance Broker”)
	(Primary name “Primo Insurance Broker Company Limited”)
Type of Business:	Insurance Broker
Registered Capital:	5,000,000.00 Baht
	500,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Energy Company Limited (“Origin Energy”)
Type of Business:	Electric Power Distribution
Registered Capital:	6,000,000.00 Baht
	2,500,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Place Samutprakarn Company Limited (“Origin Place Samutprakarn”)
Type of Business:	Real Estate Development
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Bunpha Bangna Company Limited (“Origin Bunpha Bangna”)
Type of Business:	Real Estate Development
Registered Capital:	468,000,000.00 Baht
	46,800,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Play Phahol N 19 Station Company Limited (“Origin Play Phahol N 19 Station”)
Type of Business:	Real Estate Development
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Plug & Play Samutprakarn Company Limited (“Origin Plug & Play Samutprakarn”)
Type of Business:	Real Estate Development
Registered Capital:	365,000,000.00 Baht
	36,500,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	So Origin Phahol 69 Station Company Limited (“So Origin Phahol 69 Station”)
Type of Business:	Real Estate Development
Registered Capital:	390,000,000.00 Baht
	39,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Plug & Play Jaran Ratchawiti Company Limited (“Origin Plug & Play Jaran Ratchawiti”)
Type of Business:	Real Estate Development
Registered Capital:	780,000,000.00 Baht
	78,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Gunkul Energy Company Limited (“Origin Gunkul Energy”)
Type of Business:	Electric Power Distribution
Registered Capital:	19,000,000.00 Baht
	1,900,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Plug & Play E22 Station Company Limited (“Origin Plug & Play E22 Station”)
Type of Business:	Real Estate Development
Registered Capital:	21,000,000.00 Baht
	2,100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	One Hampton Deluxe Ocean Sriracha Company Limited (“One Hampton Deluxe Ocean Sriracha”)
Type of Business:	Provide Services about Real Estate Development
Registered Capital:	5,000,000.00 Baht
	500,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	One Hampton Next to Emporium Company Limited (“One Hampton Next to Emporium”)
Type of Business:	Provide Services about Real Estate Development
Registered Capital:	5,000,000.00 Baht
	500,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	One Hampton Kingsbridge Samutprakarn City Company Limited ("One Hampton Kingsbridge Samutprakarn City")
Type of Business:	Provide Services about Real Estate Development
Registered Capital:	5,000,000.00 Baht 500,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Hampton Hotel and Residence Management Company Limited ("Hampton Hotel and Residence Management")
Type of Business:	Provide Services about Real Estate Development
Registered Capital:	1,000,000.00 Baht 100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	One Hampton Rayong ("One Hampton Rayong") (Primary name "P Coin Plaza Company Limited"
Type of Business:	Provide Services about Real Estate Development
Registered Capital:	1,000,000.00 Baht 100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	UPM Design Studio Company Limited ("UPM Design Studio")
Type of Business:	Provide Services about Real Estate Development
Registered Capital:	10,000,000.00 Baht 1,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	LIVTECH LAB Company Limited ("LIVTECH LAB")
Type of Business:	Software Consulting and Development
Registered Capital:	1,000,000.00 Baht 100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	One Origin Hospitality ("One Origin Hospitality")
Type of Business:	Hotel, Serviced Apartment, Wellness Residence
Registered Capital:	281,000,000.00 Baht 28,100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Play Sri Udom Station Company Limited ("Origin Play Sri Udom Station")
Type of Business:	Real Estate Development
Registered Capital:	730,000,000.00 Baht 73,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Plug and Play Phetkasem Company Limited (“Origin Plug and Play Phetkasem”)
	(Primary name “Origin Plug and Play Nonthaburi”)
Type of Business:	Real Estate Development
Registered Capital:	390,000,000.00 Baht
	3,900,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Grand Britania Khukhot Station Company Limited (“Grand Britania Khukhot Station”)
Type of Business:	Real Estate Development
Registered Capital:	425,000,000.00 Baht
	42,500,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Alpha Industrial Rungsit Company Limited (“Alpha Industrial Rungsit”)
Type of Business:	Logistic and Warehouse
Registered Capital:	260,000,000.00 Baht
	26,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Alpha Industrial KM.19 Company Limited (“Alpha Industrial KM.19”)
Type of Business:	Logistic and Warehouse
Registered Capital:	280,000,000.00 Baht
	28,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	One Asset Bloom Company Limited (“One Asset Bloom”)
Type of Business:	Office Building and Retail
Registered Capital:	10,000,000.00 Baht
	1,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Plug and Play Sri Lasalle Station Company Limited (“Origin Plug and Play Sri Lasalle Station”)
Type of Business:	Real Estate Development
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	So Origin Siriraj Company Limited (“SO Origin Siriraj”)
Type of Business:	Real Estate Development
Registered Capital:	390,000,000.00 Baht
	39,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	One Hampton Phayathai (“One Hampton Phayathai”)
Type of Business:	Provide Services about Real Estate Development
Registered Capital:	5,000,000.00 Baht
	500,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Play Bangkhunnon Company Limited (“Origin Play Bangkhunnon”)
Type of Business:	Real Estate Development
Registered Capital:	450,000,000.00 Baht
	45,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	One Hampton Thonglor (“One Hampton Thonglor”)
Type of Business:	Real Estate Development
Registered Capital:	5,000,000.00 Baht
	500,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Grand Britania Prachauthit 76 Company Limited (“Grand Britania Prachauthit”)
Type of Business:	Real Estate Development
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	So Origin Sukhumvit Company Limited (“So Origin Sukhumvit”)
Type of Business:	Real Estate Development
Registered Capital:	100,000,000.00 Baht
	10,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Place Lasalle Company Limited (“Origin Place Lasalle”)
Type of Business:	Real Estate Development
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	The Origin Phetkasem Bangkae Company Limited (“The Origin Phetkasem Bangkae”)
Type of Business:	Real Estate Development
Registered Capital:	215,000,000.00 Baht
	21,500,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	The Origin Ramkhamhaeng 142 Station Company Limited ("The Origin Ramkhamhaeng 142 Station")
Type of Business:	Real Estate Development
Registered Capital:	50,000,000.00 Baht
	5,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Alpha Industrial Laemchabang Company Limited ("Alpha Industrial Laemchabang")
Type of Business:	Logistic and Warehouse
Registered Capital:	230,000,000.00 Baht
	23,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Chachoengsao Company Limited ("Origin Chachoengsao")
Type of Business:	Real Estate Development
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Britania Bangna KM.39 Company Limited ("Britania Bangna KM.39")
Type of Business:	Real Estate Development
Registered Capital:	360,000,000.00 Baht
	36,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Grand Britania Tawi Watthana Company Limited ("Grand Britania Tawi Watthana")
Type of Business:	Real Estate Development
Registered Capital:	460,000,000.00 Baht
	46,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Britania Chaiyapreuk-Chaengwattana Company Limited ("Britania Chaiyapreuk-Chaengwattana")
Type of Business:	Real Estate Development
Registered Capital:	371,428,000.00 Baht
	37,142,800 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Britania Bangna - Theparak Company Limited ("Britania Chaiyapreuk-Chaengwattana")
Type of Business:	Real Estate Development
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Alpha Industrial Suwinthawong Company Limited (“Alpha Industrial Suwinthawong”)
Type of Business:	Logistic and Warehouse
Registered Capital:	220,000,000.00 Baht
	22,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	ONE Hampton Sriracha Company Limited (“ONE Hampton Sriracha”)
Type of Business:	Provide Services about Real Estate Development
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Place Ramkhamhaeng 153 Company Limited (“Origin Place Ramkhamhaeng 153”)
Type of Business:	Real Estate Development
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Music Company Limited (“Origin Music”)
Type of Business:	Entertainment Business
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Britania Sukhumvit 76 Company Limited (“Britania Sukhumvit 76”)
Type of Business:	Real Estate Development
Registered Capital:	143,000,000.00 Baht
	14,300,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Britania Rayong Company Limited (“Britania Rayong”)
Type of Business:	Real Estate Development
Registered Capital:	115,000,000.00 Baht
	11,500,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Bangbamru Station Company Limited (“Origin Bangbamru Station”)
Type of Business:	Real Estate Development
Registered Capital:	180,000,000.00 Baht
	18,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Britania Pracha Uthit 90 Company Limited (“Britania Pracha Uthit 90”)
Type of Business:	Real Estate Development
Registered Capital:	100,000,000.00 Baht
	10,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Alpha Industrial Phanthong Company Limited (“Alpha Phanthong”)
Type of Business:	Logistic and Warehouse
Registered Capital:	170,000,000.00 Baht
	26,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Wide Furniture Company Limited (“Wide Furniture”)
Type of Business:	Producing and Distributing Furniture Business.
Registered Capital:	33,000,000.00 Baht
	3,300,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Belgravia Ratchapreuk Nakhonin Company Limited (“Belgravia Nakhon In”)
Type of Business:	Real Estate Development
Registered Capital:	424,000,000.00 Baht
	42,400,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	One Origin Chiang Mai Company Limited (“One Chiang Mai”)
Type of Business:	Hotel, Serviced Apartment, Wellness Residence
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	One Origin Rangsina Company Limited (“One Rangsina”)
	(Formerly known as One Hampton Kensington Rayong Company Limited)
Type of Business:	Hotel, Serviced Apartment, Wellness Residence
Registered Capital:	163,500,000.00 Baht
	16,350,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Chiva Healthcare Company Limited (“Origin Chiva”)
Type of Business:	Medical facilities and Care for the elderly or dependent people Businesses
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	UNO Facility Management and Cleaning Company Limited
	(Primary name V Security Guard)
Type of Business:	Security Business
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	The Origin Campus Khon Kaen Nonmuang Company Limited (“Origin Nonmuang”)
Type of Business:	Real Estate Development
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Phuket Villa Company Limited (“Phuket Villa”)
Type of Business:	Real Estate Development
Registered Capital:	350,000,000.00 Baht
	35,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	One Origin Bangtao Beach Company Limited (“One Bangtao Beach”)
Type of Business:	Hotel, Serviced Apartment, Wellness Residence
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	One Origin North Pattaya Company Limited (“One North Pattaya”)
Type of Business:	Hotel, Serviced Apartment, Wellness Residence
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Phahon 57 Company Limited (“Origin Phahon 57”)
Type of Business:	Real Estate Development
Registered Capital:	340,000,000.00 Baht
	34,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Condominium SPV 1 Company Limited (“Origin SPV 1”)
Type of Business:	Real Estate Development
Registered Capital:	326,500,000.00 Baht
	32,650,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	One Origin SPV 1 Company Limited (“One SPV 1”)
Type of Business:	Hotel, Serviced Apartment, Wellness Residence
Registered Capital:	249,000,000.00 Baht
	24,900,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	One Asian Sriracha Company Limited (“One Asian Sriracha”)
	(Formerly known as One Origin SPV 2 Company Limited.)
Type of Business:	Hotel, Serviced Apartment, Wellness Residence
Registered Capital:	129,500,000.00 Baht
	12,950,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin EEC SPV 1 Company Limited (“EEC SPV 1”)
Type of Business:	Real Estate Development
Registered Capital:	159,450,000.00 Baht
	15,945,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Nationwide Asian Company Limited (“Origin Nationwide Asian”)
	(Formerly known as Origin EEC SPV 2 Company Limited)
Type of Business:	Real Estate Development
Registered Capital:	422,500,000.00 Baht
	42,250,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin EEC SPV 3 Company Limited (“Origin EEC SPV 3”)
Type of Business:	Real Estate Development
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin EEC SPV 4 Company Limited (“Origin EEC SPV 4”)
Type of Business:	Real Estate Development
Registered Capital:	220,000,000.00 Baht
	22,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Britania SPV 1 Company Limited (“Britania SPV 1”)
Type of Business:	Real Estate Development
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Britania SPV 2 Company Limited (“Britania SPV 2”)
Type of Business:	Real Estate Development
Registered Capital:	283,000,000.00 Baht
	28,300,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Britania SPV 3 Company Limited (“Britania SPV 3”)
Type of Business:	Real Estate Development
Registered Capital:	40,000,000.00 Baht
	4,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Britania SPV 4 Company Limited (“Britania SPV 4”)
Type of Business:	Real Estate Development
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Britania SPV 5 Company Limited (“Britania SPV 5”)
Type of Business:	Real Estate Development
Registered Capital:	115,000,000.00 Baht
	11,500,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Britania SPV 6 Company Limited (“Britania SPV 6”)
Type of Business:	Real Estate Development
Registered Capital:	51,000,000.00 Baht
	5,100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Britania Rangsina Company Limited (“Britannia Rangsina”)
	(Formerly known as Britannia SPV 7 Company Limited)
Type of Business:	Real Estate Development
Registered Capital:	330,000,000.00 Baht
	33,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Britania C.S.I. Asset Company Limited (“Britania Asset”)
Type of Business:	Real Estate Development
Registered Capital:	202,800,000.00 Baht
	20,280,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Belgravia Line 3 Company Limited (“Belgravia Line 3”)
Type of Business:	Real Estate Development
Registered Capital:	100,000,000.00 Baht
	10,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Suwinthawong Company Limited (“Origin Suwinthawong”)
Type of Business:	Real Estate Development
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Setthabut Station Company Limited (“Origin Setthabut”)
Type of Business:	Real Estate Development
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	The Origin Bangna Bang Phli Company Limited (“Origin Bangna Bang Phli”)
Type of Business:	Real Estate Development
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Condo Bangtao 1 Company Limited (“Condo Bangtao 1”)
Type of Business:	Real Estate Development
Registered Capital:	100,000,000.00 Baht
	10,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Condo Bangtao 2 Company Limited (“Condo Bangtao 2”)
Type of Business:	Real Estate Development
Registered Capital:	100,000,000.00 Baht
	10,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Condo Center Phuket 1 Company Limited (“Origin Condo Center Phuket1”)
Type of Business:	Real Estate Development
Registered Capital:	100,000,000.00 Baht
	10,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Condo Center Phuket 2 Company Limited (“Origin Condo Center Phuket2”)
Type of Business:	Real Estate Development
Registered Capital:	350,000,000.00 Baht
	35,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Condo Center Phuket 3 Company Limited (“Origin Condo Center Phuket3”)
Type of Business:	Real Estate Development
Registered Capital:	50,000,000.00 Baht
	5,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	One Origin Beachfront Bangtao Company Limited (“One Beachfront Bangtao”)
Type of Business:	Hotel, Serviced Apartment, Wellness Residence
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	One Origin Amata Nakorn Company Limited (“One Amata Nakorn”)
Type of Business:	Hotel, Serviced Apartment, Wellness Residence
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Play Bangsaen Company Limited (“Play Bangsaen”)
Type of Business:	Real Estate Development
Registered Capital:	340,000,000.00 Baht
	34,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Place Bangsaen Company Limited (“Place Bangsaen”)
Type of Business:	Real Estate Development
Registered Capital:	280,000,000.00 Baht
	28,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	One Origin Sriracha Company Limited (“One Sriracha”)
Type of Business:	Hotel, Serviced Apartment, Wellness Residence
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	One Origin Sukhumvit 68 Company Limited (“One Sukhumvit 68”)
Type of Business:	Office Building and Retail
Registered Capital:	71,000,000.00 Baht
	7,100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	One Origin Kata Phuket Company Limited (“One Kata Phuket”)
Type of Business:	Hotel, Serviced Apartment, Wellness Residence
Registered Capital:	5,000,000.00 Baht
	500,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Kata Phuket Company Limited (“Origin Kata Phuket”)
Type of Business:	Real Estate Development
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	One Origin Chiang Mai Nimman Company Limited (“One Chiang Mai Nimman”)
Type of Business:	Hotel, Serviced Apartment, Wellness Residence
Registered Capital:	140,080,000.00 Baht
	14,008,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	One Origin Khao Yai Thanarat Company Limited (“One Khao Yai Thanarat”)
Type of Business:	Hotel, Serviced Apartment, Wellness Residence
Registered Capital:	151,000,000.00 Baht
	15,100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	One Origin Chaengwattana Company Limited (“One Chaengwattana”)
Type of Business:	Hotel, Serviced Apartment, Wellness Residence
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	One Origin Pattaya Sukhumvit Company Limited (“One Pattaya Sukhumvit”)
Type of Business:	Hotel, Serviced Apartment, Wellness Residence
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Place Khon Kaen Company Limited (“Place Khon Kaen”)
Type of Business:	Real Estate Development
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Alpha Industrial Asset Company Limited (“Alpha Asset”)
Type of Business:	Real Estate Development
Registered Capital:	200,000,000.00 Baht
	20,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Pattaya Sukhumvit 1 Company Limited (“Origin Pattaya Sukhumvit 1”)
Type of Business:	Real Estate Development
Registered Capital:	370,000,000.00 Baht
	37,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Pattaya Sukhumvit 2 Company Limited (“Origin Pattaya Sukhumvit 2”)
Type of Business:	Real Estate Development
Registered Capital:	500,000,000.00 Baht
	50,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Pattaya Sukhumvit 3 Company Limited (“Origin Pattaya Sukhumvit 3”)
Type of Business:	Real Estate Development
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Chaengwattana Company Limited (“One Chaengwattana”)
Type of Business:	Real Estate Development
Registered Capital:	500,000,000.00 Baht
	50,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Taopoon Company Limited (“Origin Taopoon”)
Type of Business:	Real Estate Development
Registered Capital:	660,000,000.00 Baht
	66,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	ProjectsAsia Limited Company Limited (“ProjectsAsia”)
Type of Business:	Real Estate Development
Registered Capital:	10,000,000.00 Baht
	1,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Alpha Eastern Seaboard Company Limited (“Alpha Eastern Seaboard”)
Type of Business:	Logistic and Warehouse
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin EEC SPV 5 Company Limited (“Origin EEC SPV 5”)
Type of Business:	Real Estate Development
Registered Capital:	115,680,000.00 Baht
	11,568,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Condominium SPV 2 Company Limited (“Origin SPV 2”)
Type of Business:	Real Estate Development
Registered Capital:	214,850,000.00 Baht
	21,485,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	PROP2MORROW Company Limited (“PROP2MORROW”)
Type of Business:	ประกอบธุรกิจให้คำปรึกษาด้านการตลาด
Registered Capital:	4,000,000.00 Baht
	400,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	One Origin SPV 3 Company Limited (“One SPV 3”)
Type of Business:	Hotel, Serviced Apartment, Wellness Residence
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Hair Restore Company Limited (“Hair Restore”)
Type of Business:	Hair transplant medicine service business
Registered Capital:	12,000,000.00 Baht
	1,200,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin BE8 Company Limited (“Origin BE8”)
Type of Business:	Information Technology Service Business
Registered Capital:	5,000,000.00 Baht
	500,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Britania SPV 9 Company Limited (“Britania SPV 9”)
Type of Business:	Real Estate Development
Registered Capital:	95,378,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Britania SPV 10 Company Limited (“Britania SPV 10”)
Type of Business:	Real Estate Development
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Britania SPV 11 Company Limited (“Britania SPV 11”)
Type of Business:	Real Estate Development
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Britania SPV 12 Company Limited (“Britania SPV 12”)
Type of Business:	Real Estate Development
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Brighton Amata Panthong Company Limited (“Brighton Amata Panthong”)
	(Formerly known as Britania SPV 13 Company Limited)
Type of Business:	Real Estate Development
Registered Capital:	137,413,160.00 Baht
	13,741,316 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Britania SPV 14 Company Limited (“Britania SPV 14”)
Type of Business:	Real Estate Development
Registered Capital:	198,000,000.00 Baht
	19,800,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Britania SPV 15 Company Limited (“Britania SPV 15”)
Type of Business:	Real Estate Development
Registered Capital:	227,340,000.00 Baht
	22,734,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Britania Asian Khao Yai Company Limited (“Britania Asian Khao Yai”)
Type of Business:	Real Estate Development
Registered Capital:	110,000,000.00 Baht
	11,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	One Origin Bangna Hotel Company Limited (“One Bangna Hotel”)
Type of Business:	Hotel, Serviced Apartment, Wellness Residence
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	One Origin Wichit Phuket Company Limited (“One Wichit Phuket”)
Type of Business:	Hotel, Serviced Apartment, Wellness Residence
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	One Origin Cherngtalay Phuket Company Limited (“One Origin Cherngtalay Phuket”)
Type of Business:	Hotel, Serviced Apartment, Wellness Residence
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Cherngtalay Phuket Company Limited (“Origin Cherngtalay Phuket”)
Type of Business:	Real Estate Development
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	The Origin Sriracha 1 Company Limited (“The Origin Sriracha 1”)
Type of Business:	Real Estate Development
Registered Capital:	5,000,000.00 Baht
	500,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	The Origin Sriracha 2 Company Limited (“The Origin Sriracha 2”)
Type of Business:	Real Estate Development
Registered Capital:	5,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Passion Asset 360 Company Limited (“Passion Asset”)
Type of Business:	Real Estate Brokerage
Registered Capital:	5,000,000.00 Baht
	500,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Hotel Pruksa Sukhumvit Company Limited (“Origin Hotel Pruksa Sukhumvit”)
	(Formerly known as One Origin Samui Chaweng Beach 1 Company Limited)
Type of Business:	Hotel, Serviced Apartment, Wellness Residence
Registered Capital:	56,740,000.00 Baht
	5,674,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	One Origin Planet 1 Company Limited (“One Planet 1”)
	(Formerly known as One Origin Samui Chaweng Beach 2 Company Limited)
Type of Business:	Hotel, Serviced Apartment, Wellness Residence
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Alpha Industrial Asset 2 Company Limited (“Alpha Asset 2”)
Type of Business:	Warehouse Business
Registered Capital:	130,000,000.00 Baht
	13,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Alpha Industrial Asset 3 Company Limited (“Alpha Asset 3”)
Type of Business:	Warehouse Business
Registered Capital:	410,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Jetjin Origin Center Company Limited (“Jetjin Origin”)
Type of Business:	Hospital Business
Registered Capital:	101,000,000.00 Baht
	10,100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	**JUST CO ON Origin Company Limited (“JUST CO ON”)**
Type of Business:	Real Estate Brokerage
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	**One Origin On Nut Company Limited (“One On Nut”)**
Type of Business:	Office building and Retail space development business
Registered Capital:	140,500,000.00 Baht
	14,050,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	**One Origin Sukhumvit 49 Company Limited (“One Sukhumvit 49”)**
Type of Business:	Hotel, Serviced Apartment, Wellness Residence
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	**Park Luxury SPV 1 Company Limited (“Park SPV 1”)**
Type of Business:	Real Estate Development
Registered Capital:	60,000,000.00 Baht
	6,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	**Park Luxury SPV 2 Company Limited (“Park SPV 2”)**
Type of Business:	Real Estate Development
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	**Park Luxury SPV 3 Company Limited (“Park SPV 3”)**
Type of Business:	Real Estate Development
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	**Britania SPV 16 Company Limited (“Britania SPV 16”)**
Type of Business:	Real Estate Development
Registered Capital:	250,000,000.00 Baht
	25,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Britania SPV 18 Company Limited (“Britania SPV 18”)
Type of Business:	Real Estate Development
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Britania SPV 19 Company Limited (“Britania SPV 19”)
Type of Business:	Real Estate Development
Registered Capital:	440,000,000.00 Baht
	44,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Britania SPV 20 Company Limited (“Britania SPV 20”)
Type of Business:	Real Estate Development
Registered Capital:	371,327,000.00 Baht
	37,132,700 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Britania SPV 21 Company Limited (“Britania SPV 21”)
Type of Business:	Real Estate Development
Registered Capital:	10,000,000.00 Baht
	1,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Britania SPV 22 Company Limited (“Britania SPV 22”)
Type of Business:	Real Estate Development
Registered Capital:	383,500,000.00 Baht
	38,350,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Britania SPV 23 Company Limited (“Britania SPV 23”)
Type of Business:	Real Estate Development
Registered Capital:	400,000,000.00 Baht
	40,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Britania SPV 24 Company Limited (“Britania SPV 24”)
Type of Business:	Real Estate Development
Registered Capital:	34,780,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Britania SPV 25 Company Limited (“Britania SPV 25”)
Type of Business:	Real Estate Development
Registered Capital:	51,020,400.00 Baht
	5,102,040 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270
Company Name:	Origin Condominium SPV 3 Company Limited (“Origin SPV 3”)
Type of Business:	Real Estate Development
Registered Capital:	365,500,000.00 Baht
	36,500,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270
Company Name:	Hampton Suites Rayong Company Limited (“Hampton Suites Rayong”)
	(Formerly known as Origin EEC SPV 6 Company Limited)
Type of Business:	Real Estate Development
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270
Company Name:	Origin Ramintra 87 Company Limited (“Origin Ramintra 87”)
Type of Business:	Real Estate Development
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270
Company Name:	ONE ORIGIN SPV 4 Company Limited (“ONE SPV 4”)
Type of Business:	Hotel, Serviced Apartment, Wellness Residence
Registered Capital:	172,200,000.00 Baht
	17,220,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270
Company Name:	ONE ORIGIN SPV 5 Company Limited (“ONE SPV 5”)
Type of Business:	Hotel, Serviced Apartment, Wellness Residence
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270
Company Name:	One Hampton Brixton Rayong Company Limited
Type of Business:	Project Management Service Business
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	One Hampton Brixton Bangsaen Company Limited
Type of Business:	Project Management Service Business
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	One Hampton Brixton Kaset Sriracha Company Limited
Type of Business:	Project Management Service Business
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Bang Wa Company Limited (“Origin Bang Wa”)
Type of Business:	Real Estate Development
Registered Capital:	785,000,000.00 Baht
	78,500,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Condominium SPV 4 Company Limited (“Origin Condominium SPV 4”)
Type of Business:	Real Estate Development
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Hampton Place Bangna Company Limited (“Hampton Place Bangna”)
	(Formerly known as Origin Condominium SPV 5 Company Limited)
Type of Business:	Real Estate Development
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin REIT Management Company Limited (“REIT Management”)
Type of Business:	Business providing services as a real estate investment trust manager
Registered Capital:	15,000,000.00 Baht
	1,500,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Britania SPV 26 Company Limited (“Britania SPV 26”)
Type of Business:	Real Estate Development
Registered Capital:	540,000,000.00 Baht
	54,000,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	**Britania SPV 27 Company Limited (“Britania SPV 27”)**
Type of Business:	Real Estate Development
Registered Capital:	204,000,000.00 Baht
	20,400,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	**Britania SPV 28 Company Limited (“Britania SPV 28”)**
Type of Business:	Real Estate Development
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	**Britania SPV 29 Company Limited (“Britania SPV 29”)**
Type of Business:	Real Estate Development
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	**Britania SPV 30 Company Limited (“Britania SPV 30”)**
Type of Business:	Real Estate Development
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	**Birmingham Asset Management Company Limited (“Birmingham Asset Management”)**
	(Formerly known as Britania SPV 31 Company Limited)
Type of Business:	Real Estate Development
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	**Hampton Play Bangsaen Company Limited (“Hampton Play Bangsaen”)**
	(Formerly known as Origin Condominium SPV 6 Company Limited)
Type of Business:	Real Estate Development
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	**Hampton Kathu Phuket Company Limited (“Hampton Kathu Phuket”)**
	(Formerly known as Origin Condominium SPV 7 Company Limited)
Type of Business:	Real Estate Development
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Condominium SPV 8 Company Limited (“Condominium SPV 8”)
Type of Business:	Real Estate Development
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Condominium SPV 9 Company Limited (“Condominium SPV 9”)
Type of Business:	Real Estate Development
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Hampton Sriracha 2 Company Limited (“Hampton Sriracha 2”)
	(Formerly known as Origin Nationwide SPV 1 Company Limited)
Type of Business:	Real Estate Development
Registered Capital:	1,000,000.00 Baht
	100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	V Home Company Limited (“V Home”)
Type of Business:	Wholesale Construction Materials
Registered Capital:	21,000,000.00 Baht
	2,100,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Nomadic Butler Company Limited (“Nomadic Butler”)
Type of Business:	Real Estate Development
Registered Capital:	2,400,000.00 Baht
	240,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	Origin Hotel SPV 6 Company Limited (“Origin Hotel SPV 6”)
Type of Business:	Hotel, Serviced Apartment, Wellness Residence
Registered Capital:	1,000,000.00 Baht
	240,000 of which were common shares at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

Company Name:	SPV So Bang Tao Co., Ltd. (“SPV So Bang Tao”)
Type of Business:	Real Estate Development
Registered Capital:	100,000,000.00 Baht
	5,000,000 of which were common shares, and another 5,000,000
	were preferred stocks at a par value of 10 Baht per share
Main Office:	496 Moo 9 Samrongnuea, Muang Samut Prakan, Samut Prakan, 10270

1.3.2 Persons who may have Conflicts of Interest in Shareholding in Subsidiaries and Affiliated Companies

- none -

1.3.3 Relationship with the Business Group of Major Shareholders

- none -

1.3.4 Shareholders

Major Shareholders as of December 31, 2025, the following is the Company's shareholding and its registered shareholders on the book of shareholders' registration.

Rank	Shareholder	Number of Shares Held	Percentage
1	Jaroon-Ek Family Group*	1,609,077,328	65.57
2	Mr. Wattana Hengkiattisak	35,630,000	1.45
3	Mr. Sakchai Sakchaicharoenkul	23,000,000	0.94
4	Thai NVDR Co., Ltd.	19,261,460	0.78
5	Mr. Chayut Chokchaithanasin	17,300,000	0.70
6	Mr. Sompong Chonkadeedumrongkul	17,245,500	0.70
7	Mrs. Varunee Chonkadeedumrongkul	17,057,200	0.70
8	Mr. Niwat Asasuwan	16,482,000	0.67
9	Mr. Sunthorn Dan-chaloemnon	8,950,000	0.36
10	Mr. Ekkarat Matchathikhun	7,500,000	0.31
	Other Shareholders	682,618,965	27.82%
	Total	**2,454,122,453**	**100.00**
	Total Paid Up Capital	**2,454,122,453**	**100.00**
	Thai Shareholders	**2,441,898,823**	**99.50**
	Foreign Shareholders	**12,223,630**	**0.50**

* The Jaroon-ek family group has 1,609,077,328 shares which is equivalent to 65.57%. The Jaroon-ek family group consists of (a) Mr. Pirapong Jaroon-ek (b) Mrs. Arada Jaroon-ek (c) Peerada Capital Company Limited and concert party.

1.4 Registered Capital, Issued and Paid-up Capital

Registered Capital, Issued and Paid-up Capital

As of December 31, 2025, the Company's registered capital is 1,533,826,533.00 Baht. The issued and paid-up capital is 1,227,061,226.50 Baht. This was divided into ordinary shares in the amount of 2,454,122,453 shares at a par value of 0.50 Baht per share, paid-up amount is 1,227,061,226.50 baht

1.5 Issuance of Other Securities

1.5.1 In the Case that there are Convertible Securities

1) The Resolution of the 2017 Annual General Meeting of Shareholders on April 4, 2017 approved the issuance and offering of warrants to purchase the Company's ordinary shares in the amount of no more than 13,500,000 units. This was allocated to directors, executives, and employees of the Company and subsidiaries ("warrants") on September 30, 2017. They are summarized as follows.

Title	Description
Securities Name :	The warrants to purchase ordinary shares of Origin Property Public Company Limited for directors, executives and employees of the Company and its subsidiaries (“warrant").
Type :	Name of the holder cannot be specified or transferred, unless it is transferred as specified in Clause 3.2.
Term of Warrants :	3 years from the issuing date of the warrants, the Company will not extend the warrants term and will complete the selling of the underlying shares in accordance with the term of warrants.
Number of Warrants Offered for Sale :	Not exceeding 13,500,000 units.
Allotment of Shares Reserved for the Exercise of Warrants :	Not exceeding 13,500,000 shares or 1.21% of the Company’s total paid-up capital (as of February 28, 2017, The Board of Directors Meeting was held to approve the issuing and offering of warrants, the total paid-up capital of the Company was equal to 1,101,268,906 shares). Warrants Issued Date: The date was set by the Company's Executive Board after the approval of the Shareholders' Meeting.
Offering Type :	These warrants were issued and offered to directors, executives and employees of the Company and 2 subsidiaries. The Executive Committee of the Company was assigned to consider the allocation of warrants under the criteria, conditions and procedures set by the Shareholders' Meeting.
Offering Price Per Unit :	0 (Zero) Baht
Exercise Ratio :	One unit of warrant is entitled to purchase 1 ordinary share, unless the exercise ratio was adjusted in accordance with the specified terms and conditions of the warrants.
Exercise Price :	10.074 Baht per share, unless the exercise price is adjusted in accordance with the specified terms and conditions of the warrants. The exercise price must not be lower than 90% of the market price in accordance with the Notification of the Office of the Securities and Exchange Commission No. SorJor. 39/2551 regarding the calculation of the offering price and the market price setting for the consideration to offer newly issued shares at a low price. "Market price" refers to the weighted average price of the Company’s ordinary shares in the Stock Exchange of Thailand ("SET") for the past 15 consecutive business days prior to the date that the Board of Director resolved to propose the agenda to the Shareholders' Meeting for the approval of issuing and offering warrants which was between February 6, 2017 and February 27, 2017. This was equal to 11.1933 Baht per share.
Rationale and Suitability of Price Setting :	The exercise price is a reasonable price. Although it is a higher price, it is close to the market price of the Company's shares during the period of 15 business days prior to the date of the Company’s Board of Directors' Meeting No. 2/2017, held on February 28, 2017. This was equal to 11.1933 Baht per share.
Conditions and Exercise Period :	Except in cases where directors, executives and employees are unable to exercise their rights as specified in Clause 3.2.2. 3 The warrant holders are able to exercise their rights to purchase newly issued shares of the Company after the 6 months period from the date of the issuance of the warrants “Exercise Date” is the last business day of every 6 months that the Warrant Holders have a right to exercise the warrants, after the period of 6 months from the issuance date of warrants. The first exercise date was scheduled on the last business day of the first month after the period of 6 months from the date the Company issued and offered the warrants. The last exercise date was scheduled on 5 business days prior to the date of the warrant’s maturity, which was 3 years from the date of issuance and offering of warrants.

Exercise Period (month) After the Issuance Date of Warrants	Exercise of Rights must not exceed (percentage of the number of allocated warrants)
6	10%
12	25%
18	40%
24	60%
30	80%
36	100%

Title	Description
Conditions and Exercise Period : (Continued)	The remaining warrants after an exercise of rights or non-exercised warrants on the exercise date can be accumulated to use on the next exercise date throughout the term of the warrants. However, if the warrants expire, any non-exercised warrants will be canceled and will no longer be effective. "Business Day" means the Company's business day.
Notification Period to Exercise Warrants :	Warrant holders who wish to exercise warrants to purchase ordinary shares of the Company must notify their intention between 9.00 am and 3:00 pm in advance, at least 5 business days prior to the exercise date except for the last time of exercise. The warrant holders must notify the intention to exercise the rights between the 15 business days prior to the last exercise date.
Offering Period :	The Company must offer warrants within 1 year from the date that the 2017 Annual General Meeting of Shareholders approved the issuance and offering of warrants.
Allocation Method :	Allocated directly to directors, executives, employees according to the details in Clause 3 without going through securities sub purchasers.
Reasons for Issuing New Shares to Reserve an Exercise of Warrants :	When the exercise price was adjusted in accordance with the terms and conditions of warrants as specified in accordance with the Notifications of the Office of Securities and Exchange Commission.
Rights and Other Benefits Besides the General Benefits of Ordinary Shares :	none
Secondary Market of the Warrants :	The Company will not register these warrants as listed securities on the Stock Exchange of Thailand.
Secondary Market of Ordinary Share From an Exercise of Warrants :	The Company will register the ordinary shares derived from the exercise of warrants as listed securities on the Stock Exchange of Thailand

In 2017, the exercise of ORI-WB warrants in September totaled 1,055,730.00 units or 1,055,730.00 shares.

In 2018, the exercise of the warrants In March and September, totaled 4,008,985.00 units or 4,008,985.00 shares.

The Extraordinary General Meeting of Shareholders No. 1/2018 approved the dividend payment in cash and partial shares on October 9, 2019. The dividend payment affected the price and exercise ratio of ORI-WB warrant holders according to the specified terms and conditions of warrants. A capital increase and allocation of 421,7643 ordinary shares are reserved for the warrant rights adjustment of ORI-WB. The Total unexercised shares were 12,652,928. The Company notified the adjustment of the exercise ratio and the exercise price of warrants due to the dividend payment, from 1 unit per 1 ordinary share to 1 unit per 1.5 ordinary shares. The exercise price was 6.7160 Baht per share.

In 2019, the exercise of the warrants in March and September totaled 2,525,200 units which represented 3,787,798 shares. There were 5,910,085 unexercised units, or equivalent to 8,865,130 shares. In 2020 none of the directors, executives, or employees expressed their intention to exercise the warrants. The number of warrants remained unchanged.

2) The Resolution of the Extraordinary General Meeting of Shareholders No. 2/2017 held on November 1, 2017 approved the first issuance of 406,574,337 warrants (ORI-WI) to purchase the Company's ordinary shares for the shareholders of the Company according to its shareholding or Warrant Rights Offering in the allocation ratio of existing ordinary shares (Par value of 0.50 baht per share), 4 shares per 1 unit of warrant. The details are summarized as follows:

Topic	Description
Type of Listed Securities	Warrants to purchase additional ordinary shares of Origin Property Public Company Limited No. 1 (ORI-W1) ("Warrants").
Type of Warrants	Name of the holders can be specified and transferred
Issue Date of Warrant	November 15, 2017

Topic	Description
Term of Warrants :	3 years from the issuing date of the warrant (from November 15, 2017 to November 14, 2020). The Company will not expand the warrant term after the issuance of warrants.
Exercise Period :	The first exercise date of the warrant is 12 months after the issuance date of the warrant (within November 15, 2018), the next exercise date is every last business day of the quarter (starting in the 1st quarter of 2019). In the event that the exercise date falls on a public holiday, it will be postponed to the previous business day.
Issued and Offered Amount :	406,574,337 units.
Allotment of Shares Reserved for an Exercise of Warrants :	Not exceeding 406,574,337 shares or 25% of total paid-up capital of the Company, as of October 2, 2017, in an amount of 1,626,297,347 shares.
Offering Type :	Allocated 406,574,337 units to the existing shareholders of the Company in the ratio of 4 ordinary shares to 1 unit of warrant. Discarded the remainder of the warrants from the calculation if there were any.
Offering Price Per Unit :	0 (Zero) Baht.
Exercise Ratio :	One unit of warrant is entitled to purchase 1 ordinary share, unless the exercise ratio was adjusted in accordance with conditions for the rights adjustment.
Exercise Price to Purchase Ordinary Shares :	20 Baht per share, unless the exercise price is adjusted in accordance with conditions for the rights adjustment.
Secondary Market of Warrants :	The Company will use the warrants as listed securities on the Stock Exchange of Thailand.
Secondary Market of Ordinary Share from An Exercise of Rights :	The Company will use the ordinary shares derived from the exercise of rights as listed securities on the Stock Exchange of Thailand.
Effect on Shareholders :	Since this is an allocation of warrants to the existing shareholders of the Company according to their shareholding (rights offering), therefore, there is no impact on the shareholders. However, if all of the warrants were exercised to purchase shares in which the exercisers are not the existing shareholders of the whole amount, it will have an impact on the existing shareholders as follows: 1. Control Dilution = Number of underlying shares offered for sale this time / The number of paid-up capital + the number of underlying shares offered for sale this time. = 406,574,337 / 1,626,297,347 + 406,574,337 = 406,574,337 / 2,032,871,684 = 20% Remark: he number of paid-up capitals of 1,626,297,347 is the current paid-up capital of the Company as of October 2, 2017. 2. Earnings per Share Dilution: EPS Dilution = (EPS before offering - EPS after offering) / EPS before offering "EPS before offering" = net profit / amount of paid-up capital = 886,806,000 / 1,626,297,347 = 0.55 Baht per share And "EPS after offering" = net profit / (number of paid-up capital + amount of underlying shares offered for sale this time) = 886,806,000 / 2,032,871,684 = 0.44 Baht per share The net profit used in the calculation is the net profit attributable to shareholders of the parent company for the past 12 months in the Consolidated Financial Statement (period July 1, 2016 - June 30, 2017), which was 886,806,000 Baht. Therefore, the EPS Dilution was = (0.55 - 0.44) / 0.55 = 0.20 Baht per share

In this regard, the Extraordinary General Meeting of Shareholders No. 1/2018 approved the dividend payment in cash and partial shares on October 9, 2019. The dividend payment affected the price and exercise ratio of ORI-W1 warrant holders according to specified terms and conditions of rights. A capital increase and the allocation of 203,286,995 ordinary shares were reserved for the warrant rights adjustment of ORI-W1. There were 609,860,985 unexercised shares. The Company notified the adjustment of exercise ratio and the exercise price of warrants due to dividend payment, from 1 unit per 1 ordinary share to 1 unit per 1.5 ordinary shares, the exercise price was 13.3333 Baht per share.

The Board of Directors meeting No. 12/2018 approved the adjustment of the exercise ratio by adjusting 203,286,995 units to purchase newly issued ordinary shares on November 10, 2018. The exercise ratio is 1 unit per 1 ordinary share.

In 2019, none of the directors, executives and employees notified their intention to exercise the warrants. In 2020, there were 723 shareholders expressing their intention to exercise warrants, which is equivalent to 723 shares. There were 609,860,262 unexercised units or equivalent to 609,860,262 shares.

3) The resolution of the 2018 Annual General Meeting of Shareholders held on April 26, 2018 approved the insurance and offering warrants to purchase ordinary shares of the Company in an amount not exceeding 8,000,000 units. This was allocated to directors, executives, and employees of the Company and its subsidiaries (“warrants”) on September 30, 2018. They are summarized as follows:

Topic	Detail
Securities Name :	The warrants to purchase ordinary shares of Origin Property Public Company Limited for directors, executives, and employees of the Company and subsidiaries (warrant").
Type :	Name of the holders cannot be changed or transferred unless it is transferred as specified in Clause 3.2.
Term of Warrants :	3 years from the issuing date of the warrants. The company will not extend the warrants term and will complete the selling of the underlying shares in accordance with the term of warrants.
Number of Warrants Offered for Sale :	Not exceeding 8,000,000 units.
Allotment of Share Reserved for an Exercise of Warrants :	Not exceeding 8,000,000 shares or 0.49% of total paid-up capital of the Company (as of February 28, 2018, which was the day that the Board of Directors' Meeting was held to approve the issuance and offering of warrants. The total paid-up capital of the Company was equal to 1,626,297,347 shares).
Issue Date of Warrant :	The date determined by the Executive Board of the Company after the approval of the Shareholders' Meeting.
Offering Type :	These warrants are issued and offered to directors, executives and employees of the Company and subsidiaries. The Executive Committee was assigned to allocate the warrants under the criteria, terms and conditions and procedures set by the Shareholders' Meeting.
Offering Price Per Unit :	0 (Zero) Baht
Exercise Ratio :	One unit of warrant is entitled to purchase 1 ordinary share, unless the exercise ratio is adjusted in accordance with the specified terms and conditions of warrants
Exercise Price :	19.0980 Baht per share, unless the exercise price is adjusted in accordance with the specified terms and conditions of the warrants. The exercise price must not be lower than 90% of the market price in accordance with the Notification of the Office of the Securities and Exchange Commission No. SorJor. 39/2551 regarding the calculation of the offering price and the market price setting for the consideration to offer newly issued shares at a low price. "Market price" refers to the weighted average price of the Company’s ordinary shares in the Stock Exchange of Thailand ("SET") for the past 15 consecutive business days prior to the date that the Board of Director resolved to propose an agenda to the Shareholders' Meeting for the approval of issuing and offering warrants which was between February 7, 2018 and February 27, 2018. This was equal to 21.2200 Baht per share.
Rationale and Suitability of Price Setting :	The exercise price is a reasonable price. Although it is a higher price, it is close to the market price of the Company's shares during the period of 15 business days prior to the date of the Company’s Board of Directors' Meeting No. 2/2018, held on February 28, 2018. This was equal to 19.0980 Baht per share.

<table>
<tr><th>Topic</th><th>Detail</th></tr>
<tr><td>Conditions and Exercise Period :</td><td>Except in cases where directors, executives and employees are unable to exercise their rights as specified in Clause 3.2.2. 3 The warrant holders are able to exercise their rights to purchase newly issued shares of the Company after the 4 months period from the date of the issuance of the warrants

“Exercise Date” is the last business day of every 6 months that the Warrant Holders have a right to exercise the warrants, after the period of 4 months from the issuance date of warrants.

The first exercise date was scheduled on the last business day of the first month after the period of 6 months from the date the Company issued and offered the warrants. The last exercise date was scheduled on 5 business days prior to the date of the warrant’s maturity, which was 3 years from the date of issuance and offering of warrants.

<table>
<tr><th>Due Date (month)
After the Issuance Date of Warrants</th><th>Exercise of Rights must not exceed (percentage of the number of allocated warrants)</th></tr>
<tr><td>4</td><td>5%</td></tr>
<tr><td>10</td><td>10%</td></tr>
<tr><td>16</td><td>25%</td></tr>
<tr><td>22</td><td>50%</td></tr>
<tr><td>28</td><td>75%</td></tr>
<tr><td>34</td><td>100%</td></tr>
</table>

The remaining warrants after an exercise of rights or non-exercised warrants on the exercise date can be accumulated to use on the next exercise date throughout the term of the warrants. However, if the warrants expire, any non-exercised warrants will be canceled and will no longer be effective.

“Business Day” means the Company’s business day.</td></tr>
<tr><td>Notification Period to Exercise Warrants :</td><td>Warrant holders who wish to exercise warrants to purchase ordinary shares of the Company must notify their intention between 9.00 am and 3:00 pm in advance, at least 5 business days prior to the exercise date except for the last time of exercise. The warrant holders must notify the intention to exercise the rights between the 15 business days prior to the last exercise date.</td></tr>
<tr><td>Offering Period :</td><td>The Company must offer warrants within 1 year from the date that the 2019 Annual General Meeting of Shareholders approved the issuance and offering of warrants.</td></tr>
<tr><td>Allocation Method :</td><td>Allocated directly to directors, executives, employees according to the details in Clause 3 without going through securities sub purchasers.</td></tr>
<tr><td>Reasons for Issuing New Shares to Reserve an Exercise of Warrants :</td><td>When the exercise price was adjusted in accordance with the terms and conditions of warrants as specified in accordance with the Notifications of the Office of Securities and Exchange Commission.</td></tr>
<tr><td>Rights and Other Benefits Besides the General Benefits of Ordinary Shares :</td><td>none</td></tr>
<tr><td>Secondary Market of the Warrants :</td><td>The Company will not register these warrants as listed securities on the Stock Exchange of Thailand.</td></tr>
<tr><td>Secondary Market of Ordinary Shares From an Exercise of Warrants :</td><td>The Company will register the ordinary shares derived from the exercise of warrants as listed securities on the Stock Exchange of Thailand</td></tr>
</table>

In 2018, the first exercise of ORI-WC warrants in September totaled 23,000.00 units or 23,000.00 shares.

In this regard, the Extraordinary General Meeting of Shareholders No. 1/2018 approved the dividend payment in cash and partial shares on October 9, 2019. The dividend payment affected the price and exercise ratio of ORI-WC warrant holders according to the specified terms and conditions of warrants. A capital increase and allocation of 3,988,200 ordinary shares are reserved for the warrant rights adjustment of ORI-WC. There are 11,964,600 unexercised shares. The Company notified the adjustment of the exercise ratio

and exercise price of the warrants due to the dividend payment, from 1 unit per 1 ordinary share to 1 unit per 1.5 ordinary shares. The exercise price was 12.7320 Baht per share.

In 2019 and 2020, no directors, executives and employees informed their intention to exercise the warrants.

4) Resolution of the 2019 Annual General Meeting of Shareholders held on April 25, 2019 approved the issuance and offering of warrants to purchase ordinary shares of the Company in an amount not exceeding 8,000,000 units. This will be allocated to executives and employees of the Company and subsidiaries ("Warrant") on May 30, 2019. The details are as follows:

Topic	Detail
Securities Name :	The warrants to purchase ordinary shares of Origin Property Public Company Limited for directors, executives and employees of the Company and subsidiaries (warrant").
Type :	Name of the holders cannot be changed or transferred unless it is transferred in accordance with Clause 3.2.
Term of Warrants :	3 years from the issuing date of the warrants. The company will not extend the warrants term and will complete the selling of the underlying shares in accordance with the term of warrants.
Number of Warrants Offered for Sale :	Not exceeding 8,000,000 units.
Allotment of Shares Reserved for an Exercise of Warrants :	Not exceeding 8,000,000 shares or 0.3267% of the total paid-up capital of the Company (as of February 25, 2019, which was the day that the Board of Directors' Meeting was held to approve the issuance and offering of warrants. The total paid-up capital of the Company was equal to 2,499,073,932 shares).
Issue Date of Warrant :	The date determined by the Executive Board of the Company after the approval of the Shareholders' Meeting.
Offering Type :	These warrants are issued for sale to directors, executives and employees of the Company and subsidiaries. The Executive Committee was assigned to allocate the warrants under the criteria, terms and conditions and procedures set by the Shareholders' Meeting.
Offering Price Per Unit :	0 (Zero) Baht
Exercise Ratio :	One unit of warrant is entitled to purchase 1 ordinary share, unless the exercise ratio was adjusted in accordance with the specified terms and conditions of the warrants.
Exercise Price :	10 Baht per share, unless the exercise price is adjusted in accordance with the specified terms and conditions of the warrants. The exercise price must not be lower than 90% of the market price in accordance with the Notification of the Office of the Securities and Exchange Commission No. SorJor. 39/2551 regarding the calculation of the offering price and the market price setting for the consideration to offer newly issued shares at a low price. "Market price" refers to the weighted average price of the Company's ordinary shares in the Stock Exchange of Thailand ("SET") for the past 15 consecutive business days prior to the date that the Board of Director resolved to propose an agenda to the Shareholders' Meeting for the approval of issuing and offering warrants which was between February 4, 2019 and February 25, 2019. This was equal to 7.35 Baht per share.
Rationale and Suitability of Price Setting :	The exercise price is a reasonable price. Although it is a higher price, it is close to the market price of the Company's shares during the period of 15 business days prior to the date of the Company's Board of Directors' Meeting No. 2/2019, held on February 28, 2019. This was equal to 7.35 Baht per share.
Conditions and Exercise Period :	Except in cases where directors, executives and employees are unable to exercise their rights as specified in Clause 3.2.2. 3 The warrant holders are able to exercise their rights to purchase newly issued shares of the Company after the 4 months period from the date of the issuance of the warrants "Exercise Date" is the last business day of every 6 months that the Warrant Holders have a right to exercise the warrants, after the period of 4 months from the issuance date of warrants. The first exercise date was scheduled on the last business day of the first month after the period of 6 months from the date the Company issued and offered the warrants. The last exercise date was scheduled on 5 business days prior to the date of the warrant's maturity, which was 3 years from the date of issuance and offering of warrants.

<table>
<tr><th>Topic</th><th>Detail</th></tr>
<tr><td>Conditions and Exercise Period :
(Continued)</td><td>
<table>
<tr><th>Due Date (month)
After the Issuance Date of Warrants</th><th>Exercise of Rights must not exceed (percentage of the number of allocated warrants)</th></tr>
<tr><td>4</td><td>5%</td></tr>
<tr><td>10</td><td>10%</td></tr>
<tr><td>16</td><td>25%</td></tr>
<tr><td>22</td><td>50%</td></tr>
<tr><td>28</td><td>75%</td></tr>
<tr><td>34</td><td>100%</td></tr>
</table>

The remaining warrants after an exercise of rights or non-exercised warrants on the exercise date can be accumulated to use on the next exercise date throughout the term of the warrants. However, if the warrants expire, any non-exercised warrants will be canceled and will no longer be effective.

“Business Day” means the Company’s business day.</td></tr>
<tr><td>Notification Period to Exercise Warrants :</td><td>Warrant holders who wish to exercise warrants to purchase ordinary shares of the Company must notify their intention between 9.00 am and 3:00 pm in advance, at least 5 business days prior to the exercise date except for the last time of exercise. The warrant holders must notify the intention to exercise the rights between the 15 business days prior to the last exercise date.</td></tr>
<tr><td>Offering Period :</td><td>The Company must offer warrants within 1 year from the date that the 2019 Annual General Meeting of Shareholders approved the issuance and offering of warrants.</td></tr>
<tr><td>Allocation Method :</td><td>Allocated directly to directors, executives, employees according to the details in Clause 3 without going through securities sub purchasers.</td></tr>
<tr><td>Reasons for Issuing New Shares to Reserve an Exercise of Warrants :</td><td>When the exercise price was adjusted in accordance with the terms and conditions of warrants as specified in accordance with the Notifications of the Office of Securities and Exchange Commission.</td></tr>
<tr><td>Rights and Other Benefits Besides the General Benefits of Ordinary Shares :</td><td>none</td></tr>
<tr><td>Secondary Market of the Warrants :</td><td>The Company will not register these warrants as listed securities on the Stock Exchange of Thailand.</td></tr>
<tr><td>Secondary Market of Ordinary Shares From an Exercise of Warrants :</td><td>The Company will register the ordinary shares derived from the exercise of warrants as listed securities on the Stock Exchange of Thailand</td></tr>
</table>

In 2022, a total of 1,260,000.00 units, equivalent to 1,260,000.00 shares, were exercised according to ORI-WD warrants.

And in 2023, there have been no directors, executives, and employees who have notified their intention to exercise their rights under the said warrants.

5) The 2025 Annual General Meeting of Shareholders, held on April 28, 2025, passed a resolution to approve the increase of the Company’s registered capital by THB 306,765,306.50. This increase raised the registered capital from the existing THB 1,227,061,226.50 to a new registered capital of THB 1,533,826,533.00. The capital increase was carried out through the issuance of up to 613,530,613 newly issued ordinary shares with a par value of THB 0.50 per share. These shares are reserved to accommodate the exercise of the Warrants to Purchase the Company’s Ordinary Shares Series 2 (“ORI-W2 Warrants”), which were allocated to the Company’s existing shareholders on a pro-rata basis (Rights Offering).

Topic	Detail
Securities Issuer and Offeror :	Origin Property Public Company Limited (the “Company”)
Name of the Securities Offered :	Warrants to Purchase the Newly Issued Ordinary Shares of Origin Property Public Company Limited No. 2 (ORI-W2) (the “Warrants”)
Type of Warrants :	Registered certificate and transferable
Number of Warrants Issued and Offered :	Not exceeding 613,530,613 units
Number of Shares Allocated to Accommodate the Exercise of the Warrants :	Not exceeding 613,530,613 shares (at the par value of THB 0.50) equivalent to 25 percent of the total number of shares sold of the Company in amount of 2,454,122,453 shares as of the date of the Board of Directors of the Company, which has resolved to approve the issuance and allocation of the Warrants on 28 February 2025.
Offering Method / Allocation Ratio :	The Company will allocate the Warrants to the existing shareholders of the Company at the ratio of 4 existing ordinary shares to 1 units of the Warrants. The Board of Directors resolved to approve the determination of the date to determine the names of existing shareholders who are entitled to be allocated of the Warrants (Record Date) on 13 May 2025. However, the right to be allocated for the Warrants remains uncertain as it is subject to the approval of the Company’s shareholders’ meeting. In the event that there are fractional Warrants remaining from the calculation based on the allocation ratio, such fractions shall be disregarded. Any Warrants remaining from the allocation shall be canceled by the Company, ensuring that the total number of Warrants allocated to shareholders is a whole number.
Offering Price Per Unit :	THB 0 per unit
Exercise Ratio :	1 unit of the Warrants are entitled to purchase 1 newly issued ordinary shares of the Company except in the case of an adjustment to the exercise ratio pursuant to the terms of adjustment
Exercise Price of the Warrants :	THB 4.00 per share unless there is an adjustment of rights pursuant to the right adjustment conditions.
Term of the Warrants :	3 years from the issuance date of the Warrants
Exercise Period :	The warrant holders may exercise their rights to purchase the newly issued shares of the Company on the last business day of each quarter of each calendar year (i.e., the last business day of March, June, September, and December) throughout the period of the Warrants ("Exercise Date"). If the Exercise Date does not fall on a business day, the Exercise Date will be postponed to the last business day prior to such scheduled Exercise Date. The first Exercise Date will correspond to the last business day of the quarter, and the last Exercise Date will be the date when the Warrants mature, which is 3 years from the date of issuance of the Warrants.
Period for Notification of Intention to Exercise :	The warrant holders who wish to exercise the right to purchase the newly issued ordinary shares of the Company must notify their intention to exercise such rights within 5 business days prior to each Exercise Date. For the last Exercise Date, the warrant holders who wish to exercise their right to purchase the newly issued ordinary shares of the Company must notify their intention to exercise such rights within 15 days prior to the last Exercise Date.
Irrevocability of the Notice of Intention to Exercise the Warrants :	Once the warrant holders have notified their intention to exercise the right to purchase the newly issued ordinary shares under the Warrants, such notice cannot be revoked.
Secondary Market of the Warrants :	The Company will further file an application to list the Warrants as listed securities on the Stock Exchange of Thailand (the “**SET**”).

Topic	Detail
Secondary Market of the Ordinary Shares Issued from the Exercise of the Warrants :	The Company will adjust the exercise price and/or the exercise ratio in accordance with the terms of adjustment upon the occurrence of any event specified in the terms and conditions of the warrants, which falls under Clause 11(4)(b) of the Notification of Capital Market Supervisory Board No. TorChor. 34/2551 Re: Application for and Approval of Offer for Sale of Newly Issued Share Warrants and Underlying Shares (including any amendments thereto), or any other similar event, in order to protect the warrant holders' benefits from bring prejudiced, including: (a) When there is a change in the par value of the Company's shares as a result of a share consolidation or share split. (b) When the Company offers newly issued shares at a price lower than the market price. (c) When the Company offers convertible debentures at a price lower than the market price or offers warrants at a price lower than the market price. (d) When the Company distributes dividends, in whole or in part, in the form of newly issued shares to shareholders. (e) When the Company pays the dividend in cash exceeding the rate specified in terms and conditions. (f) When any other event occurs similar to (a) to (e) that results in a reduction in the benefits that warrant holders would receive upon exercising their rights under the warrants.
Reasons to Issue New Shares to Accommodate the Adjustment of Rights :	Thailand Securities Depository Co., Ltd. ("TSD") or any person appointed as the registrar of the Warrants in place of Thailand Securities Depository Co., Ltd.
Other Conditions :	The Board of Directors and/or the Chief Executive Officer and/or persons designated by the Board of Directors and/or the Chief Executive Officer to have the authority to determine or amend any necessary details and conditions related to the issuance and allocation of the Warrants in all respects, subject to the applicable laws and within the scope approved by the Annual General Meeting of Shareholders. Such details include, but are not limited to: (a) Preparing and considering the terms and conditions of the Warrants, as well as determining relevant details concerning the allocation of the Warrants. (b) Providing information, liaising, preparing, executing, delivering, and submitting necessary or related documents for the issuance and allocation of the Warrants to the Securities and Exchange Commission, the SET, the Thailand Securities Depository Company Limited, the Ministry of Commerce, and other relevant agencies or individuals. (c) Registering the Warrants and the ordinary shares arising from the exercise of the Warrants with the SET. (d) Appointing sub-delegates to undertake necessary and appropriate actions related to the issuance and allocation of the Warrants to ensure the successful completion of the process. (e) Registering the paid-up capital with the Department of Business Development, Ministry of Commerce, and undertaking necessary actions to comply with the registrar's instructions to complete the registration process.
Objectives of the Issuance of the Warrants and the Benefits that the Company shall Receive from the Allocation of the Newly Issued Shares :	The Company plans to utilize the proceeds received from the exercise of rights to purchase the newly issued shares for partially short-term debts repayment, which will help reduce the Company's debt obligations and interest expenses, thereby strengthening its financial stability and ensuring long-term financial security. Additionally, the funds will be used as working capital for the operations, which will help enhance the Company's liquidity to support its business operations.

In 2025, there was no exercise of rights under the ORI-W2 warrants, as no warrant holders submitted a notice of intent to exercise their rights during the year.

1.5.2 In the Case of Debt Securities

Bill of Exchange: as of December 31, 2025, the Company has outstanding debt from the issuance bills of exchange totaling 260.00 MB. The details are as follows:

Bank	Date of Issue	Due Date	Duration (months)	Value (millions of Baht)
Yuanta Securities (Thailand)	26-11-2025	26-02-2026	3	50.00
Yuanta Securities (Thailand)	26-11-2025	26-02-2026	3	50.00
Yuanta Securities (Thailand)	26-11-2025	24-04-2026	5	60.00
Yuanta Securities (Thailand)	26-11-2025	26-06-2026	7	50.00
Yuanta Securities (Thailand)	26-11-2025	26-06-2026	7	50.00

Debentures: As of December 31, 2025, the Company has outstanding debts from the issuance of the Company's debentures totaling 12,903.30 MB. The details are as follows:

Debenture Name	Date of Issue	Due Date	Interest Rate	Value (millions of Baht)
ORI269A	01-09-2022	01-09-2026	4.25%	714.70
ORI263A	22-03-2023	22-03-2026	4.15%	1,200.00
ORI273A	22-03-2023	22-03-2027	4.45%	700.00
ORI267A	11-07-2023	11-07-2026	4.40%	2,067.90
ORI277A	11-07-2023	11-07-2027	4.60%	955.60
ORI271A	16-01-2024	01-09-2025	4.85%	780.50
ORI263B	14-05-2024	16-01-2027	4.25%	935.00
ORI275A	14-05-2024	22-03-2026	4.85%	941.70
ORI27NA	14-05-2024	14-05-2027	5.00%	623.30
ORI278A	09-08-2024	14-11-2027	4.85%	317.40
ORI282A	09-08-2024	09-08-2027	5.00%	430.30
ORI288A	09-08-2024	09-02-2028	5.15%	454.90
ORI273B	14-02-2025	22-03-2027	4.50%	454.40
ORI282B	14-02-2025	14-02-2028	4.85%	373.70
ORI292A	14-02-2025	14-02-2029	5.15%	671.90
ORI284B	11-04-2025	11-04-2028	5.20%	222.70
ORI294B	11-04-2025	11-04-2029	5.50%	259.30
ORI287A	28-08-2025	28-07-2028	5.50%	800.00

1.6 Dividend Payment Policies

Corporate Dividend Payment Policies

The Board of Directors may consider annual dividend payments which are subject to approval by the Shareholder's Meeting, except for the interim dividend payment in which the Board of Directors has the authority to approve at times if there is a sufficient amount of profit. Then, the Board of Directors must report it to the next Shareholder's Meeting.

The Company's policy is to pay shareholders their dividends twice a year at a total rate of no less than 40% of the Company's net profit after the deduction of corporate income taxes and all types of reserves as specified by the law and the Company. The Board of Directors gives a dividend payment after considering different factors with the shareholder's best interests in mind. This includes business performance, financial position, reserved funds for future investments, reserved funds for debt repayment, or the working capital of the Company. A dividend payment must have no significant effect on the Company's operations as the Board of Directors deems appropriate.

In 2025, dividend payments were as follows:

1. The Board of Directors Meeting No. 5/2024, held on November 4, 2024, approved the payment of interim dividends from retained earnings and for the performance of the first 9 months of 2024 to shareholders at the rate of 0.021 Baht per share.

2. The Board of Directors Meeting No. 3/2025 held on February 28, 2025, resolved to propose to the Shareholders' Meeting to approve the dividend payment for the last 3 months of 2024 to shareholders

Information on the dividend payment for the past 3 years of the Company is as follows:

Details of Dividend Payments	2023	2024	2025 (Year Presented)
1. Number of Issued and Paid-Up Capital (shares)	2,454,122,453	2,454,122,453	2,454,122,453
2. Dividend Payment Rate per Share (Baht/share)	0.4600	0.0210	0.070
2.1 Interim Dividend (Baht/share)	0.1600	0.0210	0.021
2.2 Residual Dividend (Baht/Share)	0.3000	-	0.049
3. Total Dividend Payment (Baht)	1,128,895,456	51,536,232	171,784,147
3.1 Interim Dividend (Baht)	392,659,560	51,536,232	51,532,147
3.2 Residual Dividend (Baht))	736,235,896	-	120,252,000
4. Net Profit (Loss) for the Separate Financial Statements	1,660,082,117	1,626,759,225	540,578,036
5. Dividend Payment Ratio Compare to Net Profit in the Separate Financial Statements (%)	68.00	3.17	31.78

Subsidiaries Dividend Payment Policy

The Board of directors of a subsidiary may consider paying an annual dividend of the subsidiary with the approval of the subsidiary's shareholders' meeting, except for the interim dividend payments in which the subsidiary's board of directors has the authority to approve an interim dividend payment if there is a sufficient amount of profit and does not contradict with the Company's regulations. The Board of Directors must report it to the next shareholders meeting of the subsidiary.

The subsidiary has a policy to pay shareholders their dividends at a rate of no less than 40% of the net profit in separate financial statements after the deduction of corporate income taxes and all types of reserves as specified by the law and the subsidiary. The subsidiary's Board of Directors gives a dividend payment after considering different factors with the shareholder's best interest in mind. This includes business performance, financial position of a subsidiary, reserved funds for future investments, reserved funds for debt repayment, or the working capital of the Company. A dividend payment must have no significant effect on the Company's operations as the Board of Directors deems appropriate.

2 Risk Management

In 2025, the Thai real estate business continues to face a challenging environment, with key risk factors impacting business operations and consumers as follows:

- External Factors and Uncertainties
  - Geopolitical Crises in 2025: Significant impact on both Thai and global real estate, particularly regarding slowing purchasing power and foreign market volatility. Although foreigners remain a primary buyer group, economic issues in home countries (e.g., China's real estate crisis and capital outflow controls) prevent foreign purchasing power from returning to pre-crisis levels.
  - Natural Disasters: Major earthquakes and floods in 2025 have affected confidence and location preferences. Buyers now prioritize safety and construction standards, influencing their purchasing and investment decisions.
  - Economic Crisis: Inflation, debt, and uncertainty from trade policies (e.g., Trump tariffs) and global politics have made the economy fragile, affecting investor and foreign buyer confidence.
  - Thai Politics: Power transitions, house dissolutions, and political uncertainty impact the economy.
  - Thai-Cambodian Border Crisis: Tensions and border closures have severely impacted the border economy.
  - Slow Thai Economic Growth: Uneven recovery suggests the real estate market may recover slowly and could continue to contract.

- Purchasing Power and Financial Factors
  - High Household Debt: At 90% of GDP, high debt burdens affect spending and the ability to incur debt for housing, causing an overall contraction in purchasing power, especially among the low-to-middle-income segments.
  - Stringent Lending Criteria: Financial institutions remain strict in home loan approvals due to concerns over Non-Performing Loans (NPLs). High rejection rates reflect the fragility of the middle-class and moderate-income groups, who are the primary targets for housing.
  - Future Income Security Concerns: Consumers are more cautious about entering long-term debt.

- Supply and Competition Factors
  - Oversupply: Large accumulated stocks of unsold housing may lead developers to use aggressive price-cutting strategies to clear inventory, potentially affecting the wealth of existing property owners and overall market value.
  - Surging Construction Costs: Rising material and labor costs pressure developers' profit margins.

In addition to the aforementioned risk factors, there are significant risks impacting the business operations of every organization. These include environmental issues arising from extreme weather conditions across various global regions, including Thailand, and pivotal structural shifts such as the transition to an aging society and digital transformation. Furthermore, data theft and cyberattacks pose formidable challenges for all organizations in navigating these risks and uncertainties.

Origin deeply recognizes that operating amidst uncertainty necessitates robust management and appropriate Enterprise Risk Management (ERM). Such practices ensure that the organization operates in alignment with its objectives and achieves its established goals. By identifying and understanding both opportunities and risks across economic, social, and environmental dimensions, the Company has established comprehensive risk management policies and processes. Under the oversight of the Board of Directors, the Risk Management Committee monitors and ensures systematic risk management across the entire organization. This ensures consistency, efficiency, and effectiveness in addressing key risk issues, supported by a monitoring and auditing system to guard against emerging risks and mitigate potential losses. Moreover, Origin proactively seeks business opportunities within these risks to continuously enhance its competitive advantage, striving for sustainable growth and adherence to Good Corporate Governance by integrating sustainability risks (ESG Risks) into its Enterprise Risk Management framework.

The Company also conducts regular reviews of its risk management framework, key risks, risk appetite, and Risk Tolerance levels (Trigger Points) to provide alerts when risks exceed acceptable thresholds. Furthermore, reporting processes and mitigation plans are established for presentation to the Risk Management Committee and approval by the Board of Directors at least once per quarter. In the event of significant changes or emergencies, the Company convenes with the Risk Management Committee to implement timely control measures or impact mitigation, with a special agenda reported immediately to the Board of Directors.

As a result of these continuous risk management efforts, Origin received an "AAA" rating in the Corporate Governance Report of Thai Listed Companies 2025 (CGR 2025) and was selected for the SET ESG Ratings. These achievements reflect excellence in corporate governance and underscore the Company's commitment to sustainable development for the fifth consecutive year.

2.1 Risk Management Policyand Risk Management Plan

Origin places great importance on risk management as a key component of good corporate governance. The Company firmly believes that risk management serves as a mechanism to achieve its objectives and goals by fostering awareness of potential risks and threats, enabling the organization to prepare for and respond to risks appropriately. Additionally, risk management facilitates strategic planning and business process improvements to optimize resource allocation effectively. To strengthen this approach, the Company is committed to developing and fostering a risk management culture (Risk Culture) across the organization. It has established risk management policies and processes by integrating the internationally recognized COSO Enterprise Risk Management Framework (COSO ERM Framework) with the sustainability principles (Environmental, Social and Governance: ESG) of the Stock Exchange of Thailand. This integration ensures that the Company's risk management process is systematic and continuous, allowing it to seize opportunities while mitigating potential business impacts. Furthermore, it aligns the Company's operations organization-wide with sustainability principles, as outlined below:

Risk Management Policy

1) Designate risk management as the responsibility of employees at all levels, who must be aware of the risks associated with their work, both within their respective departments and across the organization. The Company emphasizes the importance of risk management and internal controls, ensuring they remain adequate and appropriate.
2) Establish an enterprise risk management framework in accordance with international best practices to ensure effective risk management that mitigates potential impacts on the Company and its subsidiaries. This approach fosters a unified and structured risk management practice throughout the organization by integrating risk management into decision-making, strategic planning, business operations, and the overall corporate strategy. The objective is to achieve the Company's goals, vision, mission, and strategies while enhancing operational excellence and building stakeholder confidence.
3) Set preventive measures and risk mitigation strategies to minimize potential damage or losses arising from the Company's operations. Additionally, risk management performance is continuously monitored and assessed.
4) Promote the adoption of modern information technology systems in risk management processes for both the Company and its subsidiaries. It ensures that employees at all levels have comprehensive access to risk management information while maintaining an efficient risk reporting system.

Furthermore, the Company has developed a Risk Management Framework Manual, which outlines detailed risk management procedures, responsibilities, risk categories, and risk assessment criteria. This manual provides all departments with clear risk management guidelines, and the Company has made theRisk Management Framework Manual available on its corporate website.

Risk Management Structure

The Company's risk management is overseen by the Board of Directors, with the Risk Management Committee responsible for ensuring a systematic and continuous risk management approach. The committee provides policy support to facilitate effective risk management and awareness of risks in all of the Company's activities. This oversight encompasses current business operations and new investments, aligning with sustainable development principles across economic, social, and environmental aspects. The Risk Management Committee continuously monitors risk management performance by holding regular meetings with the

management team and reporting to the Board of Directors at least once per quarter, or whenever significant changes occur that may impact the Company's operations. Additionally, the committee promotes the dissemination and understanding of risk management principles among employees at all levels to ensure effective implementation throughout the organization. The Risk Management Committee consists of independent directors, the President/Executive Director, and senior executives. To enhance the effectiveness of risk management, the Company has integrated risk management into its business strategy, emphasizing value creation for the Company and its stakeholders. This approach involves analyzing the interrelation of various risks, covering both positive aspects (Opportunity) and negative aspects.

In 2025, the Company enhanced its risk management framework by integrating Environmental, Social, and Governance (ESG) factors into its Enterprise Risk Management (ERM) system. This systematic approach aligns international standards with corporate strategy to ensure sustainable growth and bolster stakeholder confidence, categorized as follows:

1. Integration of Risk Management Structure and Governance

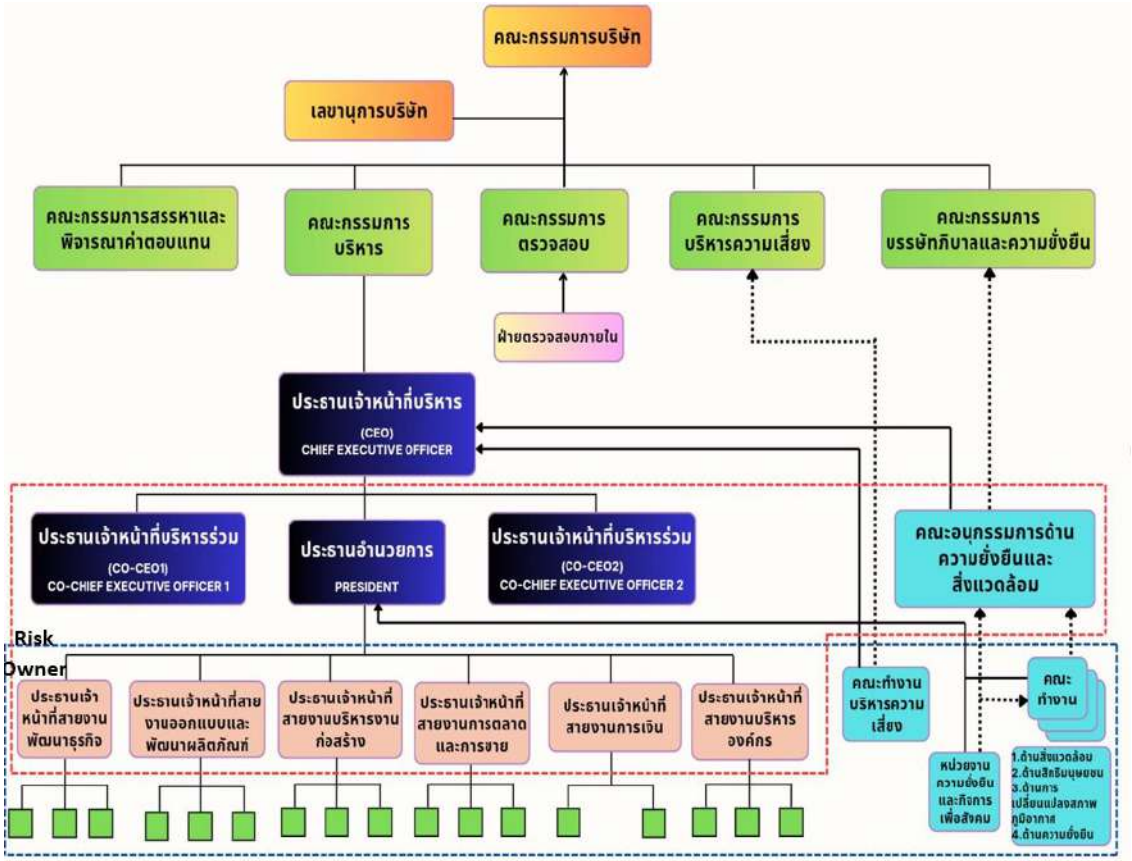
Origin has established a governance structure where ESG and risk management are seamlessly integrated across cross-functional operations.

1.1 Board Oversight: While the Board of Directors maintains overall supervision of the corporate systems, the Risk Management Committee is specifically tasked with overseeing both business and sustainability risks (Economic, Social, and Environmental). This ensures consistent risk management practices throughout the organization.

1.2 Executive-Level Integration: The Sustainability Sub-committee, comprising senior executives, drives sustainability policies and coordinates directly with the Risk Management team to address Economic, Environmental, Social, and Governance dimensions.

1.3 Integrated Working Teams: To achieve tangible integration, the Risk Management Working Group and the Sustainability Working Group collaborate to identify and assess ESG-related issues that may impact the business over the short, medium, and long term.

Risk Management and Sustainability Reporting Structure



Roles, Duties, and Responsibilities in Risk Management

- **Board of Directors:** Responsible for defining the Company's policies and strategic direction, as well as overseeing the implementation of an effective and efficient risk management system. The Board ensures that the management team prioritizes risk management and embeds it as part of the corporate culture.
- **Audit Committee:** Comprising 3 independent directors who meet the qualifications set by the Stock Exchange of Thailand and the Securities and Exchange Commission, the Audit Committee is responsible for reviewing financial and accounting reporting systems, corporate governance practices, internal control systems, internal audit functions, and risk management systems. Additionally, it oversees anti-corruption policies and measures to ensure compliance with international standards, regulatory requirements, and relevant laws. The committee reports its findings to the Board of Directors.
- **Risk Management Committee :** Comprising 4 members, including 1 independent director, the Risk Management Committee is responsible for overseeing and establishing systematic and continuous risk management practices. This oversight covers current business operations and new investments in alignment with sustainable development principles across economic, social, and environmental dimensions. The committee reviews and approves the risk management framework as a guideline for the Company, monitors risk management performance, and promotes awareness to ensure employees at all levels understand and implement risk management effectively across the organization. Additionally, it provides opinions, recommendations, and guidance to the management team and reports directly to the Board of Directors.
- **Corporate Governance for Sustainability Committee :** Comprising 3 members, including 2 independent directors,the committee is responsible for overseeing corporate governance and sustainability practices. Its duties include establishing corporate governance and sustainability policies, business ethics, and relevant policies governing the conduct of directors, executives, and employees in compliance with laws, regulations, and guidelines set by regulatory bodies such as the Stock Exchange of Thailand and the Securities and Exchange Commission. The committee ensures adherence to corporate governance principles and best practices, develops the Company's corporate governance framework, and provides recommendations to the Board of Directors and management to align operations with corporate governance and sustainability policies. It reports directly to the Board of Directors.
- **Chief Executive Officer, President, and Executives:** Responsible for establishing risk management systems in accordance with the Board's policies. Their duties include formulating strategies and ensuring the development and monitoring of Enterprise Risk Management (ERM) plans covering significant operational and sustainability risks (ESG Risks). They designate Risk Owners, determine Risk Appetite for Board approval, communicate and foster a risk-aware corporate culture, and review the adequacy of systems and measures, such as Anti-Corruption measures, to remain aligned with business changes and relevant legal requirements.
- **Sustainability Sub-committee:** Comprising senior executives (C-Level) from the Company and its subsidiaries. The sub-committee drives sustainability policies, strategies, and operations across the organization in alignment with the directives of the Board and/or the Corporate Governance for Sustainability Committee. It ensures systematic integration of sustainability into business activities, provides counsel on operational plans and budget allocation, and establishes criteria and announcements regarding Good Corporate Governance and Social Responsibility. It monitors sustainability progress, enhances understanding of ethics and environmental responsibility, reports to the Corporate Governance for Sustainability Committee, and coordinates with the Risk Management Working Group to manage ESG Risks across all dimensions.
- **Risk Owners:** Responsible for identifying, analyzing, and assessing risks, as well as developing risk mitigation plans to maintain risks at acceptable levels. They report risk management results to their respective supervisors for further presentation to the CEO and/or the Risk Management Committee.
- **Risk Management Working Group and Sustainability Working Group:** Working groups appointed from department heads/executives directly responsible for risk management and sustainability operations. These two groups collaborate to align risk management and sustainability efforts by integrating them into daily operations. Their specific duties are as follows:

- **Risk Management Working Group:** Responsible for developing efficient risk management systems, providing advice, and organizing training to build risk awareness. It monitors and communicates future trends and ESG risk issues that may impact the business in the short, medium, and long term. It coordinates with Risk Owners and the Sustainability Working Group to prepare risk reports for Management, the Risk Management Committee, the Audit Committee, the Sustainability Sub-committee, and/or the Board of Directors as assigned.
- **Sustainability Working Group:** Appointed by each business group, comprising heads of relevant units to support ESG operations within their respective departments. It develops and proposes action plans that link departmental operations to the Company's sustainability policies and strategies. It communicates ESG matters, monitors performance, and consolidates ESG activities to report to the CEO of each business group and the Sustainability Sub-committee.

- **Sustainability and Corporate Social Responsibility Unit:** Plays a vital role in linking business goals with Environmental, Social, and Governance (ESG) responsibilities. It is responsible for creating action plans aligned with the Sustainable Development Goals (SDGs) and the organizational context. It analyzes material issues affecting the business and stakeholders, coordinates with relevant departments and working groups to ensure transparency, ethics, and anti-corruption. It initiates CSR projects for community development and environmental protection, as well as collects, analyzes, and discloses ESG performance to the public and investors.
- **Internal Audit Unit:** Responsible for auditing and reviewing operational processes to ensure compliance with Company policies, best practices, and government regulations. It provides assurance that the Company maintains adequate and appropriate internal control and risk management systems, reporting directly to the Audit Committee for further presentation to the Board of Directors.

1.4 Three Lines of Defense Model

The "Three Lines of Defense" is a foundational framework used to define the roles and responsibilities of employees at all levels within the organization. It ensures that the Risk Management process is effective and maintains a proper system of checks and balances, with the following relationship levels:

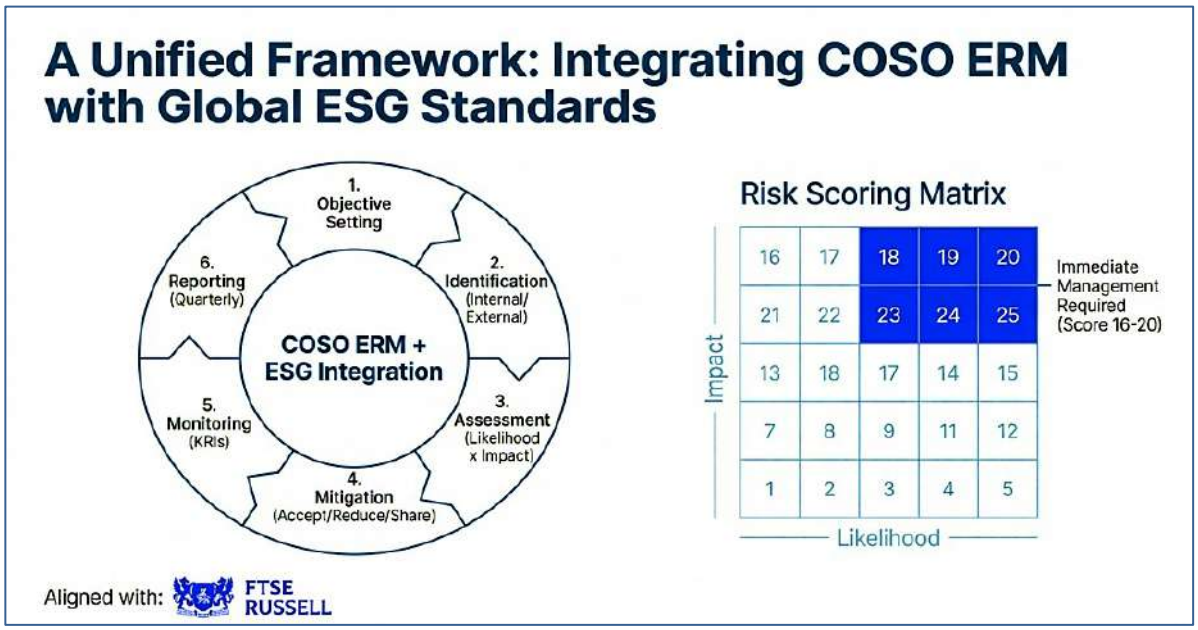
1st Line: Risk Owners/Doers: Operational units responsible for identifying, assessing, and controlling risks within their daily operations. This is the most critical line as it is closest to the actual business activities.

2nd Line: Risk Oversight and Compliance: The Risk Management working groups and compliance units responsible for establishing policies, defining framework standards, and providing guidance to the first line to ensure that risk management aligns with prescribed criteria.

3rd Line: Independent Assurance (Internal Audit): The internal audit unit responsible for evaluating and auditing the effectiveness of both the first and second lines. It reports directly to the Audit Committee to provide transparent and independent information.

2. Framework and Standardization

The Company adopts the COSO Enterprise Risk Management (ERM) 2017 Framework as its primary guideline, integrating it with international sustainable development standards as prescribed by the Stock Exchange of Thailand (SET).



Enterprise Risk Management Process and Procedures

To enable the organization to achieve its objectives and goals in accordance with its vision and mission, the risk management process serves as a key mechanism for Good Corporate Governance. It is a participatory process involving everyone in the organization to identify, assess, and mitigate risks to an appropriate or acceptable level (Risk Appetite), covering all significant risks. The Company has integrated risk management with strategy and performance, following the COSO ERM Framework 2017 based on five interrelated components. This integration promotes the creation and preservation of organizational value as follows:

1. Governance and Culture Development

The Board of Directors is responsible for overseeing and supporting the management team through the establishment of a governance structure, the formulation of policies, strategies, and the desired corporate culture. Additionally, the Board demonstrates a commitment to core values and the development of human resources to achieve strategic and business objectives.

2. Strategy and Objective Setting

The Company integrates risk management into its strategic planning process by analyzing the business context, evaluating alternative strategies and potential impacts, and setting business objectives that align with the acceptable risk level.

3. Performance Evaluation

The Company identifies and assesses the severity of risks that may impact the success of its strategies and the achievement of business objectives. It prioritizes risks as a basis for selecting appropriate risk responses and ensures their effective implementation. Additionally, the Company evaluates the overall risk landscape to ensure that all levels and relevant departments are informed.

4. Review and Improvement

The Company identifies and assesses significant changes, regularly reviews risks, and monitors performance to ensure continuous improvement and enhancement of its enterprise risk management practices.

5. Information, Communication, and Reporting

The Company develops and utilizes information systems, technology, and various communication channels to support enterprise risk management. Additionally, it ensures the continuous and appropriate reporting of risk-related information and performance results to relevant stakeholders.

Risk Management Process: 6 Key Steps as Follows:

1) Define Objectives : This step involves setting objectives at the corporate and business unit levels to align with the Company's vision, mission, policies, and key goals. Additionally, the risk management plan must be consistent with and support the established objectives.

2) Establish Risk Assessment Criteria and Acceptable Risk Levels : This step involves defining criteria for risk assessment based on the likelihood of risk occurrence and the potential impact of risk events. The process prioritizes risks by utilizing a Risk Map to determine their significance. Additionally, acceptable risk levels and key risk indicators/trigger point (KRIs) are established.

Risk Map - Risk Assessment

Impact						
	Very High (5)	5 (C)	10 (B)	15 (B)	20 (A)	25 (A)
	High (4)	4 (C)	8 (C)	12 (B)	16 (A)	20 (A)
	Medium (3)	3 (D)	6 (C)	9 (C)	12 (B)	15 (B)
	Low (2)	2 (D)	4 (C)	6 (C)	8 (C)	10 (BC)
	Very Low (1)	1 (D)	2 (D)	3 (D)	4 (C)	5 (C)
		Very Low (1)	Low (2)	Medium (3)	High (4)	Very High (5)
		Likelihood				

Score	Risk Significance (Severity Level)	Symbol
16-20	Very High: Critical risk level requiring immediate management and mitigation actions.	A
10-15	High: Relatively high risk level requiring urgent management and close monitoring.	B
4-9	Medium: Moderate risk level requiring regular monitoring and periodic review.	C
Below 3	Low: Low risk level that is within the Company's acceptable limit (Risk Appetite).	D

Risk Prioritization (Severity Level) and Mitigation Guidelines

3) Identify Risks : This step involves identifying risk causes and factors by considering both internal and external elements, as well as global megatrends and emerging trends. These include environmental changes, demographic shifts, globalization, and rapid technological advancements. The assessment takes into account economic, social, and environmental dimensions, along with corporate governance aspects, to determine their potential impact on the Company's objectives.

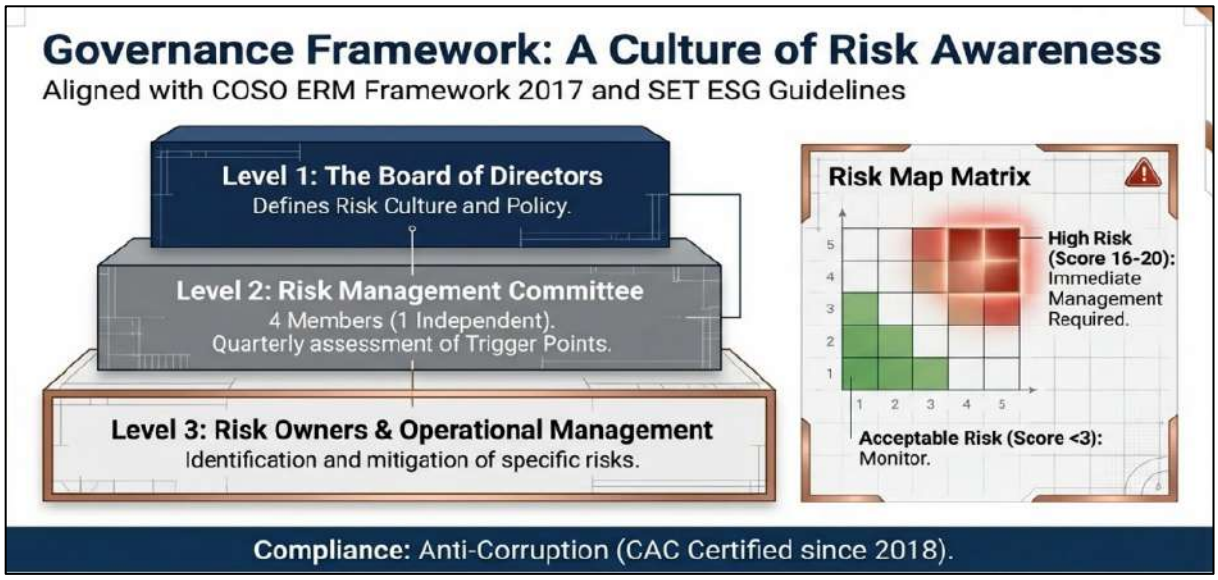
4) Assess Risk : This step involves analyzing relevant data related to identified risk factors (from Step 3: Identify Risk) to assess risks based on predefined criteria.

5) Establish Risk Management Measures : This step defines methods for managing risks to maintain them within acceptable levels. Various measures may be applied, such as discontinuing high-risk business activities that the Company cannot effectively manage, purchasing risk insurance, or outsourcing specific functions.

6) Monitor and Report Risk Management Performance : The Company requires management and designated Risk Owners to continuously monitor and manage risks to ensure they remain within acceptable levels (with a risk score not exceeding 15 points). Risk management performance must be reported to the Risk Management Committee and the Board of Directors at least once per quarter.

Risk Management Culture

Origin is committed to instilling a risk management culture across all employees and business operations. The Board of Directors and executives serve as key communicators and role models in risk management, ensuring its practical implementation throughout the organization. This includes establishing a standardized risk language (Common language), defining acceptable risk levels, implementing uniform risk assessment criteria, and assigning clear roles and responsibilities to designated risk owners. The Company encourages experience-sharing in risk management across departments and subsidiaries to facilitate best practices and enhance the effectiveness of risk utilization. Additionally, risk management is integrated into employee training and orientation programs. Furthermore, the Company has developed Ethics e-Testing as a tool to assess employees' knowledge and understanding of business ethics, risk management, and anti-corruption policies and guidelines. All employees are required to complete this assessment and meet the Company's evaluation criteria annually.





3. ESG Strategic Pillars for 2025

For 2025, the Company has elevated ESG issues to be a core component of its **"Resilience Leads to Sustainable Growth"** strategy. This initiative aims to build organizational resilience and preparedness for global transitions. The Company has integrated Sustainability Risks (ESG Risks) into its Enterprise Risk Management (ERM) framework in accordance with the international COSO ERM Framework 2017 and the guidelines provided by the Stock Exchange of Thailand (SET). The key focus areas are as follows:

- **Environmental (E):** Managing risks related to the Company's interaction with the environment, such as greenhouse gas emissions, water and waste management, resource efficiency, pollution control, and climate change adaptation.
- **Social (S):** Managing risks related to relationships with people and society, including human rights within the supply chain, Diversity, Equity, and Inclusion (DEI), product safety, community relations, and customer satisfaction.
- **Governance (G):** Managing risks related to management structures and corporate oversight, such as transparency, anti-corruption, business ethics, conflict of interest management, board diversity, and comprehensive data disclosure.

4. Achievements and Commitment to Sustainable Growth

4.1 Five-Star Corporate Governance Excellence

"Origin (ORI) adheres to Good Corporate Governance practices as the foundation for driving business towards balanced and sustainable growth. Consequently, in the past year, ORI received an 'Excellent' (5-Star) rating in the Corporate Governance Report of Thai Listed Companies (CGR) for the sixth consecutive year. This accolade reflects the unwavering commitment of the Board of Directors and Management to continuously elevate governance standards, safeguarding the best interests of shareholders and building confidence among partners and investors worldwide."

4.2 Sustaining the Highest 'AAA' SET ESG Rating

"Beyond financial performance, ORI is dedicated to being a responsible corporate citizen for the planet and society, striving to create tangible Shared Value in the long term. This commitment has earned the Company the highest sustainability rating of 'AAA' for the second consecutive year (2024—2025) from the Stock Exchange of Thailand. Furthermore, ORI has been selected as a member of the 'Sustainable Stocks' list for the fifth consecutive year, reflecting its effective management of risks and opportunities across Environmental, Social, and Governance (ESG) dimensions."

2.2 Risk Factors Affecting the Company's Business Operations

Amid the crises and risk factors arising both internally and externally in 2025, including environmental challenges caused by increasingly severe climate conditions occurring across many regions of the world as well as in Thailand, economic conditions and purchasing power have continued to contract. As a result, the overall residential property market has faced significant challenges from multiple risk factors.

Origin, as a fully integrated real estate developer, has adjusted its business structure to better respond to these risks by establishing a clearer organizational framework under a holding company structure. The Company invests through shareholdings in subsidiaries and joint ventures, both listed and non-listed companies, organized into five core business groups: (1) condominium development for sale under Origin Vertical; (2) housing development for sale under Britania Public Company Limited (BRI); (3) service businesses under Primo Service Solutions (PRI); (4) Hospitality, Tourism & Service businesses under Origin Hotel; and (5) Logistics and Warehouse businesses under Alpha Industrial Solutions.

At the same time, the Company continues to drive the organization forward under the strategy "Resilience Leads to Sustainable Growth," enhancing organizational flexibility to effectively respond to change while pursuing leadership and sustainable growth through new opportunities. This approach aims to achieve long-term stability and balance across business, social, and environmental dimensions through the "7 Keys to Success" strategies:

1. Focus on Mainstream Revenue
2. Unique Value Proposition
3. Market Expansion

4. Digital Transformation
5. Financial Structure Management
6. Customer Financial Support
7. ESG & Green Revolution

In addition, Origin has conducted a comprehensive analysis of both internal and external risk factors that may affect the Company's operations, ensuring alignment with the Company's business direction, objectives, and strategies. The assessment considers both the likelihood and potential impacts of events that could affect operations directly or indirectly in order to identify the Company's key risks and establish appropriate risk management plans. This ensures that all risks are managed within acceptable levels.

1. Business Risks

1.1.Strategic & Financial Risk

Risk Description	Impact on the Company	Risk Management Strategies and Mitigation Measures
• Liquidity and Debt Repayment Risk: Volatility in the capital market may affect the Company's ability to issue new debentures to refinance existing ones (rollover), while interest expenses remain at a relatively high level.	This may affect the Company's cash flow and credit rating if the Company is unable to manage its debt obligations as scheduled. However, the Company has been able to repay its debts on schedule, supported by a strong backlog and investor confidence. As a result, all debenture issuances have been fully subscribed, and the Company has been able to repay all maturing debentures and interest in full and on time.	1. The Company adopts prudent financial policies within the approved budget by controlling cash utilization and expenses efficiently and ensuring that expenditures align with the specified objectives. 2. The Company maintains disciplined financial management, including: 2.1 Maintaining the Interest-Bearing Debt to Equity Ratio at a level not exceeding the limits required by financial institutions and the covenants specified in the debenture terms and conditions. 2.2 Strengthening the Company's financial position and operating performance. 3. The Company closely monitors, controls, and analyzes financial liquidity by preparing cash flow projections and analyzing sources and uses of funds to ensure appropriate financial planning in all aspects. 4. The Company sets aside cash reserves to be used as working capital in the event of unforeseen economic circumstances. 5. The Company builds and maintains the confidence of investors and stakeholders in line with sustainability principles, while closely monitoring economic conditions, fiscal and monetary policies, as well as money and capital market conditions, in order to adjust operations and investment plans appropriately amid capital market uncertainties. 6. The Company utilizes appropriate financial instruments for fundraising, such as raising funds through the capital or money markets, including debenture issuances, listing high-potential subsidiaries on the Stock Exchange of Thailand (IPO), and developing fundraising structures through real estate investment vehicles such as Property Funds or REITs. 7. The Company adjusts pricing strategies to stimulate purchasing power in order to reduce inventory and maintain liquidity.

Risk Description	Impact on the Company	Risk Management Strategies and Mitigation Measures
• **Risk from High Household Debt and Tightened Lending Criteria by Banks/Financial Institutions: Particularly the high rejection rate for mortgage applications in the mid- to lower-priced condominium segment (below THB 3 million).**	Property transfers may fall short of targets, resulting in an increase in unsold residential inventory.	1. The Company provides dedicated teams to closely advise and assist customers with housing loan applications. The teams also recommend suitable products that match each customer's financial capability and purchasing power to facilitate property transfer in accordance with the planned schedule. 2. The Company collaborates with multiple banks and financial institutions to provide customers with options to apply for housing loans with more than one lender. 3. The Company monitors and assesses customers' financial readiness to incur new debt or refinance existing debt in order to enhance their debt repayment capacity. This is particularly relevant for customers who may face higher debt burdens following the COVID-19 pandemic, as well as uncertainties in income and employment conditions that may not have fully recovered, which could affect loan approval for individual customers. 4. The Company adopts a cautious approach to new project development by adjusting development plans to avoid locations with intense competition or high levels of unsold inventory. In addition, the Company diversifies its project portfolio across various price segments to cater to a broader range of target customers, thereby increasing sales opportunities and mitigating risks associated with highly competitive markets.
• **Political Uncertainty Risk:** Thailand's uncertain political environment, including potential changes in economic policies, may affect business investment and investor confidence. Changes in tax policies or regulations related to the real estate sector may increase operating costs or impact the Company's ability to expand its projects.	The Company may be affected by newly implemented government policies or regulations without sufficient transition periods, which may increase project costs and extend project timelines.	The Company closely monitors changes in laws and government policies and adjusts its business strategies to align with evolving regulations. In addition, the Company strengthens its relationships with relevant government authorities to ensure that its projects can be implemented continuously and efficiently.
• **Economic Uncertainty Risk: Uncertain economic conditions may affect consumers' purchasing decisions regarding real estate.**	The fragility of the domestic economic structure and high household debt levels may lead consumers to be more cautious with spending and delay home purchasing decisions, potentially resulting in lower property transfers than targeted.	1. Focus on customer-centric product and service development: The Company emphasizes developing products and services that precisely address the needs of different customer segments through in-depth analysis of customer demand, including their willingness and ability to pay for additional features, functions, or value-added services that differentiate the Company's projects from typical developments. Factors such as income level, age group, and lifestyle are taken into consideration to support housing development, pricing strategies, and targeted marketing more effectively. 2. Expansion into the foreign buyer market: Foreign purchasing power remains strong, with continued demand for residential properties and investment opportunities in Thailand's real estate sector. The Company has established dedicated international sales teams to target overseas buyers, as well as a Big Lot sales team focusing particularly on investors from China and Russia.

Risk Description	Impact on the Company	Risk Management Strategies and Mitigation Measures
• Economic Uncertainty Risk: Uncertain economic conditions may affect consumers' purchasing decisions regarding real estate. (Continued)		3. Portfolio diversification across locations and customer segments: The Company diversifies its portfolio across multiple locations, including Bangkok, its metropolitan area, and key industrial provinces. In addition, the Company expands new businesses to serve customers across all generations and life stages-from single individuals, newly married couples, and expanding families to retirees-through both offline and online marketing channels. 4. Efficient cost management to maintain profit margins: The Company adopts technologies that help streamline construction processes and reduce labor requirements. At the same time, the Company maintains strong relationships and collaboration with contractors and other businesses within the supply chain to improve cost management 5. Commitment to ESG-driven business practices: The Company places importance on operating its business in accordance with ESG principles, particularly in the environmental (E) dimension. Environmental considerations are increasingly becoming a key factor influencing home purchasing decisions, especially among younger generations who prioritize energy-efficient and environmentally friendly housing.

1.2 Operation Risk

Risk Description	Impact on the Company	Risk Management Strategies and Mitigation Measures
• Supply Chain Management and Project Development Cost Risk Currently, the Company develops its projects by outsourcing construction work to external contractors. This approach enables the Company to control project costs within the predetermined project budget. However, the Company may still face risks related to supply chain management and project development costs, as follows: **1) Risk from the limited number of qualified contractors with adequate resources and capacity:** At present, there are a large number of real estate developers and construction projects in the market, including continuous large-scale public infrastructure projects initiated by the government. In addition, the construction industry is facing a shortage of skilled labor, partly due to demographic changes as Thailand transitions into an aging society, resulting in an insufficient number of new workers entering the labor market. Furthermore, in 2025, geopolitical tensions between Thailand and Cambodia have contributed to labor shortages across several sectors, including construction. The shortage is particularly evident among skilled workers such as masons and tile installers, which may lead to increased project costs due to the need to secure alternative labor.	As the Company outsources construction work to external contractors, any contractor that lacks adequate resources for project execution-such as insufficient skilled and experienced personnel, labor shortages, or weak financial liquidity management-may affect the continuity of project operations. This may result in delays in project delivery and may also lead to construction quality that does not meet the standards specified by the Company.	1. In project development, the Company places strong emphasis on construction quality and standards. The Company evaluates contractors based on their track record and performance in construction quality, financial capability, responsibility in project execution, work processes, and the use of new technologies that help reduce costs and shorten construction timelines. During the contractor selection process, the Company requires price quotations from at least three contractors and compares them with the project budget to ensure appropriateness and alignment with the Company's benchmark price, as well as compliance with the Company's construction schedule. 2. The Company has established clear policies regarding the qualifications and selection procedures for designers, consulting engineers, supervising engineers, and construction contractors. This ensures that the selection process is transparent, prudent, and efficient, enabling the Company to engage project partners who possess recognized qualifications and reliable experience.

Risk Description	Impact on the Company	Risk Management Strategies and Mitigation Measures
2) Risk related to construction quality and project development timelines: The Company may face risks associated with construction quality and delays in project development, which could affect project delivery schedules and overall operational performance.		3. The Company separates contractor engagements by areas of expertise and does not appoint a single contractor to undertake all types of work within a project. In addition, the Company maintains a team of experienced specialists and project management personnel to oversee construction activities and ensure compliance with established standards. 4. The Company has a clear policy to build strategic partnerships with construction contractors and manufacturers in order to jointly develop construction projects that meet quality standards and timelines. Appropriate technologies that have been thoroughly evaluated are applied to enhance systematic quality control processes, improve construction standards, reduce risks of project delays, and achieve optimal quality at the most cost-effective level. 5. The Company emphasizes a comprehensive Quality Control (QC) process for construction work. External specialists are engaged to independently inspect and verify construction quality at each project to ensure compliance with proper procedures and standards. 6. Construction materials are subject to testing and must meet standard certification requirements from accredited institutions before being used in condominium construction projects. 7. The Company continuously seeks and recruits additional local contractors to support project development across different regions.
• **Risk in Developing Employees to Keep Pace with Changing Business Contexts**	Amid increasing uncertainties and challenges, including economic slowdown, declining purchasing power, and heightened competition within the industry, the Company may need to continuously adjust its business strategies and operational processes to respond to rapidly changing conditions. Such adjustments may require employees to adapt by developing new skills, changing career paths, or taking on different roles and responsibilities to align with evolving business needs. These changes may result in delays in operational processes if employees are unable to adapt in a timely manner, and may also contribute to employee resignations. In addition, a significant portion of the Company's workforce has relatively short tenure, ranging from less than one year to approximately two years, and the average employee age is below 30 years old. This demographic group typically has a higher job turnover rate, which may affect the Company's ability to recruit qualified personnel in a timely manner to meet business requirements. Consequently, the Company may incur additional time and costs related to recruitment and employee development.	1. The Company adopts a flexible compensation structure, emphasizing performance-based incentives rather than time-based work, in order to better align with the expectations and working styles of the new generation workforce. 2. The Company has developed a Training Roadmap with programs designed to support the organization's operations and daily work. These programs aim to enhance existing skills and develop new capabilities (Upskilling and Reskilling), with particular emphasis on integrating new technologies into the workplace, such as the use of AI. 3. The Company places strong emphasis on effective communication with employees through meetings and various communication channels, both online and offline. In addition, the Company organizes employee engagement activities, such as Origin Day, to strengthen relationships and organizational culture. 4. The Company creates learning opportunities by assigning employees to a variety of roles and responsibilities, enabling them to gain broader experience and develop diverse skills.

Risk Description	Impact on the Company	Risk Management Strategies and Mitigation Measures
• Environmental and Safety Compliance Risk in Project Development and Construction	Real estate project development may create environmental impacts, such as dust generated from construction activities, wastewater discharge from project sites, noise pollution, and traffic management issues that may affect or disturb surrounding communities. In addition, accidents may occur during construction activities, potentially causing injuries or fatalities among workers if adequate operational control and safety measures are not effectively implemented.	The Company has established measures to prevent and mitigate environmental impacts arising from project development, including air quality control measures, dust prevention and mitigation, noise control from construction activities, waste and wastewater management, as well as safety measures to prevent and reduce accidents at construction sites. The measures include the following: 1. These measures are stipulated as mandatory requirements for contractors and business partners as part of the construction contract, with the project manager responsible for supervising the contractor's compliance with the Company's requirements. 2. The Company's safety unit conducts random inspections to ensure that contractors and relevant parties comply with the established measures. 3. The Company provides complaint channels and establishes follow-up procedures to address and resolve any issues raised. 4. The Company promotes participation and encourages employees and contractors to proactively identify and manage safety risks. In addition, the Company collaborates with business partners to adopt technologies that help reduce environmental and safety risks. Preventive measures are also implemented to address potential hazards from construction machinery and equipment, such as the safe use of cranes and the mandatory use of personal protective equipment (PPE), including safety helmets. (Details are provided in the table: Environmental and Safety Risk Management in Construction Projects.)

Environmental and Safety Risk Management in Construction Activities

Environmental and Safety Factors	Impact Prevention and Mitigation Measures	Monitoring and Inspection Measures
Air Quality (Dust levels within the project area must not exceed the limits prescribed by law)	- Construction vehicles transporting materials and equipment are required to clean mud and soil from their tires before leaving the construction site throughout the project construction period. - Water is sprayed along the project entrance roads and within the construction area at least twice per day to minimize dust dispersion. - Soil and sand deposited on surrounding roads are regularly cleaned at least twice daily-before noon and in the evening after working hours-to prevent dust dispersion and to ensure road safety for public users.	- Air quality within the construction area is regularly monitored to ensure that levels do not exceed the limits specified in the Environmental Impact Assessment (EIA) report.

Environmental and Safety Factors	Impact Prevention and Mitigation Measures	Monitoring and Inspection Measures
Noise	- Regularly inspect construction equipment and machinery to ensure proper operation and to minimize excessive noise. - Construction activities are restricted to daytime hours, from 08:00 a.m. to 06:00 p.m. (or in accordance with the specific EIA requirements of each project) to avoid noise disturbances during the rest periods of nearby communities.	- The Project Manager is responsible for supervising the contractor's operations. - The Safety Department conducts random inspections to ensure compliance with the Company's prescribed measures. - Complaint channels are established, along with procedures for monitoring and resolving reported issues.
Waste Management (Waste generated from construction activities and worker accommodation areas)	- Large waste bins with secure lids are provided at the construction site office and worker accommodation areas. Contractors are responsible for the costs of waste collection and disposal. Recyclable waste under the responsibility of the construction contractor must be removed from the site upon completion of construction. - Workers are required to dispose of solid waste only in the designated waste bins provided at the construction site. - The Company encourages and promotes business partners to implement waste separation initiatives and waste reduction programs, including recycling and reuse practices.	- The Project Manager is responsible for supervising the contractor's operations. - The Safety Department conducts random inspections to ensure compliance with the Company's prescribed measures. - Complaint channels are established, along with follow-up procedures to address and resolve reported issues.
Traffic Management in the Surrounding Project Area	- Appropriate areas are designated for loading and unloading construction materials and for vehicle parking to prevent project trucks from slowing down or parking along public roads. All trucks are required to park within the project site only. - Soil and sand deposited on highway surfaces are cleaned regularly at least twice daily-before noon and in the evening after working hours-to prevent dust dispersion and to ensure road safety for public users. - Water is sprayed along the project access roads and expansion areas at least twice daily (morning and evening), except on rainy days, to maintain road surface moisture and reduce dust dispersion.	- The Project Manager is responsible for supervising the implementation of construction activities by contractors. - The Safety Department conducts random inspections to ensure compliance with the Company's established measures. - Complaint channels are established, along with procedures for monitoring and resolving reported issues.
Land Use	- Construction activities are strictly confined within the designated project area and must not extend beyond the project boundaries. - Prior notice is communicated to the public and residents in the surrounding areas before construction activities commence.	- The Project Manager is responsible for supervising the implementation of construction activities by contractors. - The Safety Department conducts random inspections to ensure that the Company's prescribed measures are properly implemented. - Complaint channels are established along with procedures for monitoring and resolving issues raised.
Wastewater	- Construction contractors are required to implement a wastewater management system in compliance with applicable laws and regulations. Wastewater discharged from the construction site must meet the prescribed wastewater quality standards.	- The Project Manager is responsible for supervising and overseeing the implementation of construction activities by contractors. - The Safety Department conducts random inspections to ensure compliance with the measures established by the Company. - Channels for receiving complaints are established, along with procedures for monitoring and resolving reported issues.

Environmental and Safety Factors	Impact Prevention and Mitigation Measures	Monitoring and Inspection Measures
Safety and Hygiene in Construction Projects	- Contractors are required to provide personal protective equipment (PPE) for workers and ensure that workers properly use such equipment at all times. - All tools and equipment must be inspected prior to each use to ensure safe working conditions. - Workers are required to comply with occupational safety rules and regulations prescribed by the Ministry of Labour. - Basic medicine kits and first-aid kits must be available on-site for minor illnesses or injuries. - Emergency management measures must be established to respond to accidents or emergencies, with emergency drills conducted at least once per year. - Construction areas must be properly secured to prevent unauthorized persons from entering machinery operating zones throughout the construction period. - Cleanliness within the construction site must be maintained as much as possible to reduce the risk of accidents. - Smoking is prohibited outside designated smoking areas, and the possession or consumption of alcoholic beverages is strictly prohibited within the project area and during working hours.	- Compliance with these measures is stipulated as a condition in the construction contract. - The Project Manager is responsible for supervising and ensuring that construction contractors comply with the established measures. - The Safety Department conducts random inspections to verify compliance with the Company's measures and participates in observing emergency drills. If any deficiencies in the implementation of the emergency plan are identified, recommendations for corrective actions will be provided.

1.3 Compliance Risk

Compliance Risk refers to the risk that an organization may face legal penalties, reputational damage, or operational disruptions as a result of failing to comply with applicable laws, regulations, standards, or codes of conduct. Managing this risk involves monitoring changes in regulatory requirements and ensuring ongoing compliance in order to minimize legal impacts and maintain appropriate operational standards.

Risk Description	Impact on the Company	Risk Management Strategies and Mitigation Measures
• Risk from Changes in Laws, Regulations, and Government / Regulatory Policies The Company's business operations may be affected by future changes in, or the introduction of, new laws, regulations, or policies issued by government authorities. Examples include changes to land allocation requirements under the Condominium Act and the Building Control Act, such as requirements relating to land area, minimum width of walkways and roads, common area provisions, the transfer of common property to the project's juristic person, community regulations, environmental impact assessment (EIA) requirements, and building inspection reports for high-rise buildings. In addition, changes in regulations relating to land use zoning, town planning laws, traffic planning, and the development of infrastructure projects such as mass transit rail systems and expressways may also affect the Company's project development and operations.	If the Company fails to closely monitor or adequately prepare for such regulatory changes, it may face adverse impacts on its business operations, increased project development costs, and reduced competitiveness. In addition, the Company may be exposed to potential legal actions or disputes arising from non-compliance with applicable laws and regulations.	1. The Company conducts its operations in accordance with applicable laws and government policies in order to minimize risks and control potential impacts on its business. 2. The Company has established a Legal Department responsible for overseeing and providing guidance on laws, regulations, and government requirements. The department also monitors changes in laws, policies, and regulatory requirements to ensure that the Company is well prepared to align its business operations with such changes. 3. The Company regularly reviews and updates relevant operational processes and conducts legal risk assessments on a quarterly basis, or whenever there are changes in government regulations or newly enacted laws. The results of risk management are reported to the Risk Management Committee.

Risk Description	Impact on the Company	Risk Management Strategies and Mitigation Measures
Furthermore, as a company listed on the stock exchange, the Company must comply with relevant rules and regulations issued by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC). Failure to comply with such requirements may impact the Company's operations and regulatory standing.		4. The Company communicates with all employees to raise awareness and emphasize the importance of legal compliance across the organization. This includes compliance with relevant regulations such as procedures under the Personal Data Protection Act (PDPA). In addition, whistleblowing channels are provided for reporting suspected misconduct or violations of laws and regulations.
• **Legal Compliance Risks Related to the Real Estate Business** **Environmental and Urban Planning Law Risk** Environmental Impact Assessment (EIA) Approval: The Environmental Impact Assessment (EIA) approval process represents a significant risk for the Company and other large condominium developers. Under applicable regulations, construction activities cannot commence until the EIA report has been formally approved. Any delay in the approval process may result in sunk costs, including land acquisition costs and interest expenses incurred during the waiting period. **Personal Data Protection Risk (PDPA)** As the Company's ecosystem expands into hospitality and service-related businesses-such as Origin Hotel and service platforms under Primo-the Company maintains a large customer database derived from its real estate business and affiliated companies (e.g., Britania and Primo). The Company is therefore required to implement robust data storage and processing systems in compliance with the Personal Data Protection Act (PDPA) to prevent regulatory penalties and potential reputational damage. **Anti-Money Laundering (AML) Compliance Risk** As a real estate developer, the Company is required to conduct Know Your Customer (KYC) procedures to verify the sources of funds used by property buyers, particularly foreign customers, in order to comply with the regulations of the Anti-Money Laundering Office (AMLO).	If the Environmental Impact Assessment (EIA) report is not approved or is delayed, it may affect customer confidence and delay the Company's revenue recognition.	**1. Establishment of the Three Lines of Defense Structure** Line 1 - Process Owner: The Business Development and Construction Departments are responsible for reviewing town planning regulations and Environmental Impact Assessment (EIA) requirements issued by the Office of Natural Resources and Environmental Policy and Planning (ONEP) starting from the project design stage in order to minimize revisions at later stages. Line 2 - Compliance / Legal Function: The Compliance and Legal Departments act as advisors and monitor regulatory updates, such as the Personal Data Protection Act (PDPA), and prepare operational guidelines through the development of a Compliance Manual. Line 3 - Internal Audit: The Internal Audit function independently reviews compliance with relevant regulations and reports directly to the Board or relevant oversight committees. **2. Key Risk Control Measures** - EIA Management: A pre-checklist is conducted before land acquisition to thoroughly review the town planning master plan and relevant local regulations. In addition, experienced EIA consultants are engaged to conduct public hearings transparently. - PDPA Compliance: The Company implements secure data management systems (e.g., OneTrust software) and establishes clear Privacy Policies to obtain customer consent before using personal data for marketing purposes. - Anti-Money Laundering (AMLO) Compliance: The Company implements Know Your Customer (KYC) procedures to verify customer identities, particularly for foreign quota buyers. Cash transactions exceeding THB 2 million are reported to the Anti-Money Laundering Office (AMLO) in accordance with regulatory requirements. **3. Promoting a Compliance and Transparency Culture** Whistleblowing System: The Company provides secure and confidential channels for reporting suspected misconduct or corruption. This supports compliance with the standards of the Thai Private Sector Collective Action Against Corruption (CAC).

Risk Description	Impact on the Company	Risk Management Strategies and Mitigation Measures
		Employee Training: Sales personnel and frontline staff receive training to ensure understanding of consumer protection laws and to prevent misleading advertising practices that may violate the Consumer Protection Act. **4. Adoption of Technology in Compliance Processes** The Company adopts technology to support document and contract management systems in order to reduce errors arising from human factors and improve the overall efficiency and reliability of compliance processes.
• **Risk from Conditions under Joint Venture Agreements and Non-Compete Agreements between Origin and Its Listed Subsidiaries (Britania and Primo)** **1. Risk from Conditions under Joint Venture Agreements** The Company adopts an Open Platform growth strategy through joint venture structures and project management services for joint venture entities. Joint ventures not only serve as a source of funding that enhances opportunities for the Company's business growth and expansion, but also help mitigate investment risks, particularly in terms of capital sourcing and reducing debt burdens. In addition, joint ventures strengthen the Company through the integration of resources, including technology, expertise, operational systems, construction capabilities, and market expansion, enabling the Company to access a broader customer base. However, joint venture arrangements are governed by contractual agreements that all parties must strictly comply with in the development of projects. If any party fails to comply with the agreed terms and conditions, it may lead to disputes or the termination of the joint venture agreement, which could adversely affect the Company's credibility, reputation, and corporate image. As of 31 December 2025, the Company had the following joint venture projects: 48 condominium projects with a total project value of THB 96,119 million, 43 housing projects with a total project value of THB 48,430 million, 21 hotel and serviced apartment projects with a total REIT value of THB 37,835 million and 8 warehouse projects with a total project value of THB 6,680 million **2. Risk from Non-Compete Agreements between Origin and Its Listed Subsidiaries (Britania and Primo)** Under Origin's strategy of "Growing in a Separated Timeline," the Company strengthens the growth potential of its subsidiaries by enabling capable business units to expand independently and list on the Stock Exchange of Thailand (IPO).	Failure to comply with contractual requirements may adversely affect the Company's credibility, reputation, and corporate image, and may also lead to disputes and potential legal proceedings.	Joint Venture Management 1.The Company has established a Joint Venture Policy outlining guidelines for joint venture arrangements, including procedures and approval authority for entering into joint ventures. In cases involving a new joint venture partner, the proposal must be reviewed by the Risk Management Committee and subsequently submitted to the Board of Directors for approval in accordance with the defined procedures. 2. The Company has developed a standard template for joint venture agreements. For joint ventures with existing partners under the established standard terms and conditions, approval authority is delegated to the relevant Business Group Committee. 3. The Joint Venture (JV) Management Unit is responsible for monitoring project development under joint venture agreements and establishing trigger points for monitoring compliance with contractual conditions and requirements. If any project operations deviate from the agreed conditions, the responsible project team must report to management and implement appropriate risk mitigation measures before any breach of the joint venture agreement occurs. Key issues and corrective actions must also be reported to the Risk Management Committee and the Board of Directors on a quarterly basis. Governance of Compliance with Non-Compete Agreements The Company has established governance mechanisms to ensure compliance with non-competition agreements as follows: 1.Executive Committee : The Executive Committee oversees compliance with the agreement, with roles and responsibilities specified in its charter. In cases where amendments to the agreement may lead to business activities that could compete with those stipulated in the agreement, the Executive Committee will not proceed with proposing such matters. If there is uncertainty as to whether the amendment would lead to competitive activities, the Executive Committee will seek the opinion of the Audit Committee and submit the matter to the Board of Directors for consideration.

Risk Description	Impact on the Company	Risk Management Strategies and Mitigation Measures
During 2021—2025, the Company successfully listed two subsidiaries on the Stock Exchange of Thailand: Britania Public Company Limited - a developer of low-rise residential projects Primo Service Solutions Public Company Limited - a provider of integrated property services In connection with these listings, the Company and its listed subsidiaries (Britania and Primo) entered into Non-Compete Agreements to ensure fairness to shareholders and investors. The agreements stipulate that they cannot be amended, supplemented, or materially changed, except through a written agreement between both parties. Any material amendment must also be approved by the shareholders' meeting of the Company with a vote of not less than three-fourths of the total votes of shareholders attending the meeting and eligible to vote, excluding shareholders with vested interests. In addition, no group of shareholders representing 10 percent or more of the total votes of shareholders attending the meeting may object to such amendment.		2. Audit Committee : The Audit Committee oversees compliance with the agreement and provides opinions when requested by the Executive Committee. The Audit Committee will advise the Board of Directors on whether proposed amendments to the agreement could result in competitive activities as defined in the agreement. The Audit Committee may appoint an independent advisor to conduct additional analysis if deemed appropriate. 3. Board of Directors : The Board of Directors oversees compliance with the agreement and considers the opinion of the Audit Committee when approving any proposed amendments. If the amendment does not result in competitive activities under the non-competition agreement, the Board may approve the matter or submit it to the shareholders' meeting for further approval as appropriate. However, if the amendment would result in competitive activities, the Board will not propose the matter to the shareholders' meeting for consideration.

2. ESG.Risks

2.1 Environmental Risk (E)

The Company has conducted an assessment of environmental risks in accordance with international standards. The Company has also integrated risk management measures to mitigate potential environmental impacts. A summary of the key environmental risk management areas is presented as follows:

Environmental Risk Assessment

FTSE Themes	Risk Exposure	Key Considerations	Risk Status and Mitigation Measures
1. Climate Change	Very High	Greenhouse Gas Emissions (Scope 1, 2, and 3), including embodied carbon in construction materials, and alignment with the TCFD framework.	Moderate: ORI manages this risk through the "Origin Green Carbon" initiative, including the installation of solar rooftops and EV chargers in new projects. Area for monitoring: Management of Scope 3 emissions (greenhouse gas emissions from construction material suppliers). Therefore, ORI needs to further strengthen its Green Procurement practices in a more systematic manner.
2. Pollution & Resources	High	Construction Waste Management, PM2.5 dust control, and the application of circular economy principles in construction processes.	Moderate: There are risks associated with on-site contractor management. However, these are mitigated through the use of precast construction systems and strict EIA measures to reduce construction waste sent to landfills.
3. Water Security	Moderate	Water Use Efficiency in residential buildings and wastewater treatment systems prior to discharge into surrounding communities.	Low: The Company applies water-saving sanitary standards and wastewater treatment systems that meet regulatory requirements in all projects, including the recycling of treated water for landscape and garden areas.
4. Biodiversity	Low	Impacts on Ecosystems arising from land use and the development of new projects.	Low: As most projects are located in urban areas, impacts on ecosystems are relatively limited. However, the Company emphasizes the development of green spaces within projects to enhance the well-being of residents.

(For further details on ESG environmental risk management, please refer to the table below.)

Risk Dimension	Risk Issue	Impact on the Business	Response Measures / Management Strategy
E - Environment	**1. Climate Change** **1.1 Physical Risk Risks arising from climate change that directly affect real estate projects include:** **1.1.1 Acute Risk (Extreme Natural Disasters) :** Events such as flash floods or increasingly severe storms in Bangkok, its metropolitan area, and the EEC, which are key locations of ORI's projects, may cause construction disruptions, project delays, and potential damage to construction materials and on-site equipment. **1.1.2 Chronic Risk (Long-term Climate Changes) :** Global warming and heat stress may increase building energy consumption and affect the design of residential functions. This requires greater emphasis on ventilation and heat reduction through passive design to maintain residents' comfort and long-term satisfaction. **1.2) Transition Risk: Risks arising from the transition toward a low-carbon economy include:** **1.2.1 Policy and Legal Risk):** The potential enforcement of Thailand's Climate Change Act in 2026 may lead to the implementation of a carbon tax on construction materials such as steel and cement, which could inevitably increase the cost of project development (Cost of Goods Sold). **1.2.2 Market and Consumer Behavior Risk :** New generations of homebuyers, particularly Gen Z and Millennials, increasingly prioritize energy-efficient homes and green buildings. If ORI is unable to develop projects that support green living, the Company may risk losing market share to competitors. **1.2.3 Technology Risk :** The need to invest in cleaner construction technologies, such as green construction practices and precast technology that reduces construction waste, which may require significant initial investment.	- Construction activities may be disrupted or delayed beyond the planned schedule. - Damage may occur to construction materials and on-site equipment. - Construction and project maintenance costs may increase due to natural disasters (e.g., flooding or extreme heat) and regulatory measures such as carbon tax. - Repair and property insurance costs may increase.	1. Develop projects in accordance with Green Building standards. 2. Install solar rooftop systems and implement Building Management Systems (BMS) for smart energy management. 3. Collaborate with supply chain partners to procure low-carbon materials and apply precast construction systems in new project developments. 4. Design ventilation systems and water retention systems within projects to accommodate rainfall levels based on 50-year historical data. 5. Closely monitor changes in laws and government policies in order to adjust business plans and operational processes accordingly. 6. Analyze consumer demand and behavior in each locality to develop projects that align with the needs and purchasing power of target customers. 7. Adopt clean technologies in project development and in services provided to residents within the projects.

Risk Dimension	Risk Issue	Impact on the Business	Response Measures / Management Strategy
	2. Biodiversity Risk **2.1 Physical Risk** **2.1.1 Loss of Ecosystem Services** The reduction of green spaces in urban areas surrounding ORI's projects may contribute to the Urban Heat Island (UHI) effect, leading to higher temperatures within project areas. **2.1.2 Water and Soil Stress** Construction activities that disturb local vegetation and the original soil structure may reduce the natural capacity for rainwater absorption, potentially increasing the risk of flash flooding within project areas, which may lead to higher maintenance costs and affect asset value.	May increase energy costs for cooling and reduce the project's attractiveness in terms of resident well-being.	<u>Risk Management Measures:</u> Project Area Risk Assessment The Company assesses project-area risks to determine appropriate development approaches for each location. For example: - Inner-city / CBD areas: Emphasize the use of vertical gardens and high-performance low-emissivity (Low-E) glass to reduce heat radiation and mitigate the Urban Heat Island effect. - Expansion areas (Vibrant City zones): Increase the proportion of permeable paving to facilitate heat dissipation through groundwater evaporation. (Further details are provided in the table summarizing the Urban Heat Island (UHI) risk assessment and related mitigation measures.)
	2.2 Transition Risk **2.2.1 Policy and Legal Risk** Environmental regulations related to Environmental Impact Assessment (EIA) are expected to become more stringent in 2026, with greater emphasis on the preservation of biodiversity in project areas. This may result in delays in project approvals or potential suspension of project development. **2.2.2 Market Risk** International investors and stakeholders are increasingly emphasizing Nature and Biodiversity performance. For example, FTSE Russell has begun assigning greater weight to biodiversity-related indicators. If ORI does not disclose relevant information in accordance with frameworks such as TNFD, it may affect the Company's ESG ratings and potentially limit access to sustainable or green investment funds.	- Delays in Environmental Impact Assessment (EIA) approval may result in lost sales opportunities and delays in revenue recognition.	<u>Biodiversity Risk Management Measures:</u> The Company has established four key approaches to manage biodiversity-related risks as follows: **1) Compliance with Laws and International Standards (Compliance & Standards)** - Strictly comply with environmental regulations and Environmental Impact Assessment (EIA) requirements. - Integrate disclosure frameworks aligned with TNFD (Taskforce on Nature-related Financial Disclosures) to identify nature-related risks and opportunities. **2) Land and Ecosystem Management (Biodiversity Net Gain)** - Avoid: Avoid project development in ecologically sensitive areas or conservation zones for rare plant species. - Minimize: Minimize construction impacts on existing biodiversity within project areas. - Restore & Create: Enhance green spaces within projects by planting native species to support local ecosystems and wildlife. **3) Green Innovation** - Apply biophilic design principles to strengthen the connection between residents and nature. - Develop efficient water and waste management systems to prevent pollution from affecting surrounding ecosystems. **4) Engagement and Awareness** - Encourage suppliers and contractors to comply with the Company's environmental supplier code of conduct. - Promote awareness among residents and surrounding communities on nature conservation through the Smart Living initiatives. **5) Targets and Key Performance Indicators (Targets & KPIs)** - No Net Loss: Commit to achieving no net loss of biodiversity in newly developed projects by 2027. - Sustainable Landscape: New low-rise and high-rise projects must allocate at least 30% of total green space to native plant species. **6) Monitoring and Reporting (Monitoring & Reporting)** The Company will monitor performance and disclose biodiversity-related information through its Sustainability Report and One Report on an annual basis to ensure transparency for shareholders and investors.

Risk Dimension	Risk Issue	Impact on the Business	Response Measures / Management Strategy
	3. Waste and Resource Management The real estate business faces high impact risks in this area due to the extensive use of natural resources and pollution generated during the development and construction process. **3.1 Pollution and Construction Waste Risk** The expansion of condominium and low-rise housing projects in densely populated communities may generate air pollution (PM2.5 dust), noise, and vibration, as well as significant amounts of construction waste. If such impacts are not managed in accordance with the Environmental Impact Assessment (EIA) requirements, it may lead to community complaints, project disruptions, or legal penalties. **3.2 Resource Depletion and Supply Chain Risk** The reliance on resource-intensive construction materials such as steel, cement, and sand exposes the Company to risks related to resource shortages and price volatility driven by global market dynamics. Such fluctuations may directly affect project development costs and the Company's profit margins. **3.3 Waste and Wastewater Management in Residential Projects** The increasing number of projects and residential units results in larger volumes of solid waste and wastewater. If waste collection and wastewater treatment systems are not efficiently managed, it may negatively impact the environment and damage the Company's brand reputation in the long term.	- Construction activities may be suspended, the Company may face penalties under EIA regulations, and its reputation and corporate image may be adversely affected. - Production costs may increase (margin compression) and there may be potential shortages of construction materials in the future. - Waste management costs may increase. - The Company may receive lower ESG ratings from investors.	<u>Risk Management Measures:</u> **1. Environmental Monitoring:** Install real-time dust and noise monitoring systems at construction sites and strictly require contractors to comply with environmental impact mitigation standards. **2. Precast & Modular Construction:** Increase the use of factory-produced precast components to reduce on-site construction waste (Zero Waste at Site) and shorten construction periods that may cause noise pollution. **3. Waste Sorting at Source:** Implement construction waste segregation to enable recycling and reuse, such as using crushed concrete for temporary road surfaces, thereby reducing the amount of waste sent for disposal. <u>Risk Management Measures:</u> **1. Strategic Procurement:** Establish forward contracts with capable suppliers to secure key construction materials in advance, stabilizing prices and ensuring sufficient supply for project development. **2. Value Engineering:** Utilize design optimization technologies to minimize unnecessary material usage while maintaining structural strength in accordance with engineering standards. **3. Green Procurement:** Select suppliers with Green Industry certification or those using recycled materials to promote a sustainable supply chain and reduce the use of virgin resources. <u>Risk Management Measures:</u> **1. Smart Water Treatment:** Install efficient wastewater treatment systems in all projects and promote the reuse of treated water for irrigation in common areas (water recycling). **2. Origin Waste Management Program:** Provide waste separation points within projects and collaborate with circular economy startups to ensure proper recycling and waste management processes. **3. Resident Engagement:** Raise awareness among residents through the Origin Connect application, encouraging waste separation at source to reduce the total volume of solid waste generated within the projects.

Risk Dimension	Risk Issue	Impact on the Business	Response Measures / Management Strategy
	4. Environmental Supply Chain Management Origin adheres to environmentally responsible business practices throughout its supply chain by integrating FTSE Russell ESG criteria to assess and manage environmental risks arising from suppliers and contractors. Key risk areas include the following:	If Origin is unable to effectively manage an environmentally responsible supply chain, the following impacts may occur:	
	4.1 Scope 3 Greenhouse Gas (GHG) Emissions: Energy consumption and production processes of construction materials supplied by partners (such as cement and steel) generate significant carbon emissions, which contribute to the Company's Scope 3 GHG emissions within the supply chain.	- The production processes of key construction materials such as cement and steel generate high levels of greenhouse gas emissions, which constitute a major source of the Company's indirect emissions (Scope 3). If suppliers do not have clear carbon reduction plans, it may affect the Company's ability to achieve its Net Zero targets and undermine investor confidence in the long term. - Project development costs may increase due to rising prices of key construction materials (such as cement and steel), particularly if carbon taxes are imposed on high-emission materials.	Risk Management Measures: 1.Implement a Green Procurement policy by selecting suppliers certified with Carbon Footprint of Product (CFP) standards. 2.Require suppliers to sign the Supplier Code of Conduct covering environmental responsibilities. 3.Improve procurement planning to ensure accurate material ordering and reduce leftover materials and construction waste (waste reduction). 4.Support suppliers that implement water treatment and water recycling systems. 5.Install smart water meters at contractors' construction sites to monitor water consumption and detect potential leaks.
	4.2 Pollution and Resource Use: Sub-contractors may not always manage on-site pollution in accordance with EIA standards, or may use resources inefficiently, which could increase environmental impacts during construction activities.	Potential disputes with surrounding communities may arise, which could lead to the suspension of project operations. - The Company's corporate image and reputation may be negatively affected if stakeholders perceive that its supply chain contributes to environmental degradation.	Risk Management Measures: 1.Site Audit: Conduct regular weekly or monthly construction site audits using assessment criteria covering dust, noise, and waste management in accordance with environmental standards. 2.Contractual Compliance: Include environmental management requirements as part of construction contracts, with corrective measures or penalties in cases of non-compliance.
	4.3 Biodiversity in the Supply Chain Chain): The sourcing of upstream raw materials such as stone, sand, and timber may involve suppliers operating in areas that affect forests or environmentally sensitive ecosystems, potentially creating biodiversity-related risks.	- Suppliers (e.g., cement or steel manufacturers) located in water-scarce areas may face operational disruptions during drought conditions, which could affect their ability to supply materials to ORI on schedule and cause construction delays.	Risk Management Measures: 1.Enforce a Supplier Code of Conduct that clearly prohibits activities leading to forest encroachment and requires respect for protected natural areas. 2.Avoid procurement from suppliers associated with activities that damage ecosystems, particularly in watershed forest areas.
	4.4 Water Stewardship in the Supply Chain: The Company extends its water management responsibility beyond its own operations to include suppliers and upstream raw material production processes, ensuring that water resources are used efficiently and responsibly throughout the supply chain while considering impacts on surrounding communities.	- Sub-contractors operating at construction sites must ensure that wastewater treatment systems meet required standards before discharge to prevent negative impacts on surrounding communities.	Risk Management Measures: - Encourage suppliers to adopt recycled water systems in their operations. - Plan water usage in advance and identify alternative water sources that do not negatively impact public water resources.

Summary of Urban Heat Island (UHI) Risk Assessment and Risk Management Measures

Summary of Urban Heat Island (UHI) Risk Assessment across Origin's Strategic Development Zones			
Strategic Zone	UHI Risk Level	Key Risk Drivers	Mitigation Strategies
Inner Bangkok / CBD (e.g., Sukhumvit, Phaya Thai)	Ve gh	High building density and the lack of natural water-permeable surfaces.	Implement Vertical Garden design and use high-performance heat-reflective glass to reduce heat radiation from buildings.
Urban Expansion Areas (Vibrant City) (e.g., Phahonyothin, Thonburi side)		Land-use transformation from vacant land to condominium developments, along with the expansion of road infrastructure.	Increase the proportion of permeable paving materials to allow water infiltration and reduce surface temperature through natural evaporation.
Eastern Economic Corridor (EEC) (e.g., Si Racha, Rayong)	M te	Heat accumulation in industrial zones and the reduction of existing local green spaces.	Develop mixed-use projects with large central green spaces to create a cooler micro-climate within the project area.
Tourism Cities (Leisure & Wellness) (e.g., Phuket, Khao Yai)		Loss of natural shade from coastal vegetation or construction activities on sloped terrain.	Implement a Tree Inventory program to preserve existing mature trees as much as possible and utilize native plant species to help maintain natural humidity and ecosystem balance.

2.2 Social Risk (S)

The assessment of social risks at Origin considers both the industry exposure level and the Company's risk management approach. The overall assessment can be summarized as follows:

FTSE Social Risk Assessment

FTSE Themes	Risk Exposure	Key Considerations	Risk Status and Mitigation Measures
1.Labor Standards	High	Management of migrant workers in construction projects and wage equality.	High: Although the Company has established clear policies, continuous monitoring and audits of sub-contractors are required, as sub-contractors may face issues related to illegal labor employment or substandard worker camps.
2. Health & Safety	Very High	Statistics on injuries and fatalities at construction sites.	High: The company maintains strict construction site control standards and continuously pursues a Zero Accident target.
3. Human Rights & Community	High	- Health and safety of surrounding communities. - Occupational health and safety of employees. - Occupational health and safety across the supply chain.	High: Risk of noise and dust pollution from construction activities in high-density urban projects. - Occupational health and safety risks for workers at construction sites. - Human rights risks within the supply chain, including illegal labor employment or substandard welfare and safety conditions provided by contractors or suppliers.
4. Supply Chain - Social	High		High: There is greater complexity within Tier 2–3 suppliers, which are more difficult to monitor and control compared to Tier 1 suppliers.
5.Customer Responsibility	Moderate	Construction quality and data security in compliance with the Personal Data Protection Act (PDPA).	Moderate: The Company has implemented CRM systems and digital platforms that comply with data protection standards.

(For more details on ESG risk management — Social dimension, please refer to the table below.)

Risk Dimension	Risk Issue	Impact on the Business	Response Measures / Management Strategy
S - Social	5 Health & Safety	Accidents occurring within project sites may lead to construction delays or work stoppages, as well as potential legal liabilities.	- Enforce strict safety standards for contractors through regular site safety audits. - Conduct safety training programs in collaboration with contractors for site supervisors and construction workers to enhance safety awareness and compliance at construction sites.
	6. Human Rights in the Supply Chain **The real estate business relies heavily on a large workforce throughout the supply chain, particularly at construction sites. Key human rights risk** issues include the following: **6.1 Human Rights Violations in the Supply Chain:** Risks related to the use of forced labor or undocumented migrant workers by subcontractor companies. **6.2 Labor Standards and Working Conditions:** Risks involving unfair wages, excessive working hours, or substandard living conditions in construction worker camps. **6.3 Occupational Health and Safety (OHS):** Construction-related accidents that may result in injuries or fatalities, potentially affecting project operations and the Company's reputation. **6.4 Non-discrimination and Equality:** Risks of workplace discrimination, including discrimination based on gender, age, or nationality.	The use of illegal labor by subcontractors may severely damage the company's reputation and could lead to legal disputes or litigation.	- The Company has established a Human Rights Policy aligned with international standards, particularly the UN Guiding Principles on Business and Human Rights (UNGPs), formally endorsed by the Board of Directors to demonstrate the Company's strong commitment. - Implement a Human Rights Due Diligence (HRDD) process to systematically identify, assess, and manage human rights risks. - Establish a Supplier Code of Conduct applicable to all business partners and contractors. - Conduct random site audits of construction sites and worker accommodations to ensure compliance with health and sanitation standards. - Provide whistleblowing channels accessible to workers at all levels. In 2025, there were no complaints reported regarding human rights issues. - Strictly enforce the "Zero Accident" safety standard across construction operations. - Establish Origin Academy to enhance workforce skills and professional development. - Promote Diversity and Inclusion (D&I) within the organization. - Implement a merit-based employment and promotion policy, ensuring fairness and equal opportunity in career advancement.

2.3 Governance Risk (G)

The governance risk assessment of Origin, based on the FTSE Russell framework, focuses on transparency, accountability, and effective management structures across five key themes. The Company has integrated its risk management measures into this framework. The overall assessment of governance risks can be summarized as follows:

FTSE Governance Risk Assessment

FTSE Themes	Risk Exposure	Key Considerations	Risk Status and Mitigation Measures
1. Corporate Governance	Moderate	Board structure, proportion of independent directors, and shareholder rights.	Low: The Company has received a 5-star Corporate Governance Report (CGR) rating (Excellent) for the 6th consecutive year (2025) and complies with the ASEAN CG Scorecard principles.
2. Risk Management	High	Enterprise Risk Management (ERM) processes and business continuity management across the organization.	Moderate: The Company has established a clear Enterprise Risk Management (ERM) policy, with the Risk Management Committee closely overseeing risk governance.
3. Anti-Corruption	High	Gift and hospitality policy, employee training, and whistleblowing channels.	Low: The Company is a member of the Private Sector Collective Action Against Corruption (CAC) and has been recertified for the second time. - 100% of employees have completed testing on the anti-corruption policy. - No corruption complaints were reported in 2025.

FTSE Themes	Risk Exposure	Key Considerations	Risk Status and Mitigation Measures
4. Tax Transparency	Moderate	Tax management policy and disclosure of country-by-country tax payments (if applicable).	Low: The Company transparently discloses tax information in its financial statements in accordance with Thai accounting standards and legal requirements.
5. Cybersecurity	Moderate	Data protection and prevention of data breaches, including digital risk governance.	Moderate: The Company has implemented a PDPA policy and stringent data security management practices to support its Smart Living business ecosystem.

(For more details on ESG risk management — Governance dimension, please refer to the table below.)

Risk Dimension	Risk Issue	Impact on the Business	Response Measures / Management Strategy
G - Governance	**7. Governance Risks :** **7.1 Complexity of Business Structure : Origin operates through an integrated ecosystem across five business groups (Residential, Hotel, Alpha, Service, and Wellness). This structure may create risks related to the management of conflicts of interest and transparency in intercompany transactions.** In addition, the Company has numerous subsidiaries and joint venture (JV) entities, **which may create challenges in ensuring consistent governance standards and group-wide compliance across the organization.**	- May lead to internal control weaknesses, potentially preventing the Company from achieving its business objectives. - May result in regulatory penalties or legal actions in the event of non-compliance, causing reputational damage and loss of confidence among investors and stakeholders.	7.1 Risk Management Measures - Governance Structure The Company has implemented the following governance risk management measures: - Maintain a proportion of independent directors that meets or exceeds the requirements set by the Stock Exchange of Thailand and the Securities and Exchange Commission of Thailand. - Establish a Nomination and Remuneration Committee, chaired by an independent director, responsible for screening and selecting candidates for board members and senior executives, as well as determining appropriate remuneration. - Establish an Audit Committee, composed entirely of qualified independent directors in accordance with SET/SEC regulations, responsible for reviewing the Company's governance structure and providing opinions on related-party transactions to ensure that such transactions are transparent, reasonable, and in the best interest of the Company. - Establish and publicly disclose Corporate Governance Policies, including policies on related-party transactions and conflict-of-interest transactions, which are applied across the entire ORI Group. - Conduct annual internal audits to review internal control systems. The internal audit plan and audit reports are submitted directly to the Audit Committee and the Board of Directors.
	7.2 Anti-Corruption Risks: The Company has identified three key areas where corruption risks may arise: **1) Licensing and Government Interactions:** Processes related to construction permits, environmental approvals (EIA), and building inspections may carry risks of improper benefit requests from government officials in exchange for facilitation or preferential treatment. **2) Procurement Processes:** Risks may arise from bid rigging, commission payments, or unfair vendor selection practices during procurement and contractor selection.	- May result in regulatory penalties or legal actions in the event of non-compliance, causing reputational damage and loss of confidence among investors and stakeholders. - The Company may face lawsuits or legal proceedings, which could damage its corporate image and erode trust among investors and stakeholders.	**7.2 Anti-Corruption Risk Management** **- The Company participates in the Thai Private Sector Collective Action Against Corruption (CAC) and has been officially certified under the program as follows:** Declaration 06 Jun 2018 Certified 30 Jun 2019 Certified (Renewal-1) 31 Mar 2022 Certified (Renewal-2) 30 Sep 2025 To ensure effective anti-corruption risk management, the Company has established three levels of defense: **1. Preventive Measures — "Prevent before occurrence"** - Announce and enforce a formal Anti-Corruption Policy. (https://origin.co.th/corporate/about-origin-property/driving-business/anti-corruption/) - Conduct supplier due diligence through an E-Procurement system to ensure transparency in bidding processes and prevent collusion. - Apply Segregation of Duties, separating authority for purchasing, work acceptance, and payment approval among different individuals.

Risk Dimension	Risk Issue	Impact on the Business	Response Measures / Management Strategy
	3) Project and Construction Management: There is a risk that construction work may be approved despite not meeting required standards in exchange for personal benefits or conflicts of interest.		- Implement a clear Gift and Hospitality Policy to prevent bribery. - Enforce a No Gift Policy, communicated to directors, executives, employees, suppliers, and business partners. - Conduct Ethics Training, requiring 100% of employees to pass ethics training before employment and participate in annual refresher assessments. **2. Detective Measures — "Detect early"** - Provide whistleblowing channels that are secure and independent. In 2025, no significant cases of corruption or ethical violations were reported. - Implement internal audit processes, with oversight by the Audit Committee, in accordance with the COSO Enterprise Risk Management Framework. Conduct surprise inspections at construction sites, including: Physical verification of materials ordered versus materials actually used, analysis of procurement data to detect irregularities such as unusually high prices or repeated winning bids by the same vendors. **3. Corrective Measures — "Address decisively"** - Apply disciplinary actions, including termination of employment and legal action in cases of severe misconduct. - Maintain a vendor blacklist system, where suppliers involved in corruption are removed from the Approved Vendor List (AVL) and permanently prohibited from doing business with the Origin Group. - Conduct Root Cause Analysis following corruption incidents to identify control weaknesses and improve internal control systems. - Encourage suppliers and business partners across the supply chain to adopt anti-corruption practices aligned with CAC standards and consider joining the CAC program.
	7.3 Business Ethics and Supply Chain Governance: - The Company faces risks if suppliers or contractors fail to comply with laws or ethical standards, which could negatively affect the Company's reputation. Given that the Company's supply chain involves a large number of suppliers and contractors, particularly within the construction labor sector, potential risks include: Human rights violations, Employment of illegal labor, Substandard worker welfare or safety conditions. If suppliers or subcontractors engage in illegal or unethical practices, it may expose the Company to reputational damage and compliance risks.	- May result in regulatory penalties or legal actions in the event of non-compliance, causing reputational damage and loss of confidence among investors and stakeholders. - The Company may face lawsuits or legal proceedings, which could damage its corporate image and erode trust among investors and stakeholders.	**7.3 Business Ethics and Supply Chain Governance** - The Company has established the following measures: Develop a Supplier Code of Conduct to communicate sustainability expectations to all suppliers, including requirements on human rights and fair labor practices. - Implement a transparent supplier selection process through Central Procurement, based on four key criteria: 1) Financial stability and legal registration — suppliers must be legally registered entities with credible financial standing and verifiable track records. 2) Quality and standards — products and services must meet ORI's quality standards and have clear quality control systems. 3) Delivery capability — suppliers must demonstrate the ability to manage resources and timelines to ensure project completion. 4) Code of Conduct acceptance — suppliers must sign and comply with the Supplier Code of Conduct before participating in procurement processes. • Conduct on-site audits of construction sites to ensure compliance with labor laws and safety standards. • Build long-term partnerships with suppliers that demonstrate strong ESG performance, supporting a sustainable business ecosystem.

Risk Dimension	Risk Issue	Impact on the Business	Response Measures / Management Strategy
	7.4 Cybersecurity and Data Privacy: **1) Cybersecurity Risks** The Company evaluates cybersecurity threats based on current risk trends and has identified high-risk areas, including: - **External threats:** Increasingly sophisticated ransomware attacks and AI-enhanced phishing schemes, which may disrupt business operations. - **System vulnerabilities:** Risks related to unauthorized system access and cloud misconfiguration, which may expose sensitive data or IT infrastructure. **2. Data Privacy Risks:** As a real estate developer handling a large volume of customer data (e.g., names, addresses, and financial information), the Company faces several privacy-related risks: - **Confidentiality Risk:** Leakage of customers' personal data could result in legal liabilities and significant penalties under the Personal Data Protection Act (PDPA). - **Integrity and Availability Risk:** Customer data may be unauthorizedly modified or unavailable, potentially affecting processes such as property ownership transfer. - **Processing of Sensitive Data:** Risks associated with handling biometric data (e.g., facial recognition systems for project access), which require clear consent from data subjects in accordance with regulations issued by the Personal Data Protection Committee (PDPC).	**1) Legal Impacts** 1.1 PDPA Penalties:If customer data is breached, the Company may face administrative fines of up to THB 5 million per case, as well as criminal penalties (imprisonment of up to one year) under the Personal Data Protection Act (PDPA). 1.2 Class Action Lawsuits:Affected customers (e.g., those whose data has been misused by fraudsters) may file class action lawsuits seeking compensation, potentially resulting in significant financial liabilities. **2) Operational Impacts** 2.1 System Downtime:If a ransomware attack disables backend systems, the Company may be unable to process property ownership transfers, verify payments, or provide services to residents, directly affecting cash flow and business continuity. 2.2 Data Loss:If project databases are deleted or encrypted, it may severely disrupt property management operations and long-term maintenance services. **3) Reputational and Trust Impacts** - A data breach incident could reduce customers' willingness to share personal information or conduct financial transactions with the Company. **4) Capital Market and ESG Impacts** 4.1 ESG Rating Impact:Privacy and Data Security are key indicators in ESG assessments. A major incident could lead to downgrades in ESG ratings. 4.2 Cyber Insurance Costs:If the Company has a history of cyberattacks, future cyber insurance premiums may increase significantly or insurers may refuse coverage.	**7.4 Cybersecurity and Data Privacy Risk Management** **1) IT Security and Cybersecurity Measures:** Establish IT security policies and operational guidelines, covering email usage and network systems. **2) Implement technical protection measures, including:** Multi-factor authentication for remote system access. - Vulnerability management, including penetration testing (Pentest) and vulnerability assessments (VA Scan). - Deployment of Security Information and Event Management (SIEM) systems to detect and respond to threats such as ransomware. - Implement incident management procedures, including: - Offline backup systems, ensuring data recovery even in the event of cyberattacks. **3) Data Privacy Management (PDPA Compliance)** The Company emphasizes protection of data subject rights in accordance with the Personal Data Protection Act (PDPA) through the following measures: • Governance and Legal Compliance: - Data Mapping and RoPA (Record of Processing Activities) to document sources, purposes, and retention periods of customer data. - Privacy by Design, integrating data protection principles into the design of new systems or projects (e.g., biometric access systems requiring explicit consent). - Data Processing Agreements (DPA) with partners such as sales agencies and contractors to limit data usage and establish accountability. - Implement a Consent Management Platform (CMP) that allows customers to exercise their rights (access, correction, deletion) conveniently through the Company's website. - Establish procedures for secure destruction of expired data, both digital and physical documents. - Conduct PDPA training programs to reduce the risk of accidental data disclosure caused by human error.

3. Emerging Risk

Origin recognizes the importance of preparing for changes in external factors that may affect the long-term sustainability of its business. The Company therefore conducts emerging risk assessments through business environment analysis (PESTEL Analysis) and by referencing global risk trends from the Global Risks Report 2025—2026 published by the World Economic Forum. The key emerging risks and corresponding management measures can be summarized as follows:

1) AI-Powered Misinformation & Cyber Insecurity

During 2025-2026, risks related to AI-powered misinformation and cyber insecurity have emerged as a strategic challenge for the real estate sector. The industry involves high-value transactions and complex supply chains, making it a prime target for cybercriminals who leverage artificial intelligence to conduct more sophisticated attacks. Examples of emerging threats include: AI-generated fake reviews designed to manipulate social proof and damage market trust, forged ownership documents or contracts created using AI tools, making verification more difficult, fraudulent property listings generated with realistic images or videos (synthetic media) to deceive buyers and collect deposits As well as Deepfake voice technology impersonating sales representatives to conduct fraudulent financial transactions. Such misinformation or fabricated data may result in reputational damage, loss of customer trust, or legal liabilities, particularly in cases involving customer data breaches or financial fraud.

Risk Management Measures:

1) Employee Awareness and Incident Response: Provide employee training on modern social engineering techniques. Establish an Incident Response Plan to address misinformation and cyber incidents.
2) Zero Trust Architecture: Implement a Zero Trust security framework, ensuring that all access to systems, data, and devices is continuously verified.
3) Public Fraud Awareness and Customer Protection. The Company communicates preventive guidelines to customers and stakeholders
4) Beware of Deepfakes (fake video or voice): If a video call appears suspicious (e.g., lagging visuals or mismatched voice and lip movement), terminate the call and
   - reconnect via the project's official phone number or contact center.
   - Verify property listings: Ensure that announcements come only from the Company's official channels or certified sales agents.
   - Secure payment channels: The Company does not allow employees to receive cash or transfers to personal accounts. All payments for reservations or contracts must be transferred only to accounts under the Company's name, with an official electronic receipt issued for every transaction.
   - Official contact channels: Customers can verify information or report suspicious activities through: Origin Contact Center: 1498, Website: https://origin.co.th/contact-us/, Official LINE Account

2) Extreme weather events

Climate change, driven by record-high global temperatures, has led to significant and continuing environmental impacts. Rising global temperatures contribute to melting ice caps and glaciers, resulting in rising sea levels. In addition, climate variability has intensified extreme weather events, including the El Nino phenomenon (which may cause drought and extreme heat) and La Nina (which may cause heavy rainfall and flooding). In Thailand, during El Nino years, rainfall levels are generally below normal (with a rainfall index below 50), particularly during the summer and early rainy season. When El Nino occurs, Thailand may experience prolonged periods of hot and dry weather. Several provinces-especially in the northern and northeastern regions-may face severe drought and water shortages. Extended hot and dry conditions may also affect air quality, potentially worsening PM2.5 pollution levels. As of the end of 2025, the Company's core businesses consist of 166 residential development projects and 11 hotel properties located across various regions. Under conditions of prolonged heat and severe drought, the Company may face the following risks:

2.1) Water Scarcity Risk : Based on the Company's analysis of Water Scarcity Risk, projects located in the Eastern Economic Corridor (EEC) particularly in Chonburi and Rayong are considered to have the highest materiality. This is due to competition for water resources among the industrial, agricultural, and service sectors in the area. The Company currently has 26 residential proj-

ects and 7 hotels located within the EEC area. According to information from the Office of the National Water Resources (ONWR) and the EEC land use master plan, the EEC region frequently experiences irregular rainfall and El Nino conditions, which may cause water levels in major reservoirs such as Nong Kho Reservoir and Dok Krai Reservoir] to decline during the dry season. In addition, the enforcement of subordinate regulations under the Water Resources Act B.E. 2561 (2018) may lead to the declaration of "water crisis zones." In such cases, priority for water usage may be given to domestic consumption, while large-scale real estate projects may be subject to higher water usage fees.

Risk Management Measures: The Company has implemented the following measures to manage water scarcity risks:

1) Water efficiency measures: Reducing water consumption through efficient water use, such as installing water-saving sanitary fixtures and sensor-based water systems.
2) Wastewater treatment and recycling improvements: Enhancing the efficiency of wastewater treatment systems and water recycling systems to increase the reuse of treated wastewater.
3) Stakeholder coordination: Strengthening relationships with both public and private water supply providers to closely monitor drought situations and enable appropriate water management in the event of shortages.

2.2) Flash Flood Risk : The Company has assessed acute climate-related disaster risks, focusing on flash flood risks for real estate projects under development and completed projects as of 2025. The assessment utilizes flood risk maps from the Department of Water Resources and climate modeling frameworks developed by the Thailand Development Research Institute (TDRI) and the Bangkok Metropolitan Administration. The analysis indicates that projects located in Eastern Bangkok and Samut Prakan Province such as areas along Sukhumvit-Phraeksa and Srinakarin face moderate to high flood risk, primarily due to increasing accumulated rainfall trends observed in 2025. Key impacts include:

- Operational impact: Construction delays due to heavy rainfall exceeding normal thresholds.
- Financial impact: Potential increases in drainage system maintenance costs and property insurance premiums.

Risk Mitigation & Adaptation

1) Design resilience: Raising the finished floor level of ground floors above public road levels in accordance with updated standards, and installing water level sensors in underground parking areas.
2) Engineering solutions: Developing retention ponds within project areas to temporarily store and slow water discharge to public drainage systems during heavy rainfall events.
3) Operational management: Establishing flood emergency management plans for building management entities to ensure preparedness and enhance confidence among residents.

3) Geoeconomic Fragmentation

Geoeconomic confrontation refers to the use of economic and trade instruments as strategic tools to gain competitive advantages among countries. One example is the trade policy under "Trump 2.0", in which tariff measures imposed by Donald Trump have had broad impacts on both the Thai and global economies. Thailand has been directly affected as it is among the countries with a significant trade surplus with the United States. As a result, the U.S. announced higher import tariffs on certain goods from Thailand, increasing from the previous baseline tariff rate of approximately 10%. An analysis of the impacts of the Trump 2.0 tariff measures on Thailand's real estate sector during 2025—2026 indicates both negative and positive effects. For the residential property market, several negative impacts may arise as follows:

1. Negative Impacts (Residential Market):

1.1 **Declining domestic purchasing power:** Higher import tariffs on Thai goods directly affect the export sector. As export revenues decline, domestic purchasing power may also weaken, leading consumers to postpone decisions to purchase houses or condominiums.

1.2 **Slowdown in the Bangkok and metropolitan housing market:** It is projected that in 2025 the residential market in Bangkok may fall to its lowest level in approximately 15 years, with only about 60,000—70,000 new housing units expected to be launched.

1.3 **Rising mortgage rejection rates:** Economic uncertainty has led financial institutions to adopt stricter lending criteria. Combined with Thailand's persistently high household debt level (approximately 88.4% of GDP), this has made it more difficult for buyers to obtain mortgage approvals.

1.4 **Rising construction material costs:** Higher import tariffs and fluctuations in the Thai baht may increase the cost of imported construction materials and machinery, which could affect the profit margins of real estate development projects.

2. Positive Impacts (Industrial Estates and Logistics Sector) :

2.1 **Manufacturing Relocation (China Plus One Strategy):** The intensification of the U.S.-China trade conflict, including tariffs on Chinese goods of up to 60%, has accelerated the relocation of manufacturing bases by multinational and Chinese companies to other countries. Thailand has become one of the key destinations in Southeast Asia. This trend directly benefits the industrial estate and warehouse-for-rent businesses, particularly in the Eastern Economic Corridor (EEC).

2.2 **Demand for Grade A Office Space:** Despite challenging overall economic conditions, demand for high-quality Grade A office buildings continues to grow, particularly from companies relocating their operations to Thailand. In some areas, both occupancy rates and rental prices have shown an upward trend.

2.3 **Financial and Interest Rate Impacts - Downward Interest Rate Trend:** To support the economy affected by tariff measures, the Bank of Thailand (BOT) may consider reducing the policy interest rate. Lower interest rates would help reduce financial costs and stimulate investment. In the long term, this could benefit homebuyers seeking property financing, particularly if the economy begins to show signs of recovery.

Positive Impacts on Origin Property Public Company Limited (ORI) Under the Trump 2.0 tariff policy scenario during 2025-2026, the potential positive impacts on Origin Property Public Company Limited (ORI) can be analyzed across several dimensions based on the Company's diversified business structure as follows:

1. Growth in Industrial Estate and Logistics Business (Alpha Industrial Solutions)

- Supply Chain Relocation: U.S. tariff measures on Chinese goods (up to 60%) are prompting multinational and Chinese companies to expand production bases in Southeast Asia, with Thailand as a key destination. This trend increases demand for factory and warehouse rental spaces, benefiting Alpha Industrial Solutions, a joint venture of ORI.
- Demand for Smart Warehouses: As companies seek greater supply chain efficiency to reduce hidden costs, demand for technology-enabled smart warehouses has increased, attracting interest from foreign investors.

2. Positive Impact on Investment Condominium Programs (Investment Property Program - IP Program)

- Expatriate Housing Demand: As more companies relocate operations to Thailand, demand for housing among expatriate executives and engineers increases, particularly in the EEC and Bangkok areas. This trend benefits ORI's serviced apartment projects and IP Program, which focus on rental investment and hotel-style services.
- Real Estate as a Safe Haven Asset: During periods of volatility in stock markets or currency fluctuations caused by global trade policies, investors often shift toward real estate assets in prime locations to diversify risks. ORI benefits from a strong investor customer base in this segment.

3. Opportunities from a Declining Domestic Interest Rate Environment

- Policy Rate Reductions: To mitigate potential economic slowdown caused by export pressures, the Bank of Thailand may reduce policy interest rates during 2025-2026. Lower interest rates would benefit ORI in several ways: **Reduced cost of funds:** As the real estate sector typically relies on borrowing, lower interest rates help reduce financing costs and improve profit margins. **Stimulated housing demand:** Lower mortgage rates make it easier for customers to make home purchase decisions, even during periods of economic uncertainty.

4. Expansion Opportunities in the Hospitality and Service Business (One Origin)

Recovery of the MICE Sector: The inflow of foreign investors visiting Thailand for business negotiations and manufacturing investments may increase hotel occupancy rates, particularly for business-oriented hotels under One Origin, especially in the Sukhumvit area and the EEC region.

5. Competitive Advantage through International Partnerships (Joint Venture Strategy)

ORI maintains strong partnerships with international investors, particularly from Japan, who are seeking investment opportunities in regions that are relatively insulated from global trade conflicts (geopolitical hedge). Thailand therefore becomes an attractive destination for joint venture real estate developments, allowing investors to diversify risks from other markets.

Although the Trump tariff measures may exert pressure on the macroeconomic environment, ORI's "Origin Infinity" strategy, which emphasizes portfolio diversification into recurring income businesses and industrial estate developments, positions the Company to transform global trade disruptions into opportunities for attracting foreign investment. This strategic approach provides ORI with a competitive advantage compared with real estate developers that focus solely on residential property development.

4. Risk to the Investment of Securities Holders

• Risk from Having a Major Shareholder who Influences Policy Decisions in the Management

As of 31 December 2025, the Charoon-ek family group is the Company's major shareholder, holding 66.4% of the Company's total issued ordinary shares. As such, the major shareholder is able to exercise voting rights at shareholders' meetings in accordance with legal requirements on various matters, such as the appointment of directors or the approval of other matters requiring a majority vote of the shareholders' meeting. Consequently, other shareholders may not be able to consolidate sufficient voting rights to counterbalance or oppose matters proposed by the major shareholder group, except for matters that are required by law or the Company's Articles of Association to be approved by at least three-fourths of the votes of the shareholders' meeting.

However, the shareholding proportion of the Charoon-ek family group has gradually decreased following the Company's initial public offering (IPO) on the Stock Exchange of Thailand. The shareholding decreased from approximately 70% prior to the IPO to 59.18% as of the end of 2017, 59.82% as of the end of 2018, 65.4% as of the end of 2023, 66.4% as of the end of 2024, and remained at 66.4% as of the end of 2025.In addition, to ensure transparency in management and maintain an effective system of checks and balances, the Company has established a governance structure comprising the Board of Directors and various subcommittees, including the Audit Committee, the Risk Management Committee, the Nomination and Remuneration Committee, and the Corporate Governance for Sustainability Committee. Each committee has clearly defined roles and responsibilities, and independent directors are appointed to serve on each committee.

• Risk from Investment in Foreign Securities

-None-

3 Driving Business for Sustainability

3.1 Sustainability Management Policy and Goals

Origin Property Public Company Limited operates its business with a strong commitment to the principles of sustainable development, alongside delivering high-quality residential projects designed to coexist harmoniously with the environment. The Company aims to enhance long-term quality of life and well-being for residents. To achieve this, the Company has integrated the Environmental, Social and Governance (ESG) framework into its corporate strategy and operational processes at all levels. This approach is intended to create shared value for customers, stakeholders, and society as a whole while driving stable, transparent, and sustainable organizational growth under the principles of good corporate governance and social responsibility.

In 2025 (B.E. 2568), the Company established its business strategy under the concept “Resilience Leads to Sustainable Growth.” This strategy focuses on strengthening organizational resilience to effectively respond to change, positioning the Company to become a leader in sustainable growth while maintaining long-term balance and stability across business, social, and environmental dimensions. The strategy is driven through 7 Keys to Success, as follows:

1. ESG & GREEN REVOLUTION
   Commitment to ESG principles and the green revolution through policies and initiatives aimed at reducing greenhouse gas emissions, such as adopting clean energy, using environmentally friendly materials, and fostering an organizational culture that promotes environmental awareness at all levels.

2. DIGITAL TRANSFORMATION
   Transforming the organization digitally to enhance efficiency by applying technology and innovation across operational processes, reducing resource consumption, and establishing transparent and traceable data management systems-key elements for sustainable growth in modern organizations.

3. UNIQUE VALUE PROPOSITION
   Delivering differentiated value that meets consumer needs by offering high-quality products and services with unique characteristics and environmentally friendly features, responding to modern market demands that emphasize sustainability and social responsibility.

4. FINANCIAL STRUCTURE MANAGEMENT
   Strengthening financial structure to ensure financial stability, managing costs efficiently, and enhancing investment capacity in projects that support sustainable growth, such as investments in clean energy and environmental infrastructure.

5. FOCUS ON MAINSTREAM REVENUE
   Prioritizing stable core revenue streams while aligning core business operations with ESG principles to promote economic growth alongside long-term environmental and social responsibility.

6. MARKET EXPANSION
   Expanding into new customer segments and international markets by utilizing data-driven insights and digital technologies to effectively access emerging opportunities.

7. CUSTOMER FINANCIAL SUPPORT
   Supporting customers’ financial accessibility to sustainable products and services, such as green financing programs, which help reduce financial burdens while encouraging the transition toward a low-carbon economy.

Sustainability Management Policy and Goals

The Company's sustainability development policy is formulated based on its vision, mission, and comprehensive business strategy. It serves as a guideline for operations that integrate environmental, social, and governance considerations (ESG Enhancement) in alignment with the United Nations Sustainable Development Goals (SDGs). This policy provides a structured approach to sustainable business management and enables the Company to respond effectively to the expectations of all stakeholders throughout every stage of its business operations. The Company has established sustainability policies and operational guidelines for a five-year period (2023—2028) to ensure alignment with its business strategy. Key principles across the three sustainability dimensions include:

Economy:

The Company is committed to following the principles of corporate governance based on fair competition, equality, morality, ethics, and transparent disclosure of information in operations, along with risk management, to adapt to changes according to the situation by adhering to the principles of sustainable development according to the principles of corporate governance.

Society:

The Company is committed to conducting business responsibly, taking into account human rights principles, protect workers' rights, safety, health and working environment, along with developing of knowledge and abilities required for the job of the employee, as well as determined to develop businesses to create a new level of quality of life for residents, paying attention to all groups of stakeholders for sustainable development of society.

Environment:

The Company aims to develop all business processes responsibly towards the environment by managing resources efficiently and managing environmental impacts effectively.

To ensure effective implementation, the Company regularly reviews sustainability policies and goals, monitors performance, and reports progress to the Sustainability Committee annually. This process ensures alignment with the Company's strategic direction and establishes clear frameworks and principles for implementation. Furthermore, all departments and units within the organization are encouraged to participate in and take shared responsibility for driving sustainability initiatives systematically toward common goals.

The organizational structure for driving sustainability operations is as follows.



3.1.1 Guidelines for sustainable development (GRI 102-16)

The Company applied the United Nations Sustainable Development Goals (UN SDGs) to the vision, mission and corporate values as a guideline in defining the scope of the main sustainability issues in accordance with the issues that stakeholders pay attention to. This is a part of the strategy formulation that develops the organization towards the 3 dimensions of sustainable development goals. They are the economic, social and environmental dimensions.

SDGs Issues	Stakeholders	Sustainable Development Approach		
		Economic	Social	Environmental
 Ensuring quality of life and promoting wellbeing	Customers Employees Allies Community		-Taking care of employee health and safety at work - Designing for the quality of life and safety of resident customers - Quality of products and services - Human resource development - Community management - Social and community value creation	- Developing products with a focus on green space in the project and using environmentally friendly materials.
 Access to quality education and support for learning opportunities.	Customers Employees Allies Community	- Product and service development	- Developing human resources and training to enhance organizational capacity and providing educational funds. - Providing education funds for employees and their children. - Supporting educational opportunities for underprivileged individuals. - Product and service development - Community management	- Providing education funds for employees, allies and their children. - Supporting educational funds and repairing schools to be suitable for learning in the community where the project is established.
 Good management of resource use and health.	Customers Allies Community			- Cooperation for environmental resource management - Wastewater management
 Decent employment and economic growth	Shareholders Customers Employees Allies Community	- Encourage employment and support fair compensation - Compensation from Company's growth - Business growth - Product and service development.	- Human resource development	
 Infrastructure that promotes sustainable industrial and innovation development.	Customers Employees Allies	- Product, service, new innovation development	- Quality of products and services - Human resource development	- Use environmentally friendly resource - Give importance to selecting partners who place importance on ESG matters.

SDGs Issues	Stakeholders	Sustainable Development Approach		
		Economic	Social	Environmental
 Making city and human habitat safe and sustainably developing.	Customers Employees Allies Community		- Developing project while considering green are in the community - Sustainable community and social development	- Pollution and Spoilage management - Reducing environmental impact - Greenhouse gas management - Standard construction management
 Sustainable production and consumption	Customers Employees Allies Community	- Procurement - Value chain management	- Product and service development	- Reducing environmental impact - Reduce the amount of electricity and water use - Waste separation and recycling in ongoing construction projects - Greenhouse gas management - Reduce the amount of waste from the construction process. - Reduce carbon footprint emissions - Give importance to selecting partners who place importance on ESG matters.
 Promoting a peaceful and equitable society at all levels	Customers Employees Allies Community Shareholders	- Anti-Corruption - Fair treatment - Having risk management in all aspects.	- Encourage employees to comply with business ethics, corporate governance principles, and comprehensive examination of human rights	

3.1.2 Significant Sustainability Issues (GRI 102-16, GRI 102-26, GRI 102-29)

The Company collects and defines sustainability issues related to business operations and considers the context of stakeholders' engagement. The Company assesses the possible risk that may affect the business by using survey results to analyze and prioritize the importance of sustainable development issues.

Assessment Processes for Significant Sustainability Issues

Step 1: Identification of Significant Sustainability Issues

Based on the framework of the international standard GRI, along with issues related to the nature of the Company's real estate and construction business, the Company has compiled key points from its operations in collaboration with stakeholders in each group who are relevant to the Company. This includes identifying both positive and negative impacts that may occur, as well as emerging risks and significant global trends.

Step 2: Prioritization

Identify significant sustainability issues with stakeholders and prioritize issues based on the issues that affect the operations of the Company.

Step 3: Verification Issues

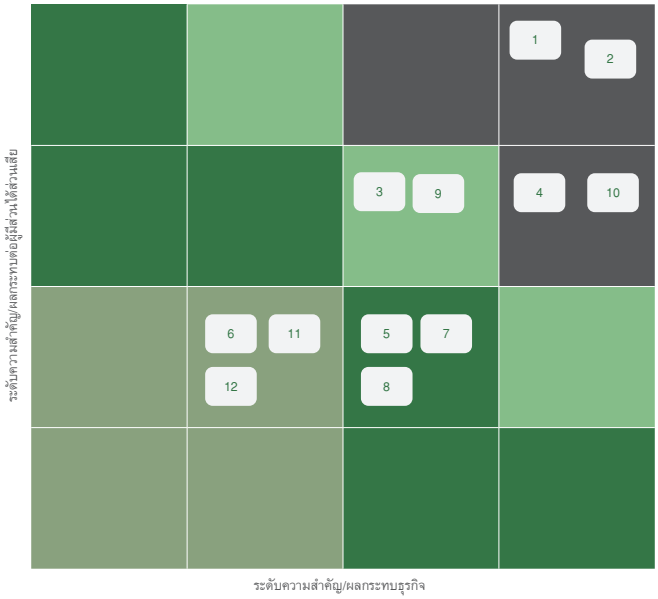
Present the key sustainability issues derived from the analysis and consideration of impacts, by presenting the key sustainability

issues to the organization's leadership / Corporate Governance and Sustainability Committee for review and approval, in alignment with the Company's context, objectives, and strategies.

Step 4: Continuous Review and Development

Review the sustainability reporting content after continuous disclosure to assess the appropriateness of the disclosed information, and update policies and issues critical to the sustainable development of the organization. Gather feedback and suggestions from stakeholders and use them to develop action plans aligned with sustainability goals moving forward.

Significant Sustainability Issues



Significant business issues

1. Product and Service Quality
2. Value Chain Management
3. Risk Management
4. Human Resource Development and Training
5. Occupational health and safety
6. Compensation rate, benefits
7. Social and community responsibility
8. Resource management
9. Digital transformation (AI)
10. Climate Change Response
11. Personal Data Protection Act (PDPA) compliance
12. Anti-Corruption

3.2 Stakeholders Impact Management and Business Value Chain

3.2.1 Business Value Chain (GRI 102-44, GRI 102-46, GRI 102-47)

The company operates in the real estate development business for sale and provides related services with a full range of real estate solutions. The company has defined the value chain of its business, starting from the upstream process to the downstream process, including considering the impact of business operations in every step to cover all stakeholders in every sector in order to reduce the business impact in all processes as follows



Value Chain	Process	Stakeholders
1. Land and Funding Acquisition	• Acquiring land in areas with potential and no legal issues • Committed to transparency and fairness in every step of land purchase • Establishing customer groups and analyzing competitors • Preparing funding sources • Risk analysis and important issues in related laws and regulations • Maintain financial liquidity	• Landlords • Business Partners • Community and society • Financial institution • Investors • Competitors

Value Chain	Process	Stakeholders
2. Project design	• Project area design to be consistent with the environment of residents around the project. • Building, common areas and surrounding scenery designs to meet the needs of consumers by adhering to Human Centric principles. • Selecting high-quality and environmentally friendly construction materials • Obtaining proper construction permits	• Employees • Business Partners • Related Government Agencies • Community and society • Construction supervisor • Contractor
3. Procurement	• Selecting contractors and employees fairly • Sourcing high-quality products from multiple manufacturers • Having fair criteria for selecting contractors and procurement process Anti-Corruption • Selecting high-quality and environmentally friendly construction materials • Considering human rights of Internal construction workers of the project	• Employees • Business Partners • Contractor
4. Sales and Marketing	• Providing clear and complete information to the customer • Maintaining of customer data (PDPA) • Marketing communication tools • Sales and marketing promotion activities • Fair competition • Using advertising media that is appropriate for the environment without causing harm • Surveying customer opinions and satisfaction Customers	• Customers • Employees • Financial institution • Shareholders • Business Partners • Mass media • Competitors
5. Construction	• There are selection criteria for contractors, and the procurement process is fair (Anti-Corruption). • Selecting high-quality and environmentally friendly construction materials. • Construction is monitored and work is checked for compliance with standards. • Feedback is sought from the local community during the project period. • Environmental impact is managed for the surrounding community. • Resources are used efficiently, and waste and pollution from construction are minimized. • Compliance with government regulations is ensured. • Complaints are addressed. • Safety and occupational health measures are in place.	• Employees • Business Partners • Community • Related Government Agencies • Contractor
6. Delivery and transfer of ownership	• Convenient purchasing and financing options are provided. • Inspection and correction of work, as well as transfer of ownership, are carried out. • Delivering quality housing which are up to standard to customers careful with the delivery process	• Customers • Employees • Related Government Agencies • Financial institution • Condominium juristic person
7. After-sales service	• Juristic person management • Customer satisfaction assessment • Customer relationship management (CRM) is established. • Complaints are handled offline and online (Call Center / Homecare)	• Homeowners / Customers • Employees • Condominium juristic person

Support Activities

1. Accounting and finance are accurate, transparent, and financially stable to ensure the business operates sustainably.
2. Procurement is conducted through fair contracting processes, with consideration for social and environmental aspects, ensuring transparency, equality, and mutual development of products. Human resource management focuses on developing personnel and fostering organizational culture. Good corporate governance based on ethical principles and integrity.
3. Effective risk management helps reduce risks and enhance business opportunities.
4. Management of occupational health and safety to enhance work efficiency and ensure a safe working environment.
5. Support the organization's drive for sustainability in all aspects of the economy, society, and the environment

3.2.2 Stakeholders in the Business Value Chain Analysis (GRI 102-40, GRI 102-41, GRI 102-42, GRI 102-43, GRI 102-44)

The Company conducts its business with consideration for stakeholders involved both internally and externally throughout the entire business value chain. This enables the Company to assess the significance of each stakeholder group and evaluate both the direct and indirect impacts on the organization.The Company also establishes appropriate practices to address stakeholder expectations and promote engagement with each stakeholder group in order to effectively respond to their needs. Stakeholders are identified and prioritized based on their level of influence and level of interest in relation to the Company. Through this process, the Company has identified eight stakeholder groups, with the three most significant groups being: 1) Customers 2) Employees 3) Society and Communities.

Internal Stakeholders	External Stakeholders
• Employees	• Customers • Shareholders • Business partners and contractors • Society and community • Business partnerships • Bank • Government Agencies

The Company engages with its stakeholders through a variety of communication channels in order to understand the needs and expectations of each stakeholder group. Feedback and opinions received are analyzed to gain a clear understanding of stakeholder expectations and to identify appropriate and effective approaches to address them. In addition, the outcomes of stakeholder engagement are reported annually to the Sustainability Committee and the Sustainability Working Team.

Stakeholders	Expectations of Stakeholders	Communication Channels	Fulfilling of Expectations of Stakeholders
Customers	• Receive quality products and services at reasonable prices. • Communication channels respond to complaints quickly and with quality • Attentive and fast after-sales service • Customer relationship management (CRM) • Follow-up and customer satisfaction surveys • Respect the rights of consumers • Protection of personal data privacy (PDPA) • Managing risks and various crises	• WEB: www.origin.co.th • FB: Origin Vertical • CALL CENTER: 1498 • Fax: 02 029 1939 • APP: Origin Connect • Sales and after-sales service personnel • CRM with feedback/satisfaction surveys/customer relations activities	• Give importance and responsibility for the development of products and services to meet standards by developing quality and improving service with speed. • Design products with environmental friendliness in mind, such as saving water, electricity, energy, and waste. • Conduct customer satisfaction surveys regularly. • Maintaining customer confidentiality • Disclose news and information about products and services completely, correctly, without distorting facts.
Employees	• Business direction and operating results of the Company • Equality and Fundamental Rights • Reasonable welfare and compensation • Developing learning skills • Stability and career advancement • Safety and hygiene (Employee quality of life) • Personal data protection	• FB: Origin Careers • My Origin internal communication system • Employee Opinion Survey • Employee Engagement Activities • Quarterly Origin Day • Meeting between executives and employees (Town Hall) • Internal Communication via Line • E-mail (@origin.co.th) • Welfare committee meeting / employee representatives from each department • Annual Report • Public Relations Signage	• Communicate to employees regarding the direction and operating results of the Company. • Arrange for employee representatives to propose opinions and rights of employees. • Continuously develop the potential of employees • Compensation rate, benefits • Supervise safety and hygiene in the premises • Fair treatment • Anti-Corruption • Personal data protection

Stakeholders	Expectations of Stakeholders	Communication Channels	Fulfilling of Expectations of Stakeholders
Shareholders	• Have continuous growth in performance. • Return on investment • Continuous new business development • Management based on good governance / corporate governance • Risk Management • Disclosing shareholder information correctly and completely • Management of personal information of investors and shareholders • Good Corporate Governance	• Annual Report • Shareholder's meetings • Meeting with analysts and investors • Road Show • WEB: www.origin.co.th • Investor relations contact channels • Channels for receiving complaints	• Reasonable distribution of returns • Disclosure of information in a transparent, complete and timely manner according to the principles of good corporate governance • Treat shareholders equally • Regularly analyze and review organiza tional risks to prepare risk measures and protection appropriately • Adhere to good governance • Efficient and accurate channels of communication
Business partners and contractors	• Fair procurement and equal treatment • Provide appropriate and fair compensation • Work according to the contract. • Build cooperation in sustainable business development. • Hygiene and safety at work • Respect for human rights • Support and take care of the workers of business partners.	• Acceptance of complaints • Satisfaction assessment • Supplier Engagement and Relationship Building Activities • Training and knowledge sharing • Supplier's code of conduct • www.origin.co.th • CALL CENTER: 1498 • Joint Meeting for Feedback and Collaboration	• Comply with the procurement and service framework honestly. • Treat partners in accordance with good corporate governance principles. • Set a joint sustainable business plan • Take care of good hygiene and safety at work • Knowledge Sharing • Anti-Corruption
Society and community	• Have social and environmental responsibility. • Compliance with social and environmental laws • Promote community businesses and develop the quality of life of people in the community and society. • Preventing impacts from business operations, such as construction, noise, dust. • Quickly resolved complaints	• Community relations activities • Opinion Survey • www.origin.co.th	• Support quality of life development activities that enhance quality and occupational health for society and the environment. • Environmental responsibility to the community and society • Survey community needs, preferences, and impacts • Strictly comply with the law • Guidelines for mitigating potential impacts and enable the community to live its life as usual.
Business partnerships	• Fair procurement and equal treatment • Provide appropriate and fair compensation • Work according to the contract. • Build cooperation in business development. • Hygiene and safety at work • Respect for human rights	• Acceptance of complaints • Satisfaction assessment • Supplier Engagement and Relationship Building Activities • Training and knowledge sharing • Supplier's code of conduct • www.origin.co.th • FB: Origin Vertical • Call Center: 1498	• Compliance in Procurement and Service Practices • Treat trade partners in accordance with good corporate governance principles • Set a joint business plan • Knowledge Sharing • Anti-Corruption
Bank	• Timely Payment of Debts • Strict Adherence to Terms and Conditions • Risk Management	• www.origin.co.th • FB: Origin Vertical • Call Center: 1498 • Contract and debt payment conditions • Joint meetings	• Conduct business with transparency, fairness and in accordance with the principles of good corporate governance. • Follow the contract and related laws in repaying debts. • Regularly analyze and review organizational risks to prepare risk measures and protection appropriately
Government Agencies	• Compliance with the law • Information disclosure with transparency and accountability • Social and environmental responsibility	• Annual Report • Environmental Impact Reporting • www.origin.co.th	• Strict adherence to relevant laws, rules, and regulations related to the business operations • Conduct business with transparency, fairness and in accordance with the principles of good corporate governance.

3.2.3 Organizational-Level Sustainability Management Goals

The Company establishes corporate-level sustainability management targets annually to serve as a framework guiding the operations of all departments within the organization. These targets are also used as criteria for determining Key Performance Indicators (KPIs) for senior executives and relevant personnel at all levels, in order to drive the organization toward achieving shared goals.

Sustainability Targets and Performance Results for Each Dimension, 2025

Topics	หน่วย	Target (2025)	2023	2024	2025
Environment					
Energy and Resource Management					
Total GHG Emissions (Scope 1, 2, and 3)		3%	6,270	15,568	24,508*
GHG Emissions Intensity per Unit Area (Scope 1 and 2)	tCO_2e		0.3030	0.0710	0.0147*
Electricity Consumption		5% reduction	10,276,764.06	3,027,176.13	3,436,105.70*
Water Consumption	m^3	5% reduction	141,735	40,820	125,872*
Waste Generation (Head Office only)	Kg	5% reduction	24,685.56	22,863.5	18,091.4*
Percentage of Suppliers for Sustainability Performance		100%	100%	100%	100%
Complaints Regarding Impacts from the Company's Business Operations	Cases	0	0	0	0
New Projects Located in Protected and Conservation Areas	Project	0	0	0	0
Society					
Human Rights and Fair Labor Practices					
Human Rights Complaints	Cases	0	0	0	0
Health and Safety					
Employee Work-Related Accident Rate	Cases	0	0	0	0
Employee Lost Time Injury Rate (LTIR)	Cases	0	0	0	0
Contractor Work-Related Accident Rate	Cases	0	0	0	0
Contractor Lost Time Injury Rate (LTIR)	Cases	0	0	0	0
Delivering Value to Customers, Communities, and Society					
Community and Social Complaints	Cases	0	0	1**	0
Customer Satisfaction with Services	%	80%	81.4%	88.6%	89%
Employee Development					
Employee Satisfaction Assessment Results	%	80	91%	82%	87.4%
Average Training Hours per Employee per Year	Hours	20	20.2	20.3	21.3
Annual Training and Development Budget	MB	-	30,152,958.01	8,196,854.70	3,292,700

Topics	หน่วย	Target (2025)	2023	2024	2025
Corporate Governance and Economics					
Information Security and Personal Data Protection					
Adequacy Assessment of Internal Control Systems (100%)	%	100%	100%	100%	100%
Complaints Related to Personal Data Management	Case	0	0	0	0
Corporate Governance and Anti-Corruption					
Corporate Governance Report of Thai Listed Companies (CGR) Rating: “Very Good”	-	5 Stars (Excellent)	5 Stars (Excellent)	5 Stars (Excellent)	5 Stars (Excellent)
Participation in the Thailand’s Private Sector Collective Action Coalition Against Corruption (CAC)	-	Participation in CAC	Participation in CAC	Participation in CAC	Participation in CAC
Number of Code of Conduct Violations: Zero	**Case**	**0**	**0**	**0**	**0**

* Greenhouse gas emissions data is currently under verification by Bureau Veritas Certification (Thailand) Co., Ltd.

** The revision has been completed.

3.3 Sustainability Management in Environmental Dimensions

3.3.1 Environmental Policies and Practice Guidelines

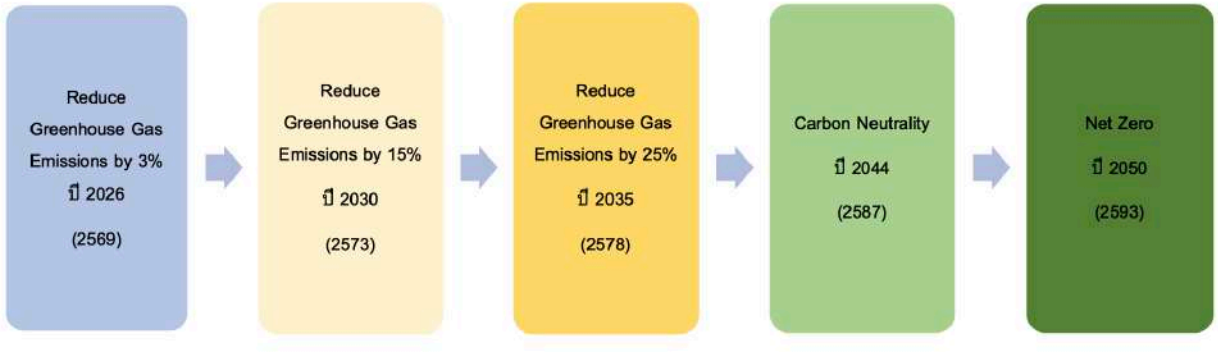
The Company established policies and practice guidelines for energy conservation and environmental protection as part of its business operations starting from the land acquisition process, project design process, procurement process, to the construction and project development process. This also included the management process of the juristic projects that the Company provided management services in order to ensure that all processes and resources were properly and effectively managed without causing any impact on the environment. Every stakeholder group participates in management operations to achieve the intended goal of Net Zero Emissions in 2044, starting with the promotion of knowledge, creating awareness of environmental management among personnel in the organization and giving importance to operations and management of natural resources, energy, waste, including climate, environment, and biodiversity to achieve maximum benefit and efficiency systematically and sustainably. In order to achieve its goals, the Company has established a sustainability and the environment working group, responsible for the organization’s environmental operations, as well as establishing the Corporate Governance and Sustainability Committee to be responsible for overseeing sustainability and environmental operations in accordance with the Company’s policies and achieving the goals set forth

Guidelines for Natural Resource, Energy, Waste and Environment Management

- Manage resources and energy while preserving the climate and the environment in every process of business operation in order to strictly comply with the applicable laws and other related requirements.
- Establish objectives and targets for the management of resources, energy, waste, and climate and environmental protection in alignment with actual consumption levels. The Company emphasizes reducing and/or avoiding unnecessary resource use, promoting efficient and responsible utilization, and preventing any operations that may cause adverse environmental impacts.
- Require executives and employees at all levels to manage resources, energy, utilities, and the environment and also comply with the stipulated measures.
- Raise the awareness of energy, utilities, and environmental management by communicating and creating an understanding among employees and stakeholders to be able to properly protect the environment.
- Provide necessary support and allocate personnel, budget, time, and training, and also support employee engagement by applying useful recommendations from employees to improve the management of energy resources, utilities, and care for the climate and the environment.
- Commit to develop knowledge in regards to the environment, as well as energy and natural resource conservation in order to create innovations that are beneficial to the Company’s business operations.

Environmental goals and performance

In all operational processes, the Company places great importance on strict compliance with applicable laws, regulations, relevant practices, and standards to ensure that its operations minimize environmental impacts. The Company has also received strong cooperation from all relevant stakeholders in jointly supporting sustainable business development while prioritizing environmental protection. To achieve its commitment toward the goal of Net Zero greenhouse gas emissions, the Company reviewed and improved its environmental performance targets in the past year. As a result, the Company has revised its Net Zero Emissions target year to 2050, in order to enhance operational effectiveness and align with Thailand's national direction as well as global trends toward climate action and sustainability.



In addition, the Company has established short-term and long-term targets, along with operational plans for greenhouse gas reduction (Decarbonization) to enhance operational efficiency in alignment with the Company's environmental policy, as follows:

เป้าหมาย	เป้าหมาย NET- ZERO	ปี 2569	เป้าหมายระยะสั้น (2573)	เป้าหมายระยะยาว (2578)
	ตัวชี้วัด	ลดการปล่อยก๊าซเรือนกระจกอย่างน้อย 3%	ลดการปล่อยก๊าซเรือนกระจกอย่างน้อย 15%	ลดการปล่อยก๊าซเรือนกระจก 25%
Action Plan	1. เลือกใช้วัสดุที่เป็นมิตรกับสิ่งแวดล้อม	ร้อยละ 5	ร้อยละ 10	ร้อยละ 25
	2. ลดปริมาณการใช้พลังงานไฟฟ้า, น้ำมัน	ร้อยละ 5	ร้อยละ 15	ร้อยละ 20
	3. ใช้พลังงานทดแทน พลังงานสะอาดในโครงการที่อยู่อาศัย (Solar Rooftop, EV Charger ฯลฯ)	เพิ่มขึ้นร้อยละ 5	เพิ่มขึ้นร้อยละ 10	เพิ่มขึ้นร้อยละ 15
	4. ลดปริมาณขยะและของเสียในสำนักงานใหญ่	ร้อยละ 5	ร้อยละ 10	ร้อยละ 15
	5. ลดปริมาณการใช้น้ำ	ร้อยละ 5	ร้อยละ 15	ร้อยละ 20
	6. ลดปริมาณฝุ่นในโครงการก่อสร้าง	ทุกโครงการ	ทุกโครงการ	ทุกโครงการ

To achieve the greenhouse gas emission reduction targets, the company has established strategies for implementation, objectives, key performance indicators (KPIs), and risk assessment along with potential impacts.

In addition, the Company has revised its greenhouse gas emissions base year to 2024 (B.E. 2567) for the purpose of emissions comparison. This adjustment was made following the expansion of the organizational data collection scope to cover all operational activities more comprehensively. The revised base year will serve as a reference point for assessing and monitoring annual performance, enabling the Company to evaluate the effectiveness of its greenhouse gas reduction efforts across all aspects of its operations.

Performance Results for 2025

Indicators	Goal in 2026	Operations performance 2025
Power management (Scope 1,2)	Reduce greenhouse gas emissions by 5 percent compared to the base year.	Target: Reduce greenhouse gas emissions by 5% compared to the base year. Performance: Energy management achieved a 35% reduction (measured in tCO_2e per square meter).
Electricity management	Reduce the organization's electricity consumption for both the head office and sales office by 5 percent compared to the base year.	Target: Reduce electricity consumption by 5% compared to the base year. Performance: Achieved a 35% reduction.
Water management	Reduce the amount of tap water used by the organization at both the head office and sales offices by 5 percent compared to the base year.	Target: Reduce water consumption by 5% compared to the base year. Performance: Increased by 30%.
Waste Management	Reduce waste at the head office by 5%.	Performance: Decreased by 1% compared to the base year.
Reducing air pollution	Control the quality of machinery used in construction in the project to be within standard criteria. Dust particles sized not more than 2.5 microns, not more than 0.05 milligrams per cubic meter, and the number of times air pollution emissions exceeding the standard is zero	Within the target range
Reduce the amount of dust in construction projects	All projects	All projects

"The greenhouse gas emissions verification is currently under review by Bureau Veritas Certification (Thailand) Co., Ltd."

Greenhouse Gas Management and Climate Change Mitigation (GRI 305-1, GRI 305-2, GRI 305-3)

The Company recognizes the potential impacts of climate change and is therefore committed to prioritizing the management and reduction of greenhouse gas (GHG) emissions. It sets targets and assesses risks across all operational processes to avoid or minimize activities that may cause external environmental impacts. On an annual basis, the Company collects and verifies data on greenhouse gas emissions arising from its operations and energy consumption. This enables effective planning and implementation of measures to reduce the organization's GHG emissions. The Company has appointed Advance Energy Plus Co., Ltd. as its data collection consultant. In addition, the GHG emissions data has been independently verified and certified by an external assurance provider, Bureau Veritas Certification (Thailand) Ltd., in accordance with internationally recognized standards, including ISO 14064-1, ISO 14069, and the Greenhouse Gas Protocol.

In 2025, the Company strengthened its commitment to addressing climate change by developing strategies to manage climate-related risks. These considerations cover both physical risks, such as floods, droughts, and earthquakes, as well as transition risks associated with the shift toward a low-carbon economy, including increasingly stringent government regulations and policies. The Company has therefore established management guidelines and operational measures to reduce greenhouse gas emissions across its organization. These initiatives aim to enhance organizational resilience and ensure that the Company remains well-prepared to adapt to evolving climate challenges and the transition toward a sustainable, low-carbon future.

Operational Approach

- Establish governance structure, targets, and action plans for greenhouse gas (GHG) emissions reduction and climate change management. Roles and responsibilities are clearly assigned to relevant departments to ensure effective implementation. ESG performance is integrated into daily operations and incorporated into the Key Performance Indicators (KPIs) of all employees as part of the annual performance evaluation and remuneration process. At the organizational level, ESG-related KPIs are also assigned to senior executives, including the Chief Executive Officer (CEO), particularly the Chairperson of the Sustainability and Environmental Committee. Performance indicators include the Company's annual sustainability assessment results and the effectiveness of GHG emissions reduction from internal operational activities, as

well as climate change management performance. These indicators account for 10% of the annual KPI assessment used in determining executive compensation.

- Collaborate with partners, suppliers, and contractors to promote awareness, understanding, and shared commitment toward reducing greenhouse gas emissions and addressing climate change challenges. The Company works closely with its value chain partners to encourage responsible environmental practices and joint climate action.
- Collect and manage greenhouse gas emissions data across all business operations to ensure comprehensive coverage. The Company has established a Base Year and continuously improves monitoring and reporting processes across all operational boundaries to enhance data accuracy and management effectiveness.
- Develop greenhouse gas reduction plans across all three emission scopes, with clearly defined annual, short-term, and long-term targets. The Company also conducts risk assessments related to potential impacts, particularly those associated with climate change. In addition, the Company has participated in the Stock Exchange of Thailand (SET) JUMP+ Program, an initiative aimed at enhancing the value and sustainability of listed companies. Under this program, the Company has set a target to reduce greenhouse gas emissions by 7% by 2028.
- Develop climate risk management and mitigation plans, including emergency response plans to address potential natural disasters and other climate-related risks.
- Promote energy conservation across the organization as part of daily operational practices. This includes reducing the consumption of electricity, fuel, water, and other resources by reviewing and improving activities that contribute to greenhouse gas emissions within the organization.
- Introduce policies to increase the use of environmentally friendly materials and expand green spaces within project developments and surrounding communities.
- Integrate renewable and clean energy solutions into new projects, such as: Installing EV chargers in 100% of newly completed projects ,Installing solar-powered street lighting in common areas of all newly developed projects ,Selecting construction materials certified with environmental standards such as Green Label Certification

Through these initiatives, the Company is committed to strengthening its preparedness for climate-related challenges and adapting to evolving environmental expectations. The Company continues to operate under its strategic concept “Resilience Leads to Sustainable Growth,” enhancing organizational resilience and adaptability while advancing toward leadership and long-term sustainable growth.

Performance Results

1. Greenhouse Gas Emissions Inventory (Scope 1, Scope 2, and Scope 3) in 2025. The Company has collected and compiled data on greenhouse gas (GHG) emissions generated from its business operations across all three emission scopes. The results for 2025 are summarized as follows:

   Direct Greenhouse Gas Emissions (Scope 1) Scope 1 emissions are calculated from the consumption of gasoline and diesel fuel resulting from fuel combustion in vehicles owned by the Company, totaling 8 vehicles. The calculation also includes emissions from employees’ business travel using personal vehicles for which travel expenses were reimbursed by the Company. In addition, emissions from refrigerants used in air-conditioning systems and fire extinguishers installed at various locations within the Company’s office premises are included in the Scope 1 assessment.

   Indirect Greenhouse Gas Emissions from Energy Consumption (Scope 2) Scope 2 emissions are calculated based on electricity consumption within the Company’s operations. This includes electricity usage at the head office of Origin Property Public Company Limited and 28 sales offices that were in operation during 2025.

   Indirect Greenhouse Gas Emissions (Scope 3)The Company also evaluates other indirect greenhouse gas emissions associated with activities across its value chain. These include emissions related to: The procurement of goods and services used in organizational operations, Fuel and energy-related activities,Transportation of materials into the organization,

Waste management generated from organizational activities ,Business-related travel, including air travel and public transportation, Employee commuting, Electricity consumption by office tenants at the Company's Bearing Office building. Following the evaluation process, the Company identified significant emission sources to be reported under

Scope 3. The most material category is purchased goods and services, which includes the consumption of tap water and paper within Origin Property Public Company Limited, as well as construction materials used in projects completed during the year, totaling 10 projects in 2025. The greenhouse gas inventory for 2025 has been verified by an independent third-party verifier, Bureau Veritas Certification (Thailand) Ltd., and the summarized greenhouse gas emissions results are presented as follows.

Total GHG Emissions (tCO_2e)	2023	2024 (Base Year)	2025
Direct greenhouse gases (Scope 1)	100	154	100
Direct greenhouse gases (Scope 2)	5,141	1,514	1,633
Direct greenhouse gases (Scope 3)	1,029	13,900	22,775
Total Scope 1 and Scope 2 Emissions	5,241	1,668	1,733
Total Scope 1 ,2 and 3 Emissions	**6,270**	**15,568**	**24,508**
Output (sq.m.)	17,295.53	23,478.59	69,153
Carbon Intensity (Scope 1,2)	0.3030 tCO_2e/m^2	0.0710 tCO_2e/m^2	0.0250 tCO_2e/m^3
Carbon Intensity (Scope 1 ,2 ,and 3)	0.3625 tCO_2e/m^2	0.6631 tCO_2e/m^2	0.3544 tCO_2e/m^3

"The greenhouse gas emissions data for 2025 is currently undergoing verification by Bureau Veritas Certification (Thailand) Ltd.."

In 2025, the Company observed an increase in Scope 2 greenhouse gas emissions, primarily due to the expansion of project areas, which led to higher overall electricity consumption. However, when measured in terms of tCO_2e per square meter, energy consumption showed a decrease, indicating improved energy efficiency.Nevertheless, the Company places strong emphasis on effective energy management and has implemented continuous measures and guidelines to reduce energy consumption. These include promoting energy-saving awareness within the organization, alongside designing projects and buildings in line with energy efficiency principles.In addition, Scope 3 greenhouse gas emissions showed an increasing trend compared to 2024. This was mainly driven by a higher number of completed construction projects during the year, as well as business expansion through the launch and development of new projects in provincial areas, which resulted in increased business travel activities.Despite these increases, the Company has established policies and approaches to reduce both direct and indirect greenhouse gas emissions in a continuous and effective manner. For 2026, the Company maintains its target to reduce emissions by 3% from the base year.

2. Solar-Powered Street Lighting -The Company has installed solar-powered lighting poles in completed projects to reduce electricity consumption while utilizing 100% clean energy, thereby contributing to energy efficiency and environmentally friendly project development.

3. Expansion of EV Charging Infrastructure -The Company has expanded the installation of EV charging stations in the common areas of all newly completed condominium projects.In 2025:EV chargers were installed in 15 projects, totaling 84 charging units.This initiative enhances convenience for residents while encouraging the transition from fossil fuel vehicles to electric vehicles, thereby supporting cleaner transportation and reducing fuel consumption. The Company aims to install EV chargers in 100% of all projects, maintaining a ratio of 1 charger per 100 residential units.

4. The Company participated in the Jump+ Program, an initiative aimed at enhancing the value of listed companies. The Board of Directors approved the Company's participation in the program and endorsed the implementation plan for the Jump+ Project on 14 November 2025, based on the management's proposed plan prepared in accordance with the program's guidelines. In this regard, the Company proposed a Decarbonization Plan to concretely guide the organization toward becoming a low-carbon business. The plan establishes a clear framework, targets, and action plans for reducing greenhouse gas emissions in both the short and long term, including the goals of achieving carbon neutrality and net zero greenhouse gas emissions. Establishing clear and measurable targets will help reduce risks and create competitive opportunities across multiple dimensions.

Project Target

The Company is committed to reducing greenhouse gas (GHG) emissions (Carbon Footprint) from all operations by 7% by 2028, compared with the base year of 2024. This target focuses on improving energy efficiency and sustainable resource management. To achieve this goal, the Company has established a three-year action plan with the following key initiatives:

1) Reduction of electricity and fuel consumption (Scope 1 and Scope 2) The Company aims to reduce energy consumption through improved planning and design of energy-efficient sales offices. This includes the practical implementation of energy-saving technologies, such as light sensors, and ensuring that at least 50% of sales offices utilize energy-efficient materials. In addition, the Company promotes the use of E22/E85 fuels in place of conventional gasoline (91/95) and plans to increase the proportion of electric vehicles (EVs) to more than 20% of the Company's vehicle fleet.

2) Use of environmentally friendly materials in condominium construction projects (Scope 3) The Company promotes the selection of environmentally friendly construction materials, such as those certified with Low Carbon Label or Green Label. For new condominium projects launched for sale, at least 20% of the total materials used will be green products.

   In addition, the Company conducts risk analysis and management in two key areas: **Climate-related physical risks:** The Company assesses natural disaster risks for every new project and reviews and improves its risk management plans on an annual basis. **Transition risks toward a low-carbon economy:** The Company develops a sustainable business plan by establishing strategies and both short-term and long-term targets to support effective resource and energy management within the organization. Furthermore, the Company promotes the use of environmentally friendly materials and renewable energy solutions in its business operations, such as increasing green spaces, installing solar rooftop systems, and preparing EV charging infrastructure. The Company also focuses on raising awareness and strengthening environmental knowledge among employees and stakeholders involved in all business processes, encouraging efficient use of resources. In addition, a dedicated team has been established to monitor environmental policies and regulations, while preparing budgets for potential carbon taxes or new environmental certifications that may arise in the future.

5. The Company encourages all affiliated companies, tenants, and business operators within its projects to prioritize environmental responsibility by adopting practical measures to reduce environmental impacts. These measures cover key areas including energy management, water management, waste management, and the selection of environmentally friendly materials in accordance with international standards.

Energy Management (GRI 302-1, GRI 302-2, GRI 302-4, GRI 302-5)

The Company recognizes that energy is utilized throughout every stage of its business operations. Therefore, effective energy management is essential to ensure efficient energy use. This not only helps reduce operational costs but also supports the Company's efforts to drive organizational progress in sustainable energy management and environmental stewardship by reducing greenhouse gas emissions toward net zero.To achieve this, the Company promotes awareness and understanding among employees through various initiatives, including educational programs, internal campaigns, and employee engagement activities. In addition, the Company prioritizes the selection and use of environmentally friendly equipment and technologies in its operations.

Operational Approach

- Establish a Sustainability and Environmental Working Committee to implement energy-saving and resource reduction plans, closely monitor performance against action plans, and report progress, challenges, and obstacles to senior management on a quarterly basis to further enhance operational effectiveness.
- Monitor annual energy consumption data, develop energy-saving plans, and set both short-term and long-term targets, while communicating these to all employees.
- Organize activities and raise awareness among employees regarding energy consumption.
- Develop plans to increase the use of renewable energy in residential projects.
- Incorporate energy-efficient design and material selection by planning projects in alignment with natural wind direction and daylight to reduce reliance on electrical appliances, as well as selecting energy-efficient equipment such as LED lighting and inverter air conditioning systems to enhance overall energy efficiency.

Performance Results

1. The Company collected data on electricity consumption and fuel energy usage from sources arising from its operational activities. In 2025, the Company gathered data on fuel consumption from company-owned vehicles as well as fuel used for business-related travel. In addition, electricity consumption was monitored at the head office of Origin Property Public Company Limited and 28 sales offices operating during the year. The total energy consumption amounted to 3,436,105.70 kWh

Total electricity usage	Electricity quantity (kilowatt kWh)	2023	2024 (Base Year)	2025
Origin Property Public Company Limited Head Office (kWh)	(kilowatt/hour/year)	168,263	167,351	157,300
Number of Sales Offices	Units	40	52	28
Total Sales Office Electricity Consumption (kWh)	(kilowatt/hour/year)	10,108,501.06	2,859,825.13	3,278,805.70
Total electricity usage (kWh)	(kilowatt/hour/year)	10,276,764.06	3,027,176.13	3,436,105.70
Output	(sq.m.)	17,295.53	23,478.59	69,153
Fuel Consumption	liter	30,959.77	21,261.03	47,476.77

"The greenhouse gas emissions data for 2025 is currently undergoing verification by Bureau Veritas Certification (Thailand) Ltd.."

Electricity and fuel consumption increased due to the expansion of project areas, resulting in higher overall energy usage. Through continuous monitoring and data collection of the Company's annual energy consumption, the Company has analyzed usage trends, key influencing factors, and opportunities to improve energy efficiency in a systematic manner. These insights are used to develop an appropriate energy management plan aligned with business operations, with a focus on optimizing energy use and maximizing efficiency across both the headquarters and sales offices. The key initiatives are as follows:



- The Company has implemented measures to control the operating hours of lighting and air-conditioning systems at the head office. In addition, employees are encouraged to develop awareness and responsibility in maintaining orderliness by turning off lights when they are no longer in use or before leaving the office.

- communicates and promotes energy conservation campaigns through both online and offline channels to raise awareness and encourage appropriate energy consumption behaviors among employees at the head office and sales offices. Examples include turning off electrical equipment when not in use and setting air-conditioning temperatures at appropriate levels. Furthermore, the Company plans to install energy-saving devices, such as touch switches and automatic power cut-off systems, to help control and reduce unnecessary electricity consumption in sales offices and show units.

- For residential projects delivered to customers, the Company places importance on procurement practices that consider energy efficiency, selecting equipment that is certified for energy efficiency and environmentally friendly standards. This approach supports the reduction of indirect greenhouse gas emissions from electricity consumption.

- installed solar rooftop systems at two projects: The Origin Sukhumvit—Praksa and The Origin Bang Khae. These installations help reduce common area electricity expenses while also contributing to the reduction of carbon dioxide emissions and air pollution.

- For projects currently under construction, the Company collaborates with contractors to establish measures for efficient energy utilization. Campaigns promoting energy conservation are implemented through the installation of awareness signs at various locations, including near light switches and on central communication boards within the project site.



- The Company also plans to manage the use of company-owned vehicles more efficiently by reviewing and reducing unnecessary or obsolete vehicles. In addition, the Company aims to gradually transition from fuel-powered vehicles to electric vehicles (EVs) to reduce fuel consumption and lower greenhouse gas emissions in the long term.

Through the implementation of the aforementioned energy management plan, the Company remains committed to continuously improving energy efficiency. The Company has set a target to reduce energy consumption by at least 5% by 2026, compared with the established base year.

Water management (GRI 303-1, GRI 303-3)

The Company places strong importance on the efficient and sustainable management of water resources, covering both the head office and construction project sites. Water management practices are guided by the 3R principle (Reduce, Reuse, Recycle), similar to the Company's waste management approach, in order to ensure that water resources are utilized efficiently and provide maximum benefit.The Company has established guidelines and campaigns to promote the responsible use of water, including encouraging the use of water-saving equipment and sanitary fixtures. In addition, clear operational guidelines and strict control measures for water consumption have been implemented across all departments. The Company also organizes communication activities and educational initiatives to enhance employees' knowledge and understanding of efficient water use, fostering awareness and a sense of responsibility throughout the organization.Furthermore, the Company conducts risk management related to water resources, regularly assessing and monitoring risks associated with potential water scarcity. Preventive measures and contingency plans have been established to mitigate potential impacts arising from water shortages in the future, while strengthening the Company's long-term water resource security in a sustainable manner.

In 2025, the Company collected data on water consumption covering operations at the head office of Origin Property Public Company Limited and 28 sales offices operating during the year. The total water consumption amounted to 125,706 cubic meters. *The greenhouse gas emissions data is currently undergoing verification by Bureau Veritas Certification (Thailand) Ltd.

Total water usage	Units	2023	2024 (Base Year)	2025
Number of Sales Offices	แห่ง	40	52	28
Total Sales Office Water Consumption	m^3	141,581	40,666	125,706
Origin Property Public Company Limited Head Office	m^3	154	154	166
Total water usage (m^3)	m^3	**141,735**	**40,820**	**125,872**

Water consumption and water withdrawal for the Company's operational activities, categorized by source, are as follows:

Total water usage	Units	2023	2024 (Base Year)	2025
Total Water Withdrawal :				
Surface Water	Cubic meter (m^3)	0	0	0
Groundwater	Cubic meter (m^3)	0	0	0
Tap Water	Cubic meter (m^3)	141,735	40,820	125,872
External wastewater	Cubic meter (m^3)	0	0	0
Rainwater Collected	Cubic meter (m^3)	0	0	0
Seawater	Cubic meter (m^3)	0	0	0
Total Water Discharge :				
Surface Water	Cubic meter (m^3)	0	0	0
Groundwater	Cubic meter (m^3)	0	0	0
Tap Water	Cubic meter (m^3)	0	0	0
Seawater	Cubic meter (m^3)	0	0	0
External wastewater	Cubic meter (m^3)	0	0	0

Operational Approach

The Company has established water resource management practices covering water use planning, water reduction, and water withdrawal, applicable across internal operations, construction projects, and residential developments throughout the Group. The Company places strong emphasis on water management, monitoring, and risk assessment related to water use, including both water consumption and wastewater discharge into public waterways. To ensure business continuity, the Company has developed operational plans and preventive measures to address potential water shortages and ensure that business operations can continue effectively. In 2025, the Company also set a target to reduce water consumption within the organization by 5% compared with the base year, covering the head office and 28 sales offices operating during the year. Furthermore, the Company remains committed to continuously reducing water consumption, with a target to achieve a 7% reduction by 2026. In addition, the Company aims to enhance the efficiency of water management through the following initiatives:

- Raising awareness and fostering a sense of responsibility among employees regarding the value of water resources.
- Adopting environmental management standards, particularly those related to water management, within departments and construction projects to improve management efficiency.
- Maintaining effective wastewater management systems, with regular data recording, monitoring, and evaluation on a

monthly basis. The Company also monitors and promotes the reuse of treated water within projects as much as possible in order to reduce the need for additional water withdrawal.

Internal Water Management

The Company promotes the efficient use of water among employees by organizing campaigns and raising awareness within the organization to encourage water conservation and avoid behaviors that may lead to unnecessary water consumption. For example, employees are encouraged to separate food waste to prevent blockages in the drainage system. Regular inspections of potential leakages in water fixtures and sanitary equipment within the office are conducted by the building maintenance team. In addition, responsible personnel and departments have been assigned, along with clear reporting channels for employees to notify the Company if any water leakage is detected, ensuring that issues can be addressed and resolved promptly.

Water management in construction project

The Company places great importance on water management in construction projects throughout all operational processes. A policy has been established requiring contractors in all projects under construction during the year to implement water management practices, including the establishment of wastewater treatment systems, as well as the control and monitoring of water quality prior to discharge into public water systems in compliance with applicable laws and regulations. In 2025, there were 11 projects under construction that implemented water management measures in accordance with the Company's construction project water management policy. These projects followed a set of common operational principles and practices, as outlined below:



1. **Create drainage system and temporary treatment system in the project** before releasing water into public water channels. Water used in the project must be passed through the project's temporary treatment system, consisting of sedimentation pond, waste trap, water retention pond, temporary drainage channel, and dredging public pipes. An aerated wastewater treatment system has been used to help reduce dirtiness of wastewater in the form of Biochemical Oxygen Demand (BOD) by up to 80-95%. The aerator which, in addition to increasing oxygen in the water, also causes the mixing of the water in the pond. This causes the decomposition of organic matter thoroughly within the pond in order to treat water so as not to affect the water quality of water sources near the project and to have good treatment before releasing it outside as much as possible. Additionally, staff are assigned to regularly clean, excavate ditches, drains, pipes, pits, and the drainage system both inside and outside the project.

   The Company has established a target that 100% of wastewater generated within project sites must be treated in accordance with applicable standards before being discharged into public water systems. In addition, treated water is required to be reused within the project wherever possible, in order to maximize resource efficiency and reduce overall water consumption.

2. **Establish hygienic sanitation system within the project** by building bathrooms to be sufficient for the number of workers, separating men and women, along with creating wastewater treatment system, adding microorganisms to eliminate unwanted odors, providing grease trap, and cleaning the bathroom regularly for good hygiene.

3. **Check water quality within the project before releasing it into public pipes.** Arrange for water quality inspection every month.

The wastewater released from the construction project must have water quality measured, such as the acidity - alkalinity (pH), the number of suspended solids (SS), total dissolved solids (TDS), etc. From the water quality inspection, it was found that every project meets the standards of the Ministry of Nature and Environment before being released into public water sources.

4. **Campaign to use water economically within the project.** In construction projects, there is a campaign for everyone to use water economically to create awareness in using resources with value. Additionally, reserve water tanks are provided to ensure an adequate supply of water for both consumption and usage, in order to prevent situations of insufficient water pressure or water shortages in emergencies.

5. **Reuse water in the reservoir.** In every construction projects of the Company, there will be a process to bring wastewater that has been properly treated to reuse within the new project, such as taking water from the treatment pond to water the trees, cleaning public roads, spraying to clean and wash car wheels before leaving the project, spraying water to prevent dust from spreading within the project area, which increases water use efficiency and reduces water drainage from the project into the public drainage system or and the sediment that occurs in the water reservoir will be used to adjust the area in the project.

In 2025, none of the 11 construction projects undertaken by the Company were located in water-stressed or water-scarce areas.

Total Projects	Number of Projects Located in Water-Stressed / Water-Scarce Areas
11	0

Water Management in Residential Projects

The Company places strong emphasis on the efficient management of water resources, beginning from the project design stage through development and the selection of products used in new projects. The Company carefully plans and selects water-saving sanitary fixtures that are certified with recognized water conservation labels, including fixtures for toilets and wash basins. These sanitary products are designed to control water usage at appropriate levels, reducing unnecessary water consumption while maintaining effective functionality. This approach helps promote the efficient use of water resources and supports environmentally friendly practices. The Company has adopted water-efficient sanitary fixtures as a standard across all projects to support long-term environmentally sustainable project development. For example, wash basin faucets with a flow rate of 4.8 liters per minute (4.8 L/min) are used. These fixtures consume only 4.8 liters of water per minute, compared with conventional faucets that typically use 6 liters per minute, resulting in water savings of 1.2 liters per minute, or approximately 20%. In addition, these products are designed to control contamination from heavy metals, such as lead, cadmium, copper, and zinc, which may be harmful to human health and the environment. The use of such sanitary fixtures therefore contributes to efficient water management while ensuring environmental safety, and these fixtures have been implemented across all Company projects.

Garbage, waste, and pollution management (GRI 306-1, GRI 306-2)

Waste Management in the Office.

The Company places importance on effective waste management and waste reduction within the office, while fostering awareness and understanding among employees and relevant stakeholders. Waste separation stations are provided according to waste categories, and recyclable waste is properly collected and sent for appropriate recycling processes. In addition, employees are encouraged to implement the 5S workplace management practices within their respective work areas.

Furthermore, the Company organizes various activities and campaigns to raise awareness among employees regarding waste segregation and the reduction of plastic use, such as plastic bottles and plastic bags, in order to reduce overall waste generation. The Company also donates unused items to underprivileged groups or social foundations, including the Nok Khamin Foundation, Green Road, and the Mirror Foundation. These initiatives not only support social causes but also contribute to reducing the amount of waste generated within the organization.

Plastic Waste Management Campaign

The Company places importance on environmental management and reducing waste generated from internal operations. As part of these efforts, the Company organized a campaign to encourage employees to become more aware of proper waste segregation, particularly plastic waste such as plastic drinking water bottles, which are commonly found in office environments. This initiative aims to promote responsible waste management behaviors, reduce the volume of waste sent to landfill, and increase opportunities to recover and reuse resources. The Company has continuously communicated and encouraged employees to separate plastic bottles before disposal, while providing designated collection points within office areas. The collected plastic bottles are then delivered to Waste Buy Delivery, an organization that operates a business specializing in the collection and management of recyclable materials. The bottles are subsequently processed through appropriate recycling procedures, helping to reduce plastic waste and enhance resource efficiency.



In addition, the Company organized a campaign to collect plastic bottle caps under the activity titled “Drink It All, Save the Cap”, encouraging employees to separate bottle caps from plastic bottles. The collected caps are delivered to the Green Road Project, an initiative that recycles plastic bottle caps and transforms them into materials used to produce tables and chairs for donation to schools and students in rural or underprivileged areas. This initiative creates benefits for both the environment and society. Such activities not only help reduce plastic waste and promote efficient resource utilization, but also raise environmental awareness among employees within the organization and encourage their participation in environmental stewardship.Through this campaign, the Company successfully collected and donated over 30,000 plastic bottle caps to the project. These caps can be recycled and processed into more than 4 sets of tables and chairs, which are then delivered to schools in need.

In 2025, the Company collected waste generation data at its headquarters, measured in terms of waste generated per person. The total waste generated was 18,091.4 kilograms, representing a decrease of approximately 1% compared to the previous year (based on the Company’s average waste generation rate per person). The majority of waste consisted of food waste, plastics, water bottles, and paper. In response, the Company implemented various waste reduction initiatives to raise employee awareness and encourage more efficient use of resources. These included campaigns to reduce waste generation, collection of used plastic bottles and bottle caps for recycling, the installation of additional drinking water stations to reduce plastic bottle usage, and promoting double-sided paper use to minimize paper waste.

Waste quantity	2023 (average/month)	2024 (average/month)	2025 (average/month)
Total waste (kg.)	24,685.56	22,863.5	18,091.4
Average waste generation rate per person (Back Office)	37.97 (~650 Person)	41.57 (~550 Person)	41.40 (~437Person)

*Calculated based on the estimated average waste generation rate per employee of the Company.



Based on the historical data on waste generation at the head office, the Company has recognized the increasing challenge of daily waste generation. As a result, the Company launched the "Go Green & Go Digital" campaign, aimed at reducing the use of paper and plastic water bottles within the office, which are identified as the most common types of waste. This campaign encourages employees to reduce waste generation within the workplace while also minimizing unnecessary consumption of resources. The Company has set a target to reduce the waste generation rate per employee within the office by 5% by 2026, compared with the base year of 2024.

Waste and pollution management in construction projects (GRI 306-1, GRI 306-2)

The Company has established measures for construction projects to be implemented by contractors, placing emphasis on the systematic management of waste and materials generated from construction activities in accordance with the 3R principles (Reduce, Reuse, Recycle). An effective waste segregation system by waste type has also been implemented, alongside efforts to raise awareness and encourage participation among all relevant stakeholders. The Company has established the following measures and operational practices for all construction projects:

1. **Waste management measures and guidelines within the project are announced for contractors.** The contractor's performance is continuously monitored by having safety departments randomly inspect compliance with the measures that the Company set regularly.
2. **The waste and construction material installation point and collection point for have been determined in the project clearly,** orderly, and covered in an appropriate area. Waste is separated according to material type and recycled in order to reduce waste in the project.
3. **Create waste collection points on every floor of the building** to facilitate separation and moving
4. **Create waste separation public relations board within the project** and provide training on solid waste and construction waste management and storage time management to make all employees aware of the importance of waste separation.
5. **Collaborate with contractors to bring prefabricated material parts and assembled parts from the manufacturer to use in the project,** for example, prefabricated steel balcony railings. This can help reduce the time of cutting, grinding, welding steel, dust, as well as reducing waste that will occur. And for the waste that can be reused, the contractor will manage, dispose of or remove from the entire area once construction is complete.
6. **Arrange for personnel to inspect and control the residual waste collecting operation every day.**
7. **Waste management within workers' houses** to be sufficient for use in order to facilitate separation and cleanliness around the house.
8. **The waste quantity table has been conducted and continuously monitor performance results.**
9. **Construction Waste Management** includes repurposing materials such as scrap metal, wood, and leftover concrete for new uses, such as creating dining tables for construction sites or repurposing used bottles into decorative plant pots. Excess concrete is transformed into useful items like sidewalk curbs, parking barriers, agricultural cement blocks, and benches,

Through the implementation of these measures, the Company aims to ensure that environmental management in construction projects is carried out in accordance with established standards. This initiative is supported by the cooperation of contractors and employees who work collectively to implement environmentally responsible practices. The Company also promotes collaboration in identifying opportunities to integrate Circular Economy principles into construction activities. This approach focuses on maximizing the efficient use of resources, reducing environmental impacts, and promoting responsible resource management throughout the project lifecycle. Key practices include minimizing excessive resource consumption, reducing waste generation, strengthening waste management systems, and encouraging the reuse and recycling of materials to support effective resource circulation. In 2025, the Company implemented several projects and initiatives related to waste management within construction projects, as outlined below.

1. Recycling of Construction Waste





The Company recognizes the importance of effective construction waste management. To reduce waste generation and promote efficient resource utilization, the Company initiated a program to reuse leftover concrete from construction sites. This initiative aims to minimize waste disposal, reduce resource loss, and support the implementation of Circular Economy principles within project operations. Under this initiative, leftover concrete from construction processes is repurposed into functional products for use within project areas, such as tables, benches, parking barriers, and precast walkway slabs. These applications help reduce the need for new materials while maximizing the value of existing resources. The initiative has also been extended to support community engagement through the Company's CSR activities. Reused concrete has been molded into blocks for vegetable plot borders and donated to under-resourced schools. These plots serve as learning spaces for students to develop practical agricultural skills and promote self-reliance.

In 2025, the Company successfully reused approximately 3 cubic meters of leftover concrete, which were utilized to create 10 learning vegetable plots, each requiring 60 concrete blocks. Through the reduction of waste transportation and disposal, as well as the decreased need for new material production, the initiative contributed to an estimated reduction of approximately 900 kilograms of carbon dioxide equivalent ($kgCO_2e$) per year.

Beyond reducing environmental impacts from construction waste, the initiative also creates social value by supporting experiential learning for students, promoting agricultural skills, responsibility, and efficient resource use, in line with the Company's commitment to sustainable business practices.

2. Construction Waste and Waste Management Initiative






The Company collaborates with contractors to implement a systematic waste management awareness program for construction workers within project sites. The initiative focuses on enhancing knowledge, understanding, and awareness of the environmental, health, and safety impacts associated with improper waste disposal, while communicating the benefits of proper waste segregation. Training sessions and internal communications are conducted within construction projects to ensure that workers understand different types of waste, appropriate segregation methods, and opportunities for waste reuse. In addition, clearly designated and sufficient waste segregation points are provided throughout project areas to facilitate proper waste separation and encourage continuous participation.One of the key activities implemented under this initiative is the “Waste for Eggs program”, which allows construction workers to exchange properly segregated recyclable waste, such as plastic bottles and paper, for eggs or other daily necessities. This activity not only encourages consistent waste segregation practices but also provides additional financial support and helps reduce living expenses for workers.

Furthermore, the Company has initiated the establishment of dedicated food waste segregation points, as food waste represents another significant waste stream generated within construction sites. The collected food waste is processed into organic compost, which can be reused within project areas for landscaping and green space maintenance. The compost may also be sold to generate additional income or donated to nearby communities or temples. Through this initiative, the Company aims to integrate environmental management with social value creation by promoting responsible waste management practices while supporting the well-being of construction workers and surrounding communities.

For 2025-2026, the Company has established clear targets for waste management in construction projects. The Company aims for 100% of construction projects each year to implement proper waste segregation and recycling practices, ensuring a consistent waste management standard across all project sites.In addition, the Company strives to ensure that all employees and construction workers within project sites are equipped with adequate knowledge and understanding of the benefits and importance of proper waste segregation. As part of the Company’s short-term targets, by 2028, 100% of construction projects will implement food waste management practices, ensuring that food waste generated within project sites is properly segregated and managed in an environmentally responsible manner.

Using environmentally friendly materials

The Company places importance on product quality, safety and the environment by supporting materials that are environmentally friendly. This is one of the guidelines that the Company used to develop the organization’s energy efficiency and reducing environmental impacts arising from its business operations.

The Company prioritizes the selection of suppliers and contractors whose operations are aligned with its environmental policy. Preference is given to materials, equipment, and products certified by recognized environmental standards or eco-labeling schemes, reflecting their environmentally friendly and energy-efficient attributes. This approach ensures that materials used in construction projects meet quality and safety requirements while minimizing environmental impacts throughout their lifecycle.

In 2025, the Company procured environmentally friendly products and materials from suppliers and manufacturers certified under relevant standards. These include products carrying environmental labels or energy efficiency certifications, which were utilized in the Company's construction projects. The Company has established procurement guidelines and material specifications that prioritize low-carbon materials to support environmentally responsible construction practices. For example is the adoption of TEXCA Wall, a construction material certified under the Thai Industrial Standards (TIS), ISO 9001:2015, and recognized for its environmental performance through the Green Label certification issued by the Thailand Environment Institute. This material was implemented across all construction projects developed in 2025, During the year, environmentally friendly materials accounted for approximately 10% of the total materials used in the Company's construction projects. The Company has established a procurement plan to further promote the use of environmentally friendly materials and has set a target to maintain the use of such materials at no less than 10% of total materials used in construction projects In 2025.

In addition, the Company continues to promote the use of renewable energy in its projects. The Company has set targets to integrate energy-efficient technologies and equipment-such as solar rooftop systems and high-efficiency energy-saving devices-into new projects. To support this initiative, the Company has developed an implementation plan and allocated appropriate budgets to increase investment in energy-saving technologies and renewable energy solutions, contributing to the reduction of energy consumption and supporting the transition toward cleaner energy.

Air pollution management

The Company recognizes the importance of managing air pollution caused by dust from construction activities in accordance with legal requirements. Therefore, measures have been implemented to manage dust within the project, ensuring that contractors are informed and strictly comply with these measures. Additionally, standardized tools are used for dust monitoring, recording, and regular monthly reporting. Dust levels within the project site and surrounding areas are measured and the results are compiled and reported to the Office of Natural Resources and Environmental Policy and Planning (ONEP) within the specified timeframe. Clear and visible project signage is displayed during construction, and processes are continuously developed and improved for efficiency. Regular inspection plans for related equipment are also in place.

During the year, the Company has measured environmental quality in the office and around the establishment at least once a month. It was found that the air quality standard, odor, and sound were within normal limits as required by law and there were no cases of chemical leaks from business operations. The project guidelines are as follows:

1. **Water spray around the project and the surrounding fence** to help reduce dust problem from spreading and having a negative effect on surrounding communities and in order not to cause air pollution that exceeds the specified standard.
2. **Spray the entrance-exit and sprinkle water on the areas within the project to reduce dust on a daily basis.** Additionally, the Company ensures that all material piles and trucks entering and exiting the project site are covered to prevent dust from spreading during transportation. A designated area for washing equipment, truck tires, building floors, around the building, and the area in front of the project is maintained at all times.
3. **Dust monitoring equipment has been installed both inside and outside the project site.** Additionally, machinery is regularly inspected to ensure it is in good working condition to prevent the release of toxic smoke into the air. Black smoke levels are measured, and air quality is monitored monthly. Measures to prevent and mitigate air quality impacts are continuously followed

up on to ensure compliance with the standards set by the National Environmental Board. Dust measurements are taken for Total Suspended Particles (TSP), particulate matter of 10 microns or less (PM-10), carbon monoxide (CO), total hydrocarbons (THC), nitrogen dioxide (NO2), and sulfur dioxide (SO2).

Recording of Gas Emission Measurements within Project Sites and Surrounding Areas

Comparative Data on Air Pollution Emissions for Construction Projects (2022–2025)					
Project Site	Target	2022	2023	2024	2025
Total Suspended Particulates (TSP)	⩽ 0.33	0.065	0.070	0.061	0.022
Particulate Matter less than Micrometers (PM-10)	⩽ 0.12	0.040	0.045	0.033	0.014
Carbon Monoxide (CO)	⩽ 30	1.765	1.887	1.665	1.358
Nitrogen Dioxide (NO2)	⩽ 0.17	0.020	0.024	0.014	0.000
Sulfur Dioxide (SO2)	⩽ 0.30	0.070	0.005	0.011	0.216
Total Hydrocarbon		2.637	2.784	2.452	0.976

The Company has been monitoring air quality data from the Pollution Control Department and the Environment Office of Bangkok to stay informed about the air quality around the project site, including particulate matter levels of 2.5 microns or less (PM2.5). If the concentration level is at risk of exceeding the standard value of 37.5 micrograms per cubic meter, which may pose health risks, the Company will immediately take control and implement preventive measures. These include activities that use machinery and vehicles powered by diesel engines, such as construction material transportation, cutting, drilling, grinding, and polishing concrete surfaces that generate dust. The goal is to ensure that the dust levels do not exceed legal standards. In the past year, there have been no incidents of pollution exceeding the set limits. The Company has also set a goal to reduce air pollution from particulate matter of 2.5 microns or less to no more than 0.05 milligrams per cubic meter and aims for zero instances of air pollution exceeding the standard in the coming year, to improve the environment and prevent waste emissions.

Measures to Prevent Impacts on the Community and Neighboring Homes Resulting from Construction.

Noise Management

The Company places importance on controlling potential noise impacts arising from construction activities. Systematic management measures have been implemented to prevent and mitigate impacts on residents and surrounding communities. The Company selects and procures standardized machinery and equipment and installs noise reduction devices to minimize noise levels generated during construction operations.

In addition, operational guidelines for the proper use of machinery have been established, alongside regular maintenance of equipment to ensure efficient performance while reducing unnecessary noise disturbances.

Furthermore, responsible personnel are assigned to closely monitor and supervise activities that may generate excessive noise throughout the construction period. Appropriate working hours for high-noise activities are also defined. The Company has also implemented clear transportation management measures, including guidelines for material deliveries and truck movements in and out of project sites, in order to minimize disruptions to the daily lives and well-being of nearby communities.

The Company has also installed noise monitoring equipment both within project sites and surrounding areas to ensure that noise levels remain within regulatory limits. Continuous monitoring and assessment are conducted to ensure compliance with environmental standards while minimizing potential impacts on nearby communities and the surrounding environment.





Falling and Flying Materials

Equipment is installed to prevent concrete splashes and paint from affecting neighboring houses. Lifting and transportation equipment for materials is regularly inspected. Skilled personnel are assigned to operate and supervise lifting and material handling equipment at all times to prevent potential hazards. Staff are also on hand to promptly address any impacts or complaints systematically, with regular surveys to inquire about concerns or assess damages.







Biodiversity and increasing green space

The Company is well aware that business operations may directly or indirectly impact biodiversity. Therefore, the Company is committed to conducting business with environmental responsibility by assessing risks across all work processes to identify ways to prevent and reduce negative impacts on biodiversity. Additionally, the Company strives to create positive impacts in the areas it develops, both within the projects and surrounding areas, to enhance the environment and improve the well-being of communities. The Company adheres to environmental policies to ensure sustainable biodiversity management practices, including ecosystem. biodiversity management guidelines as follows:

- The Company maintains a policy of avoiding project development in restricted or conservation areas. Prior to development, the Company verifies land-use zoning and urban planning designations and consults with relevant authorities to ensure compliance with applicable regulations and environmental protection requirements.
- There is a guideline for managing the ecosystem and biodiversity in accordance with laws, regulations, and in alignment with the commitment to social, community, and environmental responsibility.
- Environmental impact assessments and reports on risks related to ecosystems and biodiversity are conducted using appropriate processes before, during, and after the project development, as required by law.
- The Company has developed a Biodiversity Action Plan (BAP) aligned with its operational context to serve as a mechanism for reducing risks, enhancing adaptive capacity, and supporting long-term sustainable business operations. As part of this initiative, the Company conducts ecological surveys and assessments of surrounding environments and implements measures to protect and conserve local flora and fauna within and around construction areas. Biodiversity management is carried out in accordance with the Mitigation Hierarchy, which includes the sequential approaches of avoidance, minimization, restoration, and offsetting, particularly when business operations take place in areas with biodiversity significance. These measures aim

to systematically mitigate potential impacts on ecosystems. Through this approach, the Company aims to achieve No Net Loss (NNL) of biodiversity within manageable boundaries. In addition, the Company encourages both current and future projects to generate Net Positive Impact (NPI) on biodiversity wherever feasible.

Implementation of the Mitigation Hierarchy

Avoid	Minimize	Restore	Offset
- The Company avoids business activities in ecologically significant areas by refraining from project development in restricted zones, conservation areas, or legally protected sites.	- Projects are designed to incorporate tree species with high carbon absorption capacity - Measures are in place to transplant or preserve existing large trees within project areas, while ensuring that wildlife habitats are not disturbed - Projects comply strictly with environmental laws, guidelines, and standards, including preparation of Environmental Impact Assessment (EIA) reports where required. - Preventive and corrective measures are implemented to reduce environmental impacts, with continuous monitoring and compliance with EIA study results.	- The Company is dedicated to protecting, conserving, and restoring biodiversity and the environment on a broad scale through the establishment of clear management policies. - We actively support and collaborate with government agencies in initiatives to safeguard and rehabilitate ecosystems and biodiversity, including forest plantation, reforestation, and wildlife protection programs. - A notable pilot initiative is the Royal Thai Army Nature Study Center (Bang Pu) Project, launched in honor of Her Majesty the Queen's 72nd Birthday. The project focuses on expanding forest areas through mangrove reforestation and restoring natural balance by releasing crabs into the ecosystem.	- The Company collaborates with both government and private sectors in reforestation and ecosystem restoration efforts in areas affected by biodiversity loss.

- The Company selects construction materials and equipment from legally certified sources, ensuring that they do not originate from areas associated with biodiversity concerns, while also reducing greenhouse gas emissions.
- Measures are implemented to manage the environment, biodiversity, and ecosystems effectively in order to minimize negative impacts throughout all stages of development and business operations.
- Employees and stakeholders are encouraged to recognize the ecological and biodiversity impacts of business activities, fostering awareness and responsibility within their respective roles.
- The Company ensures transparency by disclosing and communicating biodiversity and ecosystem management practices, along with related measures, to stakeholders. Clear communication channels are also provided for communities and society to report concerns or lodge complaints in cases where activities may potentially harm ecosystems and biodiversity.

The Company has set a target to restore and enhance biodiversity alongside project development by planting 30,000 trees within three years (2026-2028) through corporate initiatives and activities. This initiative aims to increase biodiversity-rich areas and contribute positively to the surrounding environment.In addition, the Company continues to prioritize green space in all newly developed projects. Each project designates a proportion of "sustainable green space" within legally required open areas, with at least 40% of open space allocated to sustainable green areas. This reflects the Company's commitment to developing environmentally responsible real estate while enhancing the well-being of residents and surrounding communities. To support this objective, tree and plant species are carefully selected not only for their aesthetic value but also for their environmental benefits, such as reducing heat, mitigating air pollution, filtering particulate matter, and capturing carbon dioxide. These efforts help improve air quality within project areas and surrounding environments. Furthermore, the Company collaborates with conservation organizations to assess biodiversity outcomes and aims to generate Net Positive Impact on biodiversity by 2030.

Performance in 2025

In 2025, the Company successfully completed the construction and handover of green spaces in 10 projects, with a total green area of 20,914.57 square meters. A total of 912 trees were planted, contributing to carbon dioxide absorption within the project areas.(approximately 20 tons of CO_2 per year.) Sustainable green spaces accounted for 50% of the legally required open space, in compliance with the requirements of the Environmental Impact Assessment (EIA). The Company prioritizes the selection of tree species with high carbon sequestration capacity, such as rain trees (Samanea saman), along with other plant species that help enhance ecological balance and landscape aesthetics.These green spaces are designed to create a shaded and pleasant environment while supporting environmental sustainability and promoting residents' well-being by bringing them closer to nature.

Green Space Summary (2025)

No.	Project	Green Space (sq.m.)	Total		Green Space (% of Open Space)
			units	square meter	
1	Origin Plug & Play E22 Station	3,229.84	93	946.48	50.37
2	Origin Plug & Play Srinakarin	1,800.57	102	490.63	50.9
3	Hampton Rayong	1,660.02	77	644.25	51.79
4	Origin Plug & Play Sirindhorn Station	3,348.20	117	1,241.23	63.86
5	The Origin Campus Khon Kaen	1,551.70	84	408.23	54.61
6	Origin Place Bangna	2,442.26	101	935.6	50.51
7	The Origin Phahol 57	1,355.44	87	750.61	54.11
8	The Origin Sukhumvit - Praksa	2,532.00	90	919.19	58.08
9	Origin Play Bangsaen	1,536.87	96	467.4	50.51
10	Origin Play Bangkhunnon	1,457.67	65	499	51.37
Total		**20,914.57**	**912.00**	**7,302.62**	**536.11**

- No projects in 2025 were located in or encroached upon conservation areas.
- Office of Natural Resources and Environmental Policy and Planning (ONEP) https://share.google/mvSRuPxGrgcexumZJ
- Department of City Planning, Bangkok Metropolitan Administration https://cityplangis.bangkok.go.th/bma_cpudd/cmpweb
- Department of Fine Arts https://gis.finearts.go.th/fineart/
- No environmental complaints related to projects were reported.

In addition, the Company collaborates with qualified private biologists assigned to each project to conduct ecological surveys covering both terrestrial and aquatic ecosystems. For aquatic ecosystem assessments, the personnel and laboratories involved must be officially registered with the Department of Industrial Works, which authorizes entities to conduct environmental surveys and laboratory analyses. The survey results are subsequently submitted to the Environmental Impact Assessment (EIA) consulting firm responsible for evaluating environmental impacts. Such consulting firms must hold a valid license issued by the Office of Natural Resources and Environmental Policy and Planning (ONEP) to prepare and submit EIA reports. These assessments enable the Company to evaluate whether its project development activities may have potential impacts on biodiversity within the project area and surrounding ecosystems. The Company considers biodiversity-related risks and impacts under 2 main scenarios, as follows:

- **Case 1: Biodiversity Risk and Impact Assessment for Future Projects** For projects planned for future development, the Company conducts biodiversity risk and impact assessments as part of the Environmental Impact Assessment (EIA) process. This includes evaluating potential environmental impacts, conducting site inspections prior to development, and incorporating the findings into investment and construction decision-making processes. In addition, the Company carries out community surveys and consultations with nearby residents to understand local environmental conditions and potential concerns related to project development. The information obtained is used to support environmental impact assessments and ensure responsible project planning and development.
- **Case 2: Biodiversity Risk and Impact Assessment for Ongoing Projects** For projects currently under development, the Company conducts biodiversity risk and impact assessments during the project implementation phase. Detailed studies of both terrestrial and aquatic biodiversity are carried out by qualified experts to thoroughly assess ecological conditions within the project areas. These assessments aim to identify potential environmental risks and impacts on biodiversity. Based on the findings, the Company establishes appropriate boundaries, mitigation measures, and preventive guidelines to minimize potential impacts on surrounding ecosystems, as outlined below:

1. Terrestrial Ecosystem

Surveys cover areas within a 1-kilometer radius of each project site, examining land use, forest resources, plant species, wildlife, and protected animals. Both diurnal and nocturnal species (observed between 6:00 a.m. and 9:00 p.m.) are studied, including their habitats, feeding behavior, breeding, and other ecological patterns. The assessments provide insights into the current, past, and potential future ecosystem conditions. Neighboring areas are also surveyed to ensure that project development does not negatively affect existing community ecosystems. If potential impacts are identified, the Company implements appropriate mitigation measures to prevent harm to both communities and the environment.

พืชพรรณ พันธุ์ไม้ที่พบโดยรอบพื้นที่การพัฒนา



มะพร้าว : *Cocos nucifera* L. (ไม้ยืนต้น)



กระท้อน : *Sandoricum koetjape* Merr. (ไม้ยืนต้น)



ขนุน : *Artocarpus heterocarpus* Lam. (ไม้ยืนต้น)



มะเดื่อปล้อง : *Ficus hispida* Linn. f. (ลูกไม้)

สัตว์ป่าและสัตว์คุ้มครอง และสัตว์บกที่พบโดยรอบพื้นที่การพัฒนา



นกเขาใหญ่ (*Spilopelia chinensis*)



นกกระจอกบ้าน (*Passer montanus*)



นกตะขาบทุ่ง (*Coracias affinis*)



นกเขาชวา (*Geopelia striata*)

2. Aquatic Ecosystem

The project will conduct a survey of aquatic biological resources by studying the biodiversity (Diversity Index) of phytoplankton, zooplankton, and benthic organisms in canals or water bodies near the project site. This information will be used to assess the biological quality of the water, which can help evaluate the pollution status of the water bodies. The data obtained from the study will also be incorporated into the design of the project's treatment system. Prior to discharge, wastewater will be treated to meet the required effluent quality standards. Therefore, the survey of aquatic biological resources allows the project to determine whether construction activities would impact the aquatic biota and enables the project to implement measures to maintain or improve the environmental conditions compared to the current state.

การเก็บตัวอย่างทรัพยากรชีวภาพทางน้ำ



พารามิเตอร์และวิธีตรวจวิเคราะห์คุณภาพน้ำผิวดิน (การสำรวจทรัพยากรชีวภาพทางน้ำ)

พารามิเตอร์	วิธีเก็บและการรักษาสภาพตัวอย่าง	วิธีวิเคราะห์[b]
ความเป็นกรดและด่าง (pH)	เก็บแบบสุ่มที่กึ่งกลางความลึก/ แช่เย็นอุณหภูมิประมาณ 4°C	Electrometric Method (4500-H^+ B.)
บีโอดี (BOD)	เก็บแบบสุ่มที่กึ่งกลางความลึก/ แช่เย็นอุณหภูมิประมาณ 4°C	5 Day BOD Test (5210 B.)
ออกซิเจนละลาย (DO)	เก็บแบบสุ่มที่กึ่งกลางความลึก	Azide Modification (4500-O G.)
ทีเคเอ็น (TKN)	เก็บแบบสุ่มที่กึ่งกลางความลึก/เติมกรด H_2SO_4 ให้ pH < 2 และแช่เย็นอุณหภูมิประมาณ 4°C	Macro-Kjeldahl Method (4500-N_{org} B.)
น้ำมันและไขมัน (Oil & Grease)	เก็บแบบสุ่มที่กึ่งกลางความลึก/เติมกรด H_2SO_4 ให้ pH < 2 และแช่เย็นอุณหภูมิประมาณ 4°C	Liquid-Liquid, Partition-Gravimetric Method (5520 B.)
ทีดีเอส (TDS)	เก็บแบบสุ่มที่กึ่งกลางความลึก/ แช่เย็นอุณหภูมิประมาณ 4°C	Suspended Solids Dried at 180 °C Method (2540 C.)
สารแขวนลอย (SS)	เก็บแบบสุ่มที่กึ่งกลางความลึก/ แช่เย็นอุณหภูมิประมาณ 4°C	Suspended Solids Dried at 103-105 °C Method (2540 D.)
ไนเตรท (Nitrate)	เก็บแบบสุ่มที่กึ่งกลางความลึก/ แช่เย็นอุณหภูมิประมาณ 4°C	Vanadomolybdophosphoric Acid Colorimetric Method (4500-P C.)
ฟอสเฟต (Phosphate)	เก็บแบบสุ่มที่กึ่งกลางความลึก/ แช่เย็นอุณหภูมิประมาณ 4°C	Cadmium Reduction Method (4500-NO_3- E)
แบคทีเรียกลุ่มโคลิฟอร์มทั้งหมด (Total Coliform Bacteria)	เก็บแบบสุ่มที่ความลึกประมาณ 30 ซม./ ใช้ขวด ฆ่าเชื้อและแช่เย็นอุณหภูมิ	Multiple-Tube Fermentation Technique (9221 B., 9221 C.)
แบคทีเรียกลุ่มฟีคอลโคลิฟอร์ม (Fecal Coliform Bacteria)	เก็บแบบสุ่มที่ความลึกประมาณ 30 ซม./ ใช้ขวด ฆ่าเชื้อและแช่เย็นอุณหภูมิ	Multiple-Tube Fermentation Technique (9221 E.)

Sources: Announcement of the National Environment Board No. 8 (1994) on "Water Quality Standards for Surface Water," Clause 5 Standard Methods for the Examination of Water and Wastewater, 23rd Edition, 2017, APHA, AWWA, and WEF

The Company conducts environmental studies and prepares an Environmental Impact Assessment (EIA) for all projects to evaluate potential impacts on biodiversity, ecosystems, and natural resources throughout the project lifecycle. The assessment enables the Company to identify risks in advance and implement appropriate mitigation measures to minimize environmental impacts while preserving environmental quality and preventing adverse effects on surrounding communities.

The Company places strong emphasis on balancing business development with the conservation of natural resources and the environment. It is committed to protecting, conserving, and restoring biodiversity through the implementation of a structured Biodiversity Action Plan (BAP), which has been applied to 100% of all ongoing construction projects, as outlined below.

- The company has a policy not to develop projects in restricted or environmentally protected areas.
- Land is thoroughly assessed prior to development, including reviewing zoning plans.
- Policies are in place to increase green spaces within projects and to select plant species that effectively absorb carbon.
- Measures are implemented to relocate large trees or preserve existing trees on-site, without encroaching on wildlife habitats.
- Biodiversity surveys and assessments are conducted (as documented in EIA reports).
- Preventive and corrective measures are established for potential impacts, along with monitoring procedures (results are reported in monitoring reports).
- The company commits to participating in forest restoration programs in collaboration with government and private organizations, including reforestation, wildlife release, and reviewing Biodiversity Action Plans (BAPs).

The Company collaborates with credible external partners and private organizations that meet recognized standards. Environmental studies, including EIA Monitoring Reports, are conducted by qualified personnel and laboratories registered with the Department

of Industrial Works, as required by law, to carry out biodiversity surveys and analyses for all construction projects. In addition, Environmental Impact Assessment reports must be prepared by licensed consultants approved by the Office of Natural Resources and Environmental Policy and Planning (ONEP) in accordance with the Enhancement and Conservation of National Environmental Quality Act. The Company also works with local organizations and communities to help maintain and improve environmental conditions in surrounding areas. Examples include community tree-planting activities to enhance green spaces and environmental quality. The Company has also collaborated with the Bangpu Nature Education Center, Royal Thai Army (72nd Anniversary of Her Majesty the Queen Sirikit)-Thailand's first ASEAN Heritage Park outside a protected area-an important habitat for migratory waterbirds along the East Asian—Australasian Flyway. As part of these efforts, the Company participates in environmental restoration initiatives such as releasing crabs into the Bangpu mangrove ecosystem to help restore natural resources.

3.4 Sustainability Management in the Social Dimension

Origin Property Public Company Limited is committed to creating residential developments and services that support a high quality of life under the concept of "Creative Living for All." The Company believes that sustainable business success must grow in tandem with the creation of tangible shared value for all stakeholder groups. Accordingly, social considerations have been integrated as a key component of the Company's operational strategy, with a strong emphasis on adherence to international standards, particularly the United Nations Guiding Principles on Business and Human Rights (UNGPs). This approach aims to establish a solid foundation for ethical business conduct that respects human rights and freedoms while promoting equality across all dimensions of the value chain.

In 2025, the Company advanced its social management approach from philanthropic activities to proactive social risk and opportunity management (Proactive Social Management). This transition is driven through a comprehensive Human Rights Due Diligence process and human capital development initiatives that emphasize quantitative outcome measurement, enabling the Company to demonstrate tangible value creation for both the organization and society. The Company also prioritizes enhancing health, safety, and well-being standards across its operations, extending to partners throughout the supply chain, while strengthening communities in a sustainable manner. These efforts ensure that the Company's growth contributes to building a more resilient society and improving long-term quality of life.

3.4.1 Social policies and practices

Amid evolving economic and social conditions, Origin Property Public Company Limited recognizes that employees, business partners, and communities play a vital role in driving its vision of becoming a "Creator" that delivers residential developments and services beyond expectations. The Company therefore places strong emphasis on establishing systematic social policies and practices, guided by a human-centric management approach. This approach aims to foster a safe, inclusive, and sustainable working ecosystem throughout the value chain.

The Company's social policies and guidelines are designed in accordance with international frameworks, such as the United Nations Guiding Principles on Business and Human Rights (UNGPs). This ensures that all business dimensions do not adversely impact stakeholders, but rather contribute to improving quality of life and creating equal opportunities. Furthermore, the Company has integrated Human Rights Due Diligence (HRDD) into its business decision-making processes to proactively and effectively identify, prevent, and mitigate social risks.

The following policies and guidelines represent our steadfast commitment to achieving international excellence in sustainability. They serve as a testament to our long-term accountability toward our employees, business partners, and Thai society.

Social Care and Development Practices

- Committed to conducting business with ethics and responsibility towards society, communities, and the environment.
- Support the participation and development of community and social strength to ensure a good quality of life.

- Promote activities that create long-term benefits for society, communities, and the environment, in alignment with the Company's business operations.
- Support the conservation and restoration of environmental quality to create a natural balance.

Human Rights Due Diligence Policy and Commitment

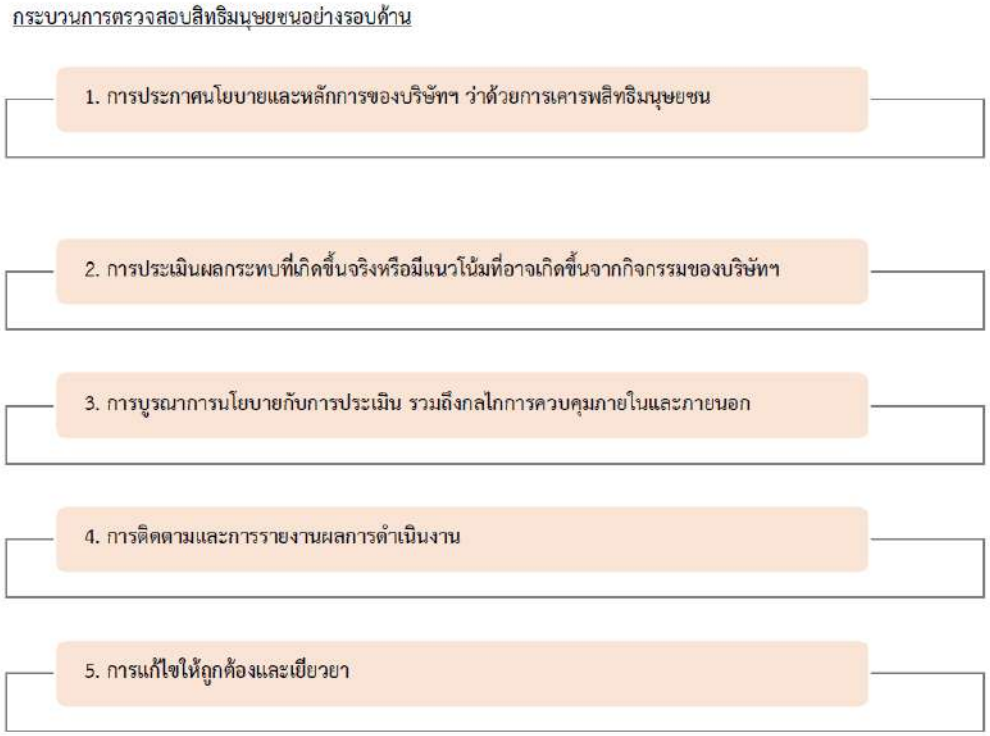
Origin Property Public Company Limited places respect for human rights at the heart of our ethical business conduct by establishing policies in alignment with international standards, specifically the United Nations Guiding Principles on Business and Human Rights (UNGPs), which were endorsed by the United Nations Human Rights Council in 2011. The objectives are as follows:

1. To disclose information and demonstrate transparency in the Company's human rights operations toward all groups of stakeholders.
2. To demonstrate the Company's commitment to respecting human rights in accordance with the UNGPs.
3. To serve as a guideline and establish the framework for human rights operations within the organization.
4. To serve as a tool for continuous development, as well as for the review and improvement of the Company's human rights operations.

Implementation Framework

The Company has adopted and applied the UNGPs and HRDD frameworks, which consist of 5 key steps:

1. Scoping: Identifying human rights issues relevant to the Company's business operations.
2. Risk Assessment: Analyzing and assessing potential human rights risks.
3. Risk Mitigation: Establishing measures to prevent and reduce human rights impacts.
4. Monitoring and Review: Tracking and evaluating human rights performance.
5. Remediation: Providing grievance mechanisms and remediation for affected parties.



Human Rights Due Diligence Process

The Company conducts the HRDD process as a mechanism for managing potential human rights risks arising from business activities throughout the entire value chain, which is categorized into 5 key steps as follows:

1. **Policy Announcement and Principles of the Company on Respecting Human Rights:** The Company communicates its human rights policy and business code of conduct to employees, business partners, and all stakeholder groups. Human rights training is provided to employees, and business partners are required to complete sustainability questionnaires covering economic, social, and environmental aspects, including human rights topics, to foster awareness of their significance. This assessment serves not only as a tool for monitoring policy compliance but also as a key mechanism for building awareness and instilling a culture of respect for human rights that is both strong and sustainable.

2. **Assessment of actual or potential impacts arising from the Company's activities:** The Company has conducted human rights risk assessments to identify actual and potential risks arising from its involvement or through business relationships. This includes considering both internal and external stakeholder groups who may be directly or indirectly affected by the Company's business activities throughout the entire supply chain.

Furthermore, the Company takes into consideration vulnerable groups, such as forced labor, women, children, indigenous peoples, migrant workers, third-party contract workers, and local communities that may be involved in business activities within the process. The key issues the Company prioritizes in the assessment include risks regarding equal remuneration, discrimination, and other human rights issues related to business operations.

Human Rights Risk Assessment Across the Value Chain

The Company conducts comprehensive human rights risk assessments throughout the business value chain, from project development, procurement, and construction to sales, delivery, and after-sales service. This is to ensure that operations at every stage respect the rights of all stakeholder groups and comply with laws, labor standards, and international human rights principles as follows:

Chain 1: Project Development and Design

The Company places strong emphasis on comprehensively assessing potential impacts on communities and the environment, starting from the site selection process by avoiding locations that may affect the livelihoods and well-being of local communities. Project design also considers accessibility and usability for all groups of residents on an equal basis, while maintaining a balance between residential areas and green spaces. In addition, the Company manages utilities, water, and waste systems efficiently.

The Company prepares Environmental Impact Assessment (EIA) reports in accordance with legal requirements and further conducts social impact assessments to ensure comprehensive coverage of human rights considerations.

Chain 2: Sales & Marketing

The Company is committed to communicating information transparently, accurately, and without misrepresentation, enabling customers to make decisions based on reliable information. Pricing and payment terms are established fairly and appropriately in line with customers' financial capacity.

The Company also strictly complies with the Personal Data Protection Act B.E. 2562 (2019). Data security measures are in place, along with clear guidelines for data usage, ensuring that personal data is used only for the stated purposes and with the data subject's consent.

Chain 3: Green Procurement.

Procurement is a key process to which the Company gives particular attention with regard to human rights. This begins with the selection of business partners and contractors that demonstrate operations respectful of human rights. The Company conducts thorough background and labor practice reviews, particularly on issues related to child labor, forced labor, and discrimination.

The Company has also established a Supplier Code of Conduct that covers human rights principles and requires all suppliers to acknowledge and comply with it. In addition, supplier assessments are conducted regularly through both self-assessments and on-site audits to ensure that suppliers operate in accordance with the human rights standards set by the Company.

Chain 4: Construction

Construction is a stage associated with higher human rights risks, particularly regarding workers' safety and occupational health. The Company has therefore implemented strict safety measures, including mandatory safety training prior to work, provision of standard personal protective equipment (PPE), and the presence of safety officers at construction sites.

Regarding employment conditions, contractors are required to provide wages and welfare in compliance with legal requirements, ensure hygienic accommodation, and maintain appropriate living conditions for workers. The Company also conducts regular inspections to ensure compliance with labor laws.

Chain 5: Deliverable & Service

During the handover and after-sales service stage, the Company places strong emphasis on delivering residential units that are of high quality and safe for occupants. Comprehensive quality inspections are conducted prior to handover, and appropriate warranty coverage is provided. The Company also maintains an effective complaint management system, with clear, prompt, and fair procedures for addressing and resolving customer concerns.

Comprehensive Assessment Scope



The Company has mandated that human rights risk assessments cover all aspects of business operations without exception. This ensures that every department, process, and operating site of the Company is thoroughly assessed, representing 100% of all business activities. The scope of this assessment is categorized into two main areas to enable detailed and targeted risk analysis as follows:

1. Core Business Activities

Activities directly related to the Company's revenue generation and forming the core of its business operations consist of the following:

- Product Operations: Covering the processes of project design and development, procurement of construction materials, construction, and the delivery of real estate units to customers.
- Service Operations: Covering various services, including post-sale project management, maintenance of common areas, and customer service.

2. Business Support Activities

Activities that do not directly generate revenue but are essential to ensuring smooth and efficient business operations. They include:

- **Supplier management,** including supplier selection, transparent and fair procurement processes, performance evaluation, and supplier capability development, while promoting suppliers' adherence to human rights principles.
- **Employee management,** including recruitment and hiring, employee development, compensation and benefits, working conditions, and occupational health and safety.
- **Customer services**, including complaint handling, problem resolution, personal data protection, and communication with customers.
- **Community and social engagement**, including corporate social responsibility activities, community development, environmental stewardship, and community participation in project areas.
- **Shareholder value creation,** including good corporate governance, information disclosure, and the delivery of sustainable returns.

In addition, the Company extends its assessment to potential future business processes, such as joint ventures (JV) and mergers and acquisitions (M&A). Human rights risk assessments are conducted as part of the due diligence process prior to business decisions to ensure that all business expansions align with the Company's commitment to respecting human rights. In 2025, the Company reported zero human rights risks identified within its value chain (0 cases).

3. Policy Integration with Assessment, Including Internal and External Control Mechanisms

Step 1: Human Rights Identification

The identification of human rights issues relevant to the Company's business activities is conducted by benchmarking against companies in the service and retail sectors. The Company's relevant human rights scope is presented below:



Labor Rights

- **Workplace Environment:** Provision of a safe physical working environment, including office facilities, lighting, noise levels, working hours, workplace atmosphere, and other environmental factors, as well as tools and equipment that support employees in performing their work efficiently.

- **Occupational Health and Safety:** Management of employee health and safety across the Company's workplaces and operational sites, including programs to provide assistance, raise awareness, and ensure that occupational health and safety measures are accessible to all employees.
- **Non-Discrimination:** Equal and fair treatment of all employees, including equal pay, without discrimination based on race, religion, gender, age, sexual orientation, disability, nationality, or other personal characteristics.
- **Freedom of Association and Collective Bargaining:** Employees' rights to freely associate and to participate in fair negotiations regarding employment benefits and working conditions.
- **Child Labor and Forced Labor:** Commitment to complying with labor laws related to child and female workers, while strictly prohibiting child labor, forced labor, and human trafficking across the Company's operations, including suppliers and business partners.

Community and Environmental Rights

In real estate development projects, particularly condominium projects in urban areas, consideration of the rights of surrounding communities is a key element of responsible business operations. Property development may affect the way of life, landscape, resources, and well-being of people in nearby communities. Therefore, respecting community rights is not only a matter of legal compliance, but also an ethical commitment that the Company consistently upholds.

The Company recognizes the importance of providing opportunities for community participation at every stage of project development, from initial consultations and impact assessments to transparent communication throughout the construction process. Community engagement not only helps minimize potential conflicts or complaints but also enables project development that aligns with the local context and the genuine needs of surrounding communities.

- **Standard of Living and Quality of Life:** The Company ensures that its operations do not cause negative impacts on human rights within the surrounding communities. This includes preventing actions that might diminish the income of community members through unfair competition.
- **Occupational Health and Community Safety:** The Company meticulously manages its operations to prevent any negative impacts on occupational health and community safety. This includes implementing rigorous measures to avert operational accidents and strictly controlling all forms of pollution that could affect the surrounding community.
- **Community access to clean water:** The Company ensures that its operations do not impede community access to clean water. This includes avoiding the obstruction of local water sources and ensuring that water extraction from communal supplies does not lead to water shortages or drought conditions for the surrounding area.
- **Waste and Hazardous Materials Management:** The Company manages waste and hazardous materials through proper disposal and treatment methods to ensure no adverse impacts on the environment and surrounding communities. This includes systematic wastewater treatment and the professional handling of chemical substances.
- **Land Acquisition:** The Company conducts impact assessments prior to commencing operations to ensure that its activities do not result in any human rights violations.

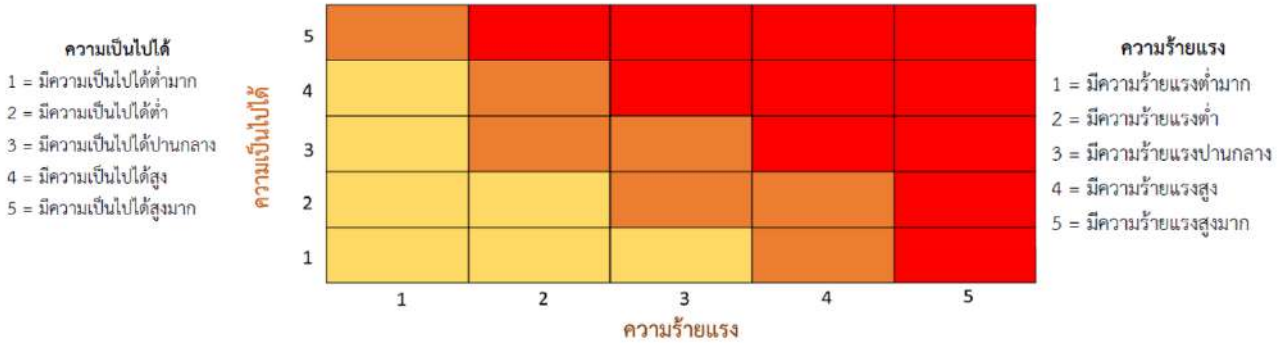
Customer Rights

- **Customer Health and Safety:** The Company provides high-quality products and services at fair prices, with a strong focus on ensuring customer health and safety throughout their use of our services.
- **Customer Data Privacy:** The Company strictly adheres to data privacy policies, ensuring no unauthorized access or violation of customer personal information. We implement rigorous management measures to safeguard data privacy and maintain full compliance with personal data protection regulations.
- **Non-discrimination against Customers:** Implementation of management guidelines to prevent discrimination against customers.

Supplier Rights

- **Supplier Code of Conduct:** The Company conducts its business in accordance with high ethical standards and ensures fair and transparent trade practices. Business operations are based on mutual benefit, aiming to achieve fair returns for both parties and foster sustainable partnerships.
- **Partner Confidentiality:** The Company respects and protects the confidential information of its business partners and shall not infringe upon such information, including but not limited to copyrights, patents, and other intellectual property rights.

Step 2: Risk Ranking



The Company conducts Human Rights Risk Assessments by evaluating two key dimensions: Likelihood and Severity. This methodology is employed to prioritize risks effectively. The scoring criteria, tailored to the specific context of the Company's business operations, are detailed as follows:

ระดับ	คำนิยามของโอกาส	คำนิยามของผลกระทบด้านสุขภาพและความปลอดภัย	คำนิยามของผลกระทบของความต่อเนื่องในการดำเนินงาน	คำนิยามของผลกระทบด้านชื่อเสียงและความมั่นคงของบริษัท
ต่ำมาก (1)	ไม่มีเหตุการณ์เกิดขึ้นใน 1 ปี	ปฐมพยาบาล	ไม่กระทบกับกระบวนการทำงาน	ไม่ส่งผลกระทบต่อชื่อเสียงของบริษัท
ต่ำ (2)	เกิดขึ้น 1 ครั้งต่อปี	บาดเจ็บขั้นที่ได้รับการรักษาทางการแพทย์ที่โรงพยาบาล (OPD)	ธุรกิจขัดข้องประมาณ 24 ชั่วโมง	เกิดข่าวในแง่ลบในสื่อสาธารณะ
ปานกลาง (3)	เกิดเหตุการณ์ขึ้นน้อยมาก แต่มีความเป็นไปได้ที่เกิดขึ้น 2 ครั้งต่อปี	รักษาตัวในโรงพยาบาล (IPD)	ธุรกิจขัดข้องประมาณ 1-3 วัน	เกิดข่าวในแง่ลบเป็นวงกว้างในสื่อสาธารณะทั้งในประเทศและต่างประเทศ
สูง (4)	เกิดเหตุการณ์ขึ้นน้อยมาก แต่มีความเป็นไปได้ที่เกิดขึ้น 3 ครั้งต่อปี	พิการ	ธุรกิจขัดข้องประมาณ 4-6 วัน	เกิดการฟ้องร้องบริษัท
สูงมาก (5)	เกิดเหตุการณ์ขึ้นน้อยมาก แต่มีความเป็นไปได้ที่เกิดขึ้นมากกว่า 3 ครั้งต่อปี	เสียชีวิต	ธุรกิจขัดข้องเกินกว่า 7 วัน หรือไม่สามารถส่งต่องานให้กับสูญเสียความเชื่อมั่นในบริษัทหน่วยงานที่เกี่ยวข้องได้ทันตามกำหนด	ถูกถอนออกจากตลาดหลักทรัพย์สูญเสียความเชื่อมั่นในบริษัท

In 2025, following a review of the 2024 human rights issues, the Company conducted a more rigorous assessment of potential impacts and likelihood. As a result, seven key human rights risks have been identified and prioritized as follows:

Very High Risk

1. Waste discharge and pollution affecting surrounding communities (5×5)
2. Occupational safety in the workplace (5×4)

High Risk

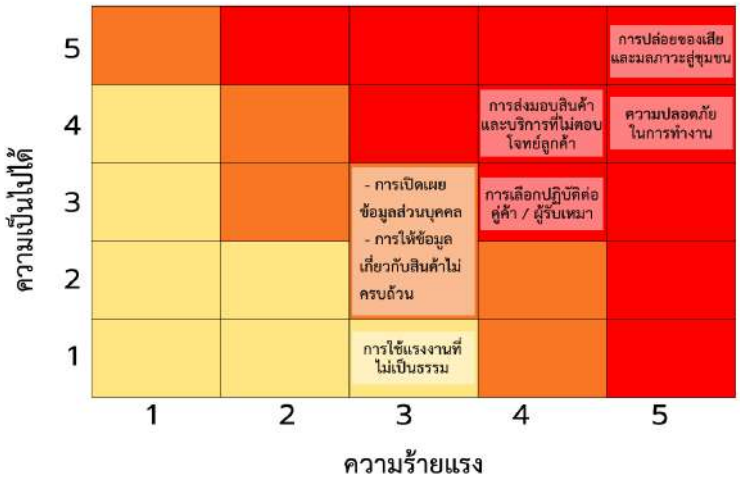
3. Delivery of products and services that do not meet customer needs (4×4)
4. Discrimination against suppliers or contractors (3×4)

Medium Risk

5. Disclosure of personal data (3×3)
6. Incomplete product information provided to customers (3×3)

Low Risk

7. Unfair labor practices (1×3)



Step 3: Risk Management

Based on the seven prioritized human rights risk issues, the Company further analyzed the potential risks that may arise and established mitigation measures and remediation processes as follows

สถานการณ์ความเสี่ยง (Issue)	ระดับความเสี่ยง (Risk Level)	แนวทางการดำเนินการเพื่อลดและป้องกันความเสี่ยง (Responding Measures)	ตัวชี้วัด (Indicator)	มาตรการในการติดตามและตรวจสอบ (ภายใน Tier 1) (Tracking Measures)
Cause (เป็นสาเหตุ)				
การเปิดเผยข้อมูลส่วนบุคคล	3	มีการควบคุมการใช้ข้อมูล โดยต้องได้รับการอนุมัติจากผู้บริหารสูงสุด	จดหมายที่ได้รับการขออนุมัติการใช้ข้อมูลจากผู้บริหาร 100%	ทุก 6 เดือน
การเลือกปฏิบัติต่อลูกค้า / ผู้รับเหมา	4	มีการเทียบราคาให้เห็นอย่างชัดเจน	มีการเทียบราคาในการซื้อสินค้า 100% จำนวนข้อร้องเรียนเกี่ยวกับความไม่เป็นธรรมของคู่ค้า	ทุก 3 เดือน
การให้ข้อมูลเกี่ยวกับสินค้าไม่ครบถ้วน	3	พนักงานจะต้องเข้าใจข้อมูลครบถ้วน ชัดเจน และสื่อสารอย่างตรงไปตรงมา	จำนวนพนักงานขายและการตลาดผ่านการสอบวัดผลด้านข้อมูล 90% และจำนวนเคสข้อร้องเรียนด้านการให้ข้อมูลสินค้าไม่เกิน 5%	ก่อนการเปิดขายทุกโครงการ
Contribute (มีส่วนร่วม)				
สภาพแวดล้อมในการทำงานที่ไม่ปลอดภัย	5	มีการตรวจเช็คความปลอดภัยหน้างานและพื้นที่การทำงานสม่ำเสมอ รวมถึงตรวจเช็คอุปกรณ์ในการทำงานให้พร้อมใช้งานอยู่เสมอ	มีการอบรมด้านอาชีวอนามัยและความปลอดภัยในการทำงาน 100% และมีข้อมูลของเหตุการณ์เกี่ยวกับการหยุดชะงักอันเนื่องมาจากสภาพความไม่ปลอดภัยในการทำงาน	ทุกเดือน

สถานการณ์ความเสี่ยง (Issue)	ระดับความเสี่ยง (Risk Level)	แนวทางการดำเนินการเพื่อลดและป้องกันความเสี่ยง (Responding Measures)	ตัวชี้วัด (Indicator)	มาตรการในการติดตามและตรวจสอบ (ภายใน Tier 1) (Tracking Measures)
Link to (มีส่วนเกี่ยวข้อง)				
การใช้แรงงานแบบไม่เป็นธรรมในโครงการก่อสร้าง	3	มีการตรวจสอบหน้างานอย่างเคร่งครัด	จำนวนการประเมินผลกระทบด้านสิทธิมนุษยชน และจำนวนเหตุการณ์การใช้แรงงานแบบไม่เป็นธรรมมีการรายงาน = 0	ทุกเดือน
การปล่อยของเสียและมลภาวะสู่ชุมชน	5	มีการควบคุมและตรวจวัดการปล่อยของเสียต่าง ๆ ให้อยู่ในระดับที่ไม่เกินค่ามาตรฐาน	มีกระบวนการรายงานผลการติดตามและตรวจสอบการปล่อยของเสียและสภาวะ ไม่เกินค่ามาตรฐานตามที่กฎหมายกำหนดและทัศนคติของชุมชนต่อการบริหารจัดการการปล่อยของเสียของบริษัทอยู่ในเกณฑ์ (80%)	ทุกเดือน
การส่งมอบสินค้าและบริการที่ไม่ตอบโจทย์ลูกค้า	4	จัดตั้งหน่วยงาน QA และ QC ในการตรวจสอบและควบคุมคุณภาพการก่อสร้างและการส่งมอบ	มีคู่มือในการตรวจวัดคุณภาพงาน Zero defect	ตรวจสอบก่อนผู้รับเหมาส่งมอบงานในทุกงวดงาน

4. Monitoring and Reporting of Human Rights Performance

The Company has developed a systematic approach and procedures to monitor these risks, with the Human Resources Department serving as the primary responsible unit for communication, awareness-building, and ensuring that no human rights violations occur in the workplace. The Procurement Department also plays a supporting role in overseeing human rights practices among business partners.The process begins with a human rights impact assessment during the project planning stage, followed by data collection through various channels such as public consultations, field surveys, and anonymous grievance mechanisms. The Company then analyzes the collected data to prepare risk assessment reports, propose preventive or remedial measures, and report the results to the Sustainability and Environmental Subcommittee on a quarterly basis. The information is also publicly disclosed through the One Report.This process not only enhances transparency and builds trust but also serves as a key mechanism for developing business policies that sustainably respect human rights.

Performance Results

- **Comprehensive Risk Assessment:** All of the Company's business operations and activities were thoroughly assessed for human rights risks and impacts (100%).
- **Effective Mitigation Measures:** For all business activities identified as having high human rights risks (100%), the Company developed and implemented concrete mitigation measures and remediation processes. These measures were carefully planned and continuously improved to align with the Company's operational context.
- **Operations Free from Human Rights Violations:** In 2025, the Company recorded no risks, incidents, or cases related to human rights violations in any form (0 human rights complaints). This includes human rights within the organization, across the value chain, and other related areas, such as anti-human trafficking, prohibition of forced and child labor, elimination of discrimination and harassment in all forms, respect for freedom of association, the right to collective bargaining, and equal remuneration. In addition, the Company conducted labor-related assessments of 14 key suppliers, all of whom met the required standards (100%). Furthermore, 100% of employees received training and awareness on human rights.

Risk Issues	Prevention and Mitigation Measures	Quantitative Performance Results
Construction Workers	On-site Audits and Safety Training for Contractors	0 cases of human rights violations
Data Privacy	Implementation of information security systems in accordance with PDPA standards, including strict Access Control for personal data.	• Complaints regarding personal data breaches: 0 cases • Percentage of employees communicated on PDPA guidelines: 100%
Diversity and Non-Discrimination in the Organization	Diversity Policy covering 7 dimensions (e.g., gender, age, disability) and merit-based recruitment processes free from bias.	• Proportion of female employees in management positions: 16.85% • Complaints regarding discrimination: 0 cases

Information Disclosure and Stakeholder Engagement

- **Regular Performance Reporting:** The Company prepares comprehensive human rights performance reports annually, disclosed through the Sustainability Report and the Company's website. These platforms are designed for easy accessibility and provide complete information, allowing all stakeholder groups to consistently monitor our progress. Furthermore, performance results are formally reported to the Corporate Governance and Sustainability Committee to ensure transparency and ongoing accountability.

- **Multi-Channel Communication Platforms:** The Company provides secure and highly accessible communication channels for all stakeholders to report concerns or observations regarding human rights issues. We strictly guarantee whistleblower protection and confidentiality, ensuring that reports can be submitted directly to the Audit Committee through the following channels:

  1. **By mail:** To: The Chairman of the Audit Committee Origin Property Public Company Limited Bhiraj Tower at BITEC, 20th Floor, No. 4345 Sukhumvit Road, Bang Na Sub-district, Bang Na District, Bangkok 102600
  2. **Email:** Whistleblower@origin.co.th
  3. **Via website:** Origin Property Public Company Limited website (www.origin.co.th)
  4. **By telephone:** 1498
  5. **By fax:** +66 2 029 1939

5. Human Rights Remediation and Corrective Action

The Company is firmly committed to establishing effective grievance and remediation mechanisms to address any potential human rights impacts or concerns arising from our business operations. Our entire process is meticulously designed to align with the United Nations Guiding Principles on Business and Human Rights (UNGP) and other relevant international standards.

Human Rights Remediation Framework

The Company has developed a comprehensive and systematic Human Rights Remediation Framework, which consists of the following key components:

1. Preventive Measures

- **Proactive Risk Assessment:** Conduct comprehensive human rights risk assessments across all projects and business activities from the initial stages. This identifies potential impact areas and allows for effective management before issues arise.
- **Training and Awareness Building:** Provide human rights training and consistent communication through various channels to employees at all levels and key business partners. This fosters a shared understanding and prevents unintentional violations.
- **Contractual Requirements:** Integration of human rights clauses into contracts with all suppliers and business partners, including the establishment of clear penalties and enforcement actions in the event of violations.

2. Grievance Mechanisms

The Company provides diverse, accessible, and confidential grievance channels, ensuring that all stakeholder groups can safely report concerns or potential human rights violations. These channels include:

- **Online Grievance Center:** An online reporting system available on the Company's website, operating 24/7 with multi-language support and the option for anonymous reporting to ensure whistleblower protection.
- **Call Center:** The Company's customer service staff are specially trained to handle human rights grievances while adhering to high-level data confidentiality standards. The system ensures that all reports are efficiently escalated to the specifically designated departments for further action.
- **Electronic Mail (E-mail):** A dedicated email address for human rights grievances, ensuring reports are transmitted directly to executives or the specifically responsible departments. This enables a rapid and effective response to highly sensitive issues.
- **Confidential Suggestion Boxes:** Strategically placed in private areas within the Company's offices to ensure whistleblower confidentiality and anonymity. This channel is specifically designed for those who may not find digital platforms convenient, providing a safe and accessible alternative for reporting.
- **Direct Dialogue:** The Company organizes regular forums and direct dialogues between management, local communities, and various stakeholder groups. These platforms serve to actively listen to concerns and gather constructive feedback for continuous improvement.

3. Grievance Redress Process

Upon receiving a grievance, the Company follows a clear, transparent, and structured process as outlined below:

- **Registration and Acknowledgment** Every grievance is recorded in our central system, and an acknowledgment of receipt is sent to the complainant within 24 hours.
- **Screening and Severity Assessment** A dedicated task force evaluates the severity of the incident and prioritizes actions based on the level of impact.
- **Impartial Investigation** Appointment of a specialized investigation committee with relevant expertise to conduct a thorough and fair fact-finding process.
- **Adjudication and Decision-Making:** Senior executives responsible for corporate governance and sustainability review the investigation findings in collaboration with relevant departments. This collective deliberation ensures the determination of appropriate corrective actions and remediation measures, grounded in human rights principles and fairness to all parties involved.
- **Communication of Outcomes:** The investigation results and proposed remediation measures are communicated to the complainant. Furthermore, the Company actively seeks feedback on the resolution to ensure it effectively addresses the concern

4. Comprehensive Remediation Measures

The Company prioritizes appropriate and comprehensive remediation across all dimensions. Our remediation measures may include:

- **Financial Compensation:** Providing fair and equitable financial compensation for any incurred damages, ensuring that the amount is appropriate and strictly adheres to international standards.
- **Livelihood and Wellbeing Restoration:** Supporting the physical and psychological recovery of affected individuals through quality-of-life development programs and professional counseling services.
- **Policy and System Improvements:** Updating corporate policies, standard operating procedures, and audit systems to address root causes and prevent the recurrence of similar issues in the future.
- **Apology and Accountability:** Public and sincere acknowledgement of the impacts caused, accompanied by a formal commitment to continuous improvement and the prevention of future occurrences.
- **Monitoring and Evaluation:** Implementing a systematic follow-up process to assess the effectiveness of remediation measures, ensuring that all affected individuals receive appropriate care and that their issues are fully resolved.

Social Performance

Labor Practices and Employee Treatment

Amidst the volatility and constant shifts in the business environment, the Company firmly believes that our employees are the primary engine driving the organization to overcome challenges. We hold that the synergy and collective cooperation of every employee are the most vital factors in steering the organization toward long-term stability. Consequently, the Company has adopted the 'Commit, Create, Conquer' framework for human resource management and development in 2025. This strategy begins with a commitment to caring for our employees with accountability and fairness, fostering a culture of internal trust, security, and stability (Commit), while concurrently enhancing potential, skills, and a work environment that encourages continuous learning, adaptability, and creative thinking to ensure our workforce is ready for future business directions (Create). These efforts further strengthen the organization through deep engagement and collaboration at all levels, enabling us to overcome uncertainties and deliver sustainable value to the Company and all stakeholders in the long term (Conquer). Furthermore, our people management is strictly anchored in Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work. This includes the prohibition of child and forced labor, the promotion of non-discrimination, and the upholding of freedom of expression. We also ensure fair compensation aligned with employee potential, maintain working hours within legal limits, prioritize occupational health and safety, and provide specialized protection to ensure a safe working environment for pregnant employees.

Corporate Culture and Core Values

The Company firmly believes that the vital foundation for sustainable growth under the 'Creative Living for All' philosophy is the cultivation of a unified DNA and professional mindset among employees at all levels. Consequently, the Company has established five Core Values to serve as a compass, guiding the organization toward its goals and providing a standardized framework for decision-making in every situation. The details are as follows:

1. Customer Empathy With customers at the heart of everything we do, we cultivate a deep-seated mindset across our work force to understand them profoundly. We go beyond merely listening to their requirements; we strive to empathize with their true feelings and underlying pain points. This insight empowers us to innovate solutions and services that ensure maximum satisfaction and address every dimension of the customer experience.
2. Goal Synergy In an organization with diverse business units, we believe that great success cannot be achieved by any single individual but through collective teamwork. We encourage every employee to align their personal goals with the organization's objectives, leveraging their unique individual potentials to support one another and move forward toward our shared mission
3. Quality Crafted We are committed to excellence in quality by instilling a 'Craftsmanship Spirit' within every employee. This ensures meticulous attention to every detail-from the initial design phase to final delivery and after-sales service. Our goal is to ensure that every work produced by Origin is a source of pride and represents superior quality.
4. Innovative Creativity To keep pace with a constantly evolving world, we foster an open culture that welcomes new ideas and encourages employees to think outside the box. We are committed to continuously integrating innovations and new work processes to develop products and services that are progressive, distinctive, and sustainably advanced
5. Sustainable Development We look beyond short-term profits, prioritizing long-term impacts on society and the environment. Every decision and action taken by our Origin team is driven by a deep sense of accountability, aiming to co-create a better society and preserve ecological balance for future generations.

Human Capital Management Strategy

Strategy	Implementation Plan & Methodology
Defining Clear Structures	• Establish clear Career Paths and growth trajectories for employees across all functional areas. • Empower and develop high-potential talent to achieve their maximum professional growth within their respective career tracks. • Restructure internal management frameworks to ensure seamless alignment with the specific roles and responsibilities of each department.
Compensation and Benefits	• Establish compensation and benefits in alignment with industry standards. • Ensure equal pay for work of equal value, regardless of gender, religion, or any other factors unrelated to performance.
Human Capital Development	• Performance evaluation is conducted through a comprehensive KPI framework encompassing functional performance, ESG contributions, and individual self-development progress. • Designing training programs tailored to the specific requirements of each employee level and functional-specific expertise across all business units. • Promoting a collaborative learning culture within the organization through cross-functional knowledge sharing and specialized sessions on ESG integration.
Creating Educational Opportunities	• Supporting employees in pursuing Master's degrees both locally and internationally in fields of study relevant to the organization's business operations.
Employee Recognition	• Presenting the quarterly Origin Star Award and the annual Employee of the Year award to honor those with outstanding performance and who serve as role models in maintaining excellence. • Organizing the Congratulations Ceremony to present awards to employees who have received commendations from customers for their exceptional service. • The ORI Hero Award to honor employees who demonstrate a strong service mind and exceptional dedication during crisis situations.
Employee Engagement Activities	• Organizing various activities in observance of traditional customs and seasonal festivals such as Valentine's Day, Chinese New Year, Songkran, and Christmas. • The Make it Better initiative, featuring a contest for innovative ideas and new concepts aimed at enhancing operational excellence.

2025 Human Capital Development and Sustainability Goals

Key Highlights	KPI	Goal	Performance Results
Potential Development	Average training hours/employee/year	≥20 hours / employee / year	21.3 hours / employee / year
Potential Development	the vital frontline responsible for customer relations and revenue generation, sales and credit officers must undergo comprehensive training in personality development, service excellence, product knowledge, and operational systems.	100%	100%
Potential Development	All employees are required to establish Key Performance Indicators (KPIs) that include at least one goal focused on personal development and one goal dedicated to ESG (Environmental, Social, and Governance) principles.	694 persons (100%)	637 persons (91.78%)
Labor Practices and Human Rights	Labor and Human Rights Complaints	0 case	0 case
Labor Practices and Human Rights	Illegal Labor Practices	0 Persons	0 Persons
Occupational Health and Safety	Lost Time Injury Frequency Rate (LTIFR)	0	0

Employment (GRI 401-1, GRI 401-2, GRI 401-3)

Origin Property Public Company Limited prioritizes employment as the foundation for building a strong and sustainable organization. We believe that the power of unity, collaboration, and workforce diversity are the most critical factors in driving the organization to overcome challenges and achieve long-term growth. The Company conducts its recruitment and selection processes based on the principles of fairness, transparency, and non-discrimination. Candidates are evaluated based on their knowledge, competency,

potential, and cultural fit-regardless of age, gender, race, religion, or any other personal attributes. This also includes supporting local employment in areas where the projects are located, such as Phuket, Khon Kaen, Rayong, and Chonburi, as well as providing opportunities for interns to gain work experience and earn income. This ensures that high-potential individuals have the opportunity to join the organization and grow together with us. We strictly adhere to labor laws, prohibiting the use of child or forced labor, and respect the human dignity of every employee. This commitment includes providing fair and appropriate employment conditions, compensation, benefits, and working hours to foster stability, confidence, and employee engagement, ultimately strengthening the organization and its long-term sustainability.

In 2025, the Company had a total of 694 employees. During the year, 120 new employees were hired, representing 17.29% of the total workforce. There were 2 temporary employees, accounting for 0.28%, and 10 elderly employees.The voluntary turnover rate was 29.11%, with a total of 202 employees leaving the Company, comprising 74 males and 128 females. The Company closely monitors employment and turnover data, analyzing it by gender, age group, and job level to support workforce planning and the development of appropriate human resource policies.

Divided by job level as follows:

Employee level	male (person)	female (person)	Total (%)
Operation	205	263	468 (67.43%)
Management	80	92	172 (24.78%)
Executive Management	29	25	54 (7.78%)
Total	314	380	694 (100%)

Divided by age group as follows:

Age range	Male		Female		Total	
	Number	%	Number	%	Number	%
Under 30 years	79	11.38%	103	14.84%	182	26.22%
30 — 55 years	228	72.61%	274	72.11%	502	72.33%
Over 55 years	7	2.23%	3	0.79%	10	1.44%
Total	**314**	**45.24%**	**380**	**54.75%**	**694**	**(100%)**

Summary of Employee Levels: 3-Year Comparison	2023		2024		2025	
	Male	Female	Male	Female	Male	Female
Operation	329	654	404	613	205	263
Management	143	151	152	117	80	92
Executive Management	37	14	32	13	29	25
Total	**509**	**819**	**587**	**743**	**314**	**380**

Summary of Employee Age Groups: 3-Year Comparison	2023		2024		2025	
	Male	Female	Male	Female	Male	Female
Under 30 years	277	515	284	447	79	103
30 — 55 years	226	301	301	293	228	274
Over 55 years	6	3	2	3	7	3
Total	**509**	**819**	**587**	**743**	**314**	**380**

The Company prioritizes the promotion and support of the quality of life for persons with disabilities in Thai society. Although the Company currently does not have direct employment of persons with disabilities (zero disability employment), we demonstrate our social responsibility by strictly contributing to the Fund for Promotion and Development of Life Quality of Disabled Persons. This is in compliance with the Empowerment of Persons with Disabilities Act B.E. 2550 (2007) and its amendments, following the 100:1 employment ratio, with a total contribution of THB 615,025

These initiatives aim to enhance opportunities for persons with disabilities to develop their potential and pursue careers, enabling them to become self-reliant, earn a stable income, and live with dignity. Furthermore, this support helps alleviate the caregiving burden on families and society, encourages their active participation in national economic development, and promotes an inclusive society that fosters equal opportunities for all. The Company firmly believes that our contribution to the Fund will play a vital role in driving Thai society toward becoming more inclusive, where everyone is empowered to reach their full potential. This commitment ultimately fosters the nation's stable and sustainable development.

Compensation Setting and Management

The Company has established a compensation management policy centered on fairness, transparency, and industry competitiveness. Our primary objectives are to attract and retain high-potential talent, while providing incentives that drive the organization toward long-term sustainability. The policy is governed by the following management principles:

1. **Direct Monetary Compensation:** The Company strictly adheres to the principle of 'Equal Pay for Equal Work.' Our salary structure is determined based on job responsibility, skill sets, and experience, ensuring fairness and non-discrimination regardless of gender, race, religion, age, or disability. Furthermore, our compensation framework is strategically aligned with both professional skills and industry standards.
    - **Linking Performance with Sustainability:** In addition to business-related KPIs, the Company has integrated Sustainability Performance Indicators (ESG KPIs) as part of our annual salary review process. This ensures that employee compensation is directly aligned with their dedication and the Company's long-term sustainability goals.
    - **Special Incentives:** Commissions and incentive programs are provided for operational and sales functions to empower employees and motivate them to perform at their full potential.

2. **Indirect Monetary Compensation and Employee Benefits** The Company is committed to enhancing the security and quality of life of our employees through a comprehensive welfare system that exceeds legal requirements. These benefits include group health and life insurance, a Provident Fund for long-term savings, and various types of paid leave.

3. **Non-Monetary Compensation and Recognition** The Company organizes recognition events and award ceremonies to boost the morale and motivation of employees who consistently deliver outstanding performance.

Employee Training (GRI 404-1, GRI 404-2)

Origin Property Public Company Limited firmly believes that sustainable success-amidst a highly competitive real estate industry and rapid technological transformation-is driven by Human Capital that possesses knowledge, capability, and agility. Consequently, the Company has established human resource development as a core corporate strategy, focusing on enhancing the competencies of employees at all levels to align with our business direction and long-term organizational goals.

Over the past year, the Company has focused on designing training programs tailored to the specific needs of different employee groups. We have developed curricula appropriate for various job levels and roles, as well as specialized functional courses. These initiatives ensure that employees can effectively apply their knowledge to their daily operations while maintaining professional standards.

Furthermore, the Company promotes a collaborative learning culture through internal Knowledge Sharing across departments. This approach not only elevates technical skills but also provides opportunities for teams to exchange perspectives and gain a deeper understanding of each other's work processes. This leads to reduced errors and enhanced cross-functional efficiency. Moreover, these initiatives foster a sense of pride among knowledge sharers and strengthen employee engagement, serving as a vital foundation for long-term collaboration and organizational resilience. In 2025, the Company achieved an average of 21.3 training hours per employee per year, surpassing the established target of 20 hours. These programs focused on enhancing knowledge, skills, and professional expertise in alignment with the 2024 56-1 One Report. Exceeding this target reflects the organization's commitment to fostering comprehensive, in-depth, and continuous learning to ensure our workforce is prepared for long-term business growth. Throughout the year, the Company conducted 50 training courses, with a total investment in employee development amounting to THB 3,292,700.

Looking ahead to 2026, the Company has set a higher target of 22.5 training hours per employee per year. The development focus will be tailored to specific roles: Front Office employees will prioritize professional skills and a 'Service Mind' for customer excellence, while Back Office employees will focus on self-development, well-being, foundational work skills, and technical proficiency.

Summary of Personnel Development: 3-Year Comparison

Year	Number of Employees (Persons)	Total Training Hours (Hours)	Average Training Hours (Hours/1Person/Year)
2023	1,328	26,946	20.2
2024	1,330	27,058	20.3
2025	694	14,839	21.3

*Note: Data for 2023—2024 includes employees of Primo Service Solutions Public Company Limited.

Examples of Courses Conducted

1. **Professional Sales Development Program for New Sales Employees**
   This program aims to equip newly recruited sales employees with essential knowledge and skills, including product knowledge, customer needs analysis, presentation techniques, and sales closing skills. The program emphasizes practical training through simulated scenarios and coaching support. As a result, newly recruited sales employees generated total sales of more than THB 2.6 billion in 2025.

2. **Technical Knowledge Development for the Origin Quality Care Team**
   This program focuses on strengthening technical knowledge in three key areas for the Origin Quality Care team: proper tile installation, basic elevator systems, and air-conditioning systems. The training enhances employees' ability to analyze problems quickly and provide accurate solutions, contributing to improved customer satisfaction. As a result, customer satisfaction scores increased from 83% to 92%.

3. **Human Rights Training Program for the Human Resources Department**
   Senior managers and above from the Human Resources Department participated in two training sessions organized by the Stock Exchange of Thailand. As a result, three human rights process improvements were implemented, and the risk assessment scope was expanded to cover 100% of the organization.

4. **Communication Techniques Training for Administrative Staff**
   This training program aims to enhance understanding of effective information structuring, appropriate word selection, and systematic communication. It enables administrative staff to communicate clearly and accurately, minimizing misunderstandings and errors that may arise from incomplete communication. As a result, overall work efficiency is improved. Following the training, employee satisfaction with coordination and communication with administrative staff increased from 3.0 out of 5.0 to 4.6 out of 5.0.

5. **Basic Excel Skills Training for the Homecare Team**
   This training was conducted by the Accounting Department to enhance the Homecare team's skills in data management and analysis. The program enables employees to screen and analyze complaint data, identify problem trends, and plan proactive solutions more effectively. As a result, the time required for screening and analyzing requests decreased by 32%, while data accuracy improved by 28%.

Furthermore, the Company supports a graduate scholarship program to enhance in-depth knowledge and prepare high-potential employees for future leadership roles. In 2025, the Company sponsored a manager-level employee to pursue a Master of Science in Real Estate Economics and Investment Analysis at University College London (UCL), The Bartlett School of Sustainable Construction, in the United Kingdom. This initiative forms part of the Company's Succession Plan to strengthen leadership continuity and long-term organizational capability.

Sustainability Capacity Building

The Company promotes and enhances employees' knowledge to prepare them to drive the organization toward sustainability and to understand the meaning and importance of the ESG framework, enabling them to apply it in their work.

In 2025, the Company organized both online and offline activities for employees at all levels to enhance understanding and regularly communicate sustainability-related information across the organization.



1. Participation in the "ESG DNA: Sustainability Knowledge Program for Employees at All Levels" for the second consecutive year through an e-Learning platform organized by the Stock Exchange of Thailand. The program consisted of four courses: (1) ESG 101: Fundamentals of Sustainability, (2) CE201: Circular Business Model, (3) S02_1: Value Chain Analysis, and (4) ESG201: ESG Risk Management. A total of 200 employees participated in the training, and the Company plans to further expand the program to employees across the organization.



2. Preparation Program for International Sustainability Assessment (FTSE Russell) The Company implemented a program to prepare the organization for international sustainability assessments under the FTSE Russell framework by enhancing employees' knowledge, raising awareness, and preparing them to understand and adapt to the updated evaluation criteria. The program was conducted through both offline and online formats. For the offline session, expert speakers from the Stock Exchange of Thailand were invited to provide insights and address questions from senior executives and employee representatives from all departments, with over 50 participants attending. Participants were expected to further communicate the knowledge within their teams and integrate it into operational management and KPI setting. In addition, the Company provided two e-Learning courses for employees at all levels: 1) Training Series 101: Understanding the Methodology of FTSE Russell ESG Scores 2) Training Series 102: In-depth Topics on FTSE Russell ESG Scores More than 120 employees participated in the online courses, and the Company continues to promote ongoing learning among employees across the organization.

Employee Engagement Survey

During the year, the Company conducted an employee engagement and workplace atmosphere survey designed to encourage natural participation and align with the Company's organizational culture. The survey used reflective questions to capture employees' perspectives and feelings toward their current work environment. The results reflected an overall positive sentiment toward the organization. In 2025, the employee satisfaction score was 87.4%, with 70% of employees giving the highest level of engagement (5 out of 5). The overall average score was 4.5, indicating a strong level of engagement and a positive sense of stability toward the organization. Meanwhile, the proportion of low scores remained limited, and no responses were recorded at the lowest level (0), reflecting a work environment that supports long-term employee engagement.

Employee Engagement

The Company believes that employee engagement is the foundation of effective performance. Although the Company is currently enhancing its quantitative employee engagement assessment system to improve accuracy in 2025, it continues to foster an environment that supports employee engagement through listening and responsive strategies as follows:

- Two-way Communication: The Company provides channels for employees at all levels to share feedback and suggestions through digital platforms and Town Hall activities, enabling management to acknowledge issues and address them promptly.
- Recognition and Rewards: The Company has established recognition awards for employees who demonstrate outstanding performance and behaviors aligned with the Company's Core Values, fostering pride and serving as positive role models within the organization.
- Career Development Path: The Company promotes career growth opportunities within the Group through job rotations aligned with employees' capabilities and fair promotion practices. This is reflected in a strong employee retention rate, which serves as an indicator of employee engagement.

Employee Engagement Activities

The Company believes that employee engagement is not created by policies alone, but also through positive daily work experiences, a sense of belonging to the organization, and warm relationships among colleagues. Therefore, the Company has designed various activities to foster a vibrant workplace atmosphere, encourage employee participation, and create meaningful shared experiences, as follows:

Recognition and Rewards

The Company believes that recognizing and valuing employees' dedication is an important driver of motivation and excellence in performance. Therefore, the Company has established various recognition and reward programs to reflect the value of employees' contributions, commitment, and professional spirit.

- Origin Star Award (Quarterly) and Employee of the Year Award, the Company's highest recognition awards, presented to employees who consistently demonstrate outstanding performance and serve as role models in maintaining high standards in quality, efficiency, and ethical conduct.
- Customer Empathy Award, presented to employees who receive commendations from customers, reflecting the Company's commitment to attentive service and reinforcing a corporate culture that prioritizes customer experience and satisfaction.
- Outstanding Sales and Transfer Performance Awards, presented quarterly to recognize high-performing sales and transfer staff, aiming to encourage employees and inspire teams to continuously develop their capabilities.
- Promotion Ceremony, organized to celebrate and recognize employees who have been promoted, demonstrating the Company's appreciation and pride in their career advancement.
- ORI Hero Award, established to recognize employees who demonstrate exceptional service spirit, courage, and dedication while performing their duties during crisis situations, such as earthquake incidents, reflecting strong responsibility toward the organization and stakeholders in times of urgent need.









In 2025, a total of 120 employees were recognized as role models in various areas, while 306 employees received the ORI Hero recognition award. In total, 426 employees were recognized, reflecting the Company's strong organizational culture that values the dedication and achievements of employees at all levels.

Employee Recognition for Support During the Earthquake

Following the earthquake incident in March, Origin employees from across all departments joined forces to proactively carry out on-site operations. Their efforts included inspecting the safety of residents' units and project facilities, coordinating insurance-related matters, and closely supporting customers' well-being. These actions reflect the Company's strong organizational culture and the unity demonstrated by employees during times of crisis

To express appreciation for the dedication and spirit demonstrated by employees, the Company organized a recognition event titled "Thank You for Caring." The event was honored by the presence of senior executives who expressed their gratitude and presented flowers and "ORI Hero" pins to recognize employees who demonstrated public spirit and dedication beyond expectations. The activity not only helped boost morale but also reflected the Company's values of care and strong connections among colleagues and customers. A total of 306 employees participated in the mobilization during this incident, and 8,132 residential units were inspected within just 14 days following the event.





Communication of Organizational Policies and Direction

The Company places importance on transparent and consistent strategic communication to ensure that all employees share a common understanding and can effectively align their work with the organization's goals. To support this, the Company organizes Town Hall sessions under the "Origin Day" program for employees across all affiliated companies three times a year-at the beginning, middle, and end of the year.

This platform provides an opportunity for executives to communicate the Company's overall performance, key objectives, strategic priorities, and business direction during each period. It enables employees to stay informed of the current situation, understand their roles within the broader organizational context, and adjust their work plans in response to changing circumstances.

Such continuous communication not only strengthens policy clarity but also fosters trust, transparency, and a stronger sense of belonging among employees.





Monthly Meal and Departmental Engagement Activities

The Company organizes the “Happy Monday” activity on a monthly basis to create a positive start to the workweek. Employees are invited to vote for their preferred food or beverage menu, reflecting the Company’s commitment to valuing employees’ voices and encouraging genuine participation. The activity is inclusive of all employee groups, covering both back-office staff and front-line operational teams. In addition, the Company provides the “Power Up” benefit, which supports team meals at the departmental level. This initiative provides opportunities for team members to exchange ideas and strengthen relationships within their teams, fostering trust, effective collaboration, and long-term employee engagement within the organization.





Activities for Festivals and Special Occasions

The Company places importance on creating a joyful and positive workplace atmosphere by organizing activities during various festivals and special occasions. These include merit-making ceremonies for the New Year, Chinese New Year, Valentine’s Day, Songkran Festival, Christmas, and Pride Month, among others.These activities not only create enjoyment in the workplace but also provide opportunities for employees to express diversity and creativity, while strengthening a sense of belonging within an inclusive organization that respects differences.





Personality Development Activities

The Company collects employee feedback to understand the types of knowledge and activities employees are most interested in. The Personal Color activity, which provides guidance on personal image and appropriate dressing styles based on individual characteristics, was identified as one of the most requested activities. Therefore, the Company organized three sessions of this activity.This activity helps enhance employees' confidence and self-esteem, which are important factors in supporting the overall development of employees.





Environmental Awareness Activities

The Company has continuously organized the "Origin Green Market" for the fourth consecutive year on a quarterly basis. The activity allows employees to sell second-hand clothes and other items in good condition to promote resource circulation and extend product value. The event also avoids the use of plastic bags and foam to help reduce waste. In addition, the activity encourages responsible consumption while providing opportunities for employees to generate additional income and strengthen collaboration in a friendly atmosphere.

CSR and Donation Activities

The Company continuously supports employee participation in social contribution activities. These include repairing or improving schools in communities surrounding the Company's projects on a quarterly basis, blood donation activities, and donating unused items to the Mirror Foundation for distribution to underprivileged communities. These initiatives reflect the Company's commitment to social responsibility while providing employees with opportunities to create value beyond business operations





Safety, occupational health, and working environment management (GRI 403-2, GRI 403-3, GRI 416-1)

The Company consistently manages occupational health, safety, and working environment across the organization by establishing preventive measures to ensure the safety of all employees. The Company also implements preparedness measures that facilitate employees in performing their duties appropriately in line with operational conditions and the nature of the business, aiming to reduce potential risks and impacts on stakeholders and business operations, including the prevention of work-related injuries and disruptions caused by workplace accidents.The Company is therefore committed to maintaining high standards in safety, occupational health, and the working environment to promote the well-being of employees, contractors, and all relevant stakeholders,

ensuring their safety and welfare during work. In addition, a Safety, Occupational Health, and Working Environment Committee has been established, chaired by the HR Director, with members from relevant departments. The Company has also implemented policies on safety, occupational health, and the working environment to serve as a framework for its operations.

Occupational Health, Safety, and Working Environment Practices

- Develop and improve occupational health and safety management processes in compliance with applicable laws, regulations, guidelines, and related requirements.
- Promote awareness and cooperation among employees, business partners, contractors, and relevant stakeholders to comply with established occupational health and safety standards to ensure maximum safety in operations.
- Regularly monitor and evaluate occupational health and safety performance in the workplace, and include training and knowl edge-sharing on occupational health and safety in the annual plan.
- Identify and review deficiencies in occupational health and safety procedures, ensure compliance with established processes, and assess potential risks and hazards to effectively prevent and reduce workplace accidents.
- Provide a safe and hygienic working environment and support activities that promote employees' health and well-being on a regular basis, such as annual health check-ups.
- Disclose and communicate occupational health and safety policies and practices to personnel at all levels across the organization to ensure strict compliance.

Employee Health, Safety, and Workplace Well-being

The Company recognizes that employees are valuable resources and a key driving force in enabling the organization to overcome challenges and achieve sustainable growth in the long term. The Company therefore places importance on caring for employees in all aspects, not only as members of the workforce but also as individuals with different lives, families, and personal circumstances. The Company believes that creating a working environment that supports well-being, stability, and work—life balance helps strengthen employee morale, engagement, and collaboration, which form an important foundation for the organization's long-term strength and sustainability.

The Company has established a Welfare Committee consisting of employee representatives from all departments. The Committee holds regular meetings with senior management on a quarterly basis to discuss employee welfare, including health and safety matters.

Based on this approach, the Company provides comprehensive employee welfare and support covering physical health, mental well-being, quality of life, and family stability, as follows.

Proactive Healthcare and Flexible Health Benefits

The Company places importance on preventive healthcare through annual health check-ups for employees at all levels. In addition, the Company provides flexible benefits that allow employees to select healthcare support according to their individual needs, such as dental care or eyeglasses, within the benefit limits determined by job level.

A key highlight of Origin's healthcare support is the recognition of the importance of mental well-being and current health conditions. The Company has therefore expanded its coverage to include mental health consultation and therapy, treatment for migraines and insomnia, as well as alternative medicine such as acupuncture and cupping therapy, which are typically not covered by general health insurance, ensuring that employees receive comprehensive and timely care.

promoting Work—Life Balance and Family Well-being

The Company believes that quality time with family contributes to employees' well-being and positive energy at work. The Company therefore provides one day of Birthday Leave, allowing employees to spend time in ways meaningful to them, such as making merit or relaxing with their families. In addition, the Company provides Paternity Leave of 10 working days to support fathers in

caring for their newborn child and spouse after childbirth, reflecting the Company's commitment to family well-being and equality.

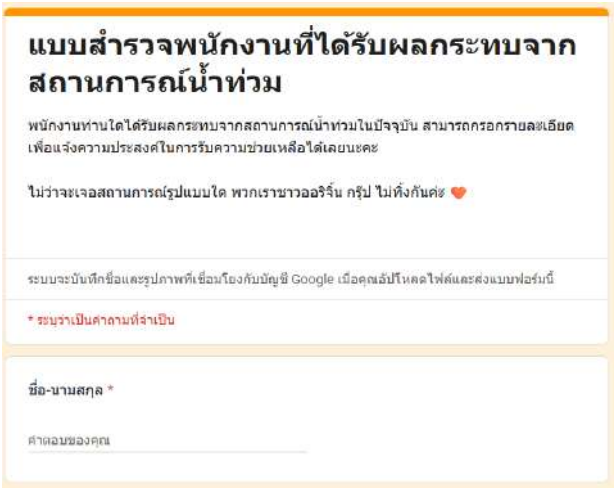
Support for Employees During Life Events

The Company provides support to employees during important life events, including hospital visits for sick employees, financial assistance in the event of a family member's passing, and congratulations on childbirth. The Company also provides support to employees affected by natural disasters such as fires and floods.

In 2025, when a fire incident affected an employee's residence, the Company, executives, and colleagues provided assistance through financial support, fundraising, temporary accommodation, and donations of essential items. In addition, following flood incidents in Nan Province and other areas, the Company assessed the impact on employees' residences and provided initial financial assistance. In total, seven employees received assistance from flood impacts in 2025.

These measures reflect the Company's commitment to supporting employees and fostering a strong sense of belonging and pride in being part of Origin.





Occupational Health, Safety, and Work Environment Management Performance

The Company identifies occupational health, safety, and the working environment as key priorities under its corporate governance framework. A Safety and Occupational Health Committee has been established to set directions, review risks, and continuously monitor performance. The Company has also announced a safety policy aligned with internationally recognized safety management practices and endorsed by the Chief Executive Officer, reflecting the Company's commitment to fostering a strong safety culture across the organization. Performance outcomes and key risk issues are reported to senior management and the Board of Directors on a quarterly basis.

In 2025, the Company maintained a zero incident rate and zero lost time injury (LTI), No incidents resulting in injury or fatality occurred. Reflecting the effectiveness of its risk control measures. Nevertheless, the Company places greater emphasis on a preventive approach rather than focusing solely on end results. Safety risk assessments are conducted systematically across all departments, supported by internal safety audits and the establishment of annual safety targets to continuously improve operational standards. For 2026, the Company has set a target of zero accidents for both employees and business partners, reflecting its commitment to strict safety management and accident prevention.

2025 Performance Targets and Outcomes

Targets	2025 Performance Results
The number of work-related fatalities among employees and contractors was zero.	0
The Lost Time Injury Frequency Rate (LTIFR) for employees and contractors was zero per 1,000,000 working hours.	0
The rate of fatal work-related accidents among employees and partners was zero.	0
100% of employees responsible for construction supervision and contractors completed safety training at various levels.	**100%**

Note: LTIFR (Lost Time Injury Frequency Rate) refers to the rate of work-related injuries that result in at least one day of lost work. The calculation formula is: (Number of lost time injuries / Total working hours) × 1,000,000 working hours.

Workplace Injury and Fatality Statistics (2023-2025)

Origin Property Public Company Limited (ORI)

	2023	2024	2025
Total Employees	1,328	1,330	694
Minor Injury — No Lost Workdays	0	0	0
Injury Resulting in Lost Time	0	0	0
Fatality	**0**	0	0

Safety Rate Calculation Method

	2023	2024	2025
Employee Injury Rate (IR) IR = Number of Injuries × 200,000 / Total Working Hours	0%	0%	0%
Lost Time Injury Frequency Rate (LTIFR): The LTIFR is calculated using the following formula: (Number of Lost Time Injuries / Total Working Hours) × 200,000.	0%	0%	0%
Employee Work-related Fatalities	0%	0%	0%

Cumulative Work-related Accident Statistics in Construction Projects (2023-2025)				
Severity Level		2023	2024	2025
1	Lost Time (Up to 3 Days)	0	0	0
2	Lost Time (More than 7 Days)	0	0	0
3	Permanent Disability / Loss of Limb	0	0	0
4	Work-related Fatality	0	0	0
5	Property Damage	0	2	0
Total		**0**	**2**	**0**

The Company conducts emergency preparedness drills covering various scenarios, including fire evacuation, earthquake response, and active shooter situations in the workplace, in order to enhance readiness and minimize potential impacts in the event of an actual incident. A total of 80 employees participated in these drills, representing 25% of all employees at the head office.

In addition, the Company places importance on workplace design in accordance with ergonomic principles to reduce the risk of repetitive strain injuries and long-term health issues. The Company also supports access to basic medical services within the office building and promotes awareness of both physical and mental well-being as part of a broader approach to safety risk management.

Partners, Contractors

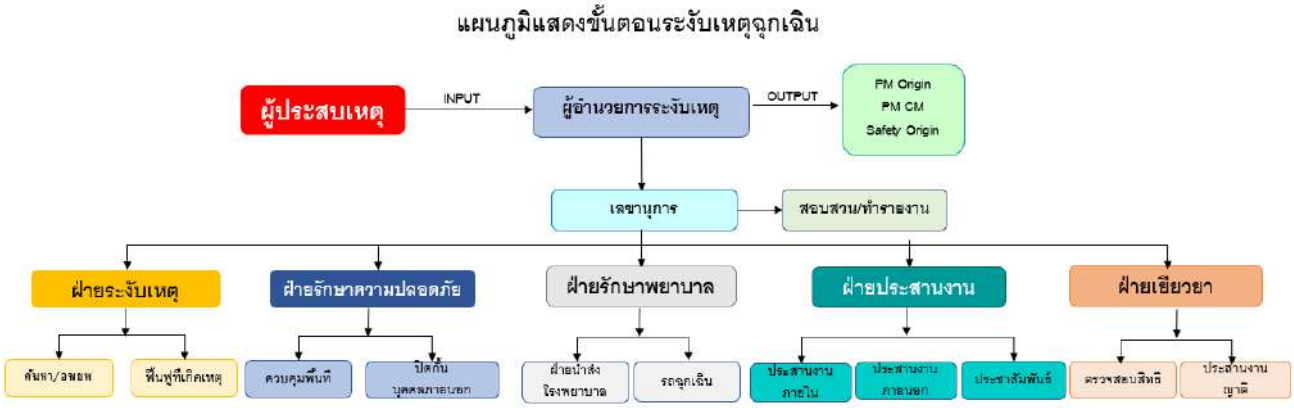
The Company has established policies with business partners and contractors regarding occupational health and safety standards and strictly enforces them for employees and contractors in all operations to ensure compliance with applicable laws and regulations. These measures aim to provide a suitable working environment for all employees and workers, reduce workplace accidents, and prevent impacts on the health and safety of employees and contractor workers. The Company's practices include the following:

- Regular inspections of workplace health and safety conditions, including monitoring the use of personal protective equipment (PPE) by employees in operational areas.
- Zero tolerance for any unsafe actions or deficiencies in the workplace that may cause risks to employees.
- Implementation of measures and response plans to effectively manage emergency situations.
- Training and awareness programs for employees on safety measures and emergency response plans to ensure proper and timely actions during accidents or abnormal situations.
- Emergency and Abnormal Situation Management
    - Recording complaints or incidents related to occupational health and safety arising from operations between business partners and the Company, and reporting such incidents regularly.
    - Systematically collecting accident statistics and injury records related to operations with the Company, and providing such information to support the Company's reporting on health and safety performance to stakeholders.

The Company requires all construction projects to operate under strict occupational health, safety, and environmental standards. Safety management plans are developed in collaboration with contractors to ensure proper project safety management, with regular inspections and monitoring to ensure compliance with applicable laws and the Company's policies. In addition, risk assessments covering occupational health, safety, and environmental impacts (EIA) are conducted at all stages of construction projects, including before commencement, during construction, and after completion. Risk management results are reported to the Company's Risk Management Committee on a quarterly basis to ensure continuous oversight and effectiveness of control measures.

In addition, to enhance project management standards to meet international practices, the Company collaborates with contractors in managing project operations in accordance with internationally recognized standards, including ISO 9001 for quality management, ISO 14001 for environmental management systems, and ISO 45001 for occupational health and safety management systems. The Company also encourages all projects to operate in alignment with these international standards and ensures that relevant information is verified by independent third parties (Third-Party Verification) to enhance transparency, credibility, and confidence among stakeholders.

In addition, the Company has established guidelines for monitoring safety performance within construction projects as follows:



In addition, the Company has implemented preventive measures within project sites by appointing certified safety officers to oversee workplace safety for both office and on-site employees. The Company also collaborates with business partners and contractors to establish occupational health and safety standards. Training and awareness programs are provided for employees at all levels to strengthen knowledge and understanding of safety, occupational health, and environmental practices. Clear procedures are also established for emergency and hazardous situations, supported by regular communication, strict policy implementation, and continuous monitoring and improvement of safety performance.







To ensure the safety and well-being of employees and workers, the Company conducts monthly safety meetings and provides safety training for new employees prior to commencing work. Safety promotion activities are also organized to raise awareness among workers and contractors, encouraging strict compliance with safety standards. The Company organizes basic fire drills, search and rescue training, and first aid training across project sites. In addition, weekly safety inspections (Site Walk) are conducted at all projects to monitor unsafe practices and reinforce compliance with project regulations, including working at height, machinery safety, dust management, proper use of tools, and the use of personal protective equipment (PPE). Safety measures are also implemented through the provision of protective equipment such as debris nets, mesh sheets for dust control, guardrails, and sheet piles to prevent soil collapse. Additional safety guidelines cover welding, demolition work, scaffolding operations, waste management, and noise control to minimize potential impacts. In terms of health and sanitation, the Company has established disease prevention and control plans for workers to mitigate potential health risks. Safety performance is also evaluated on a monthly basis across four key areas:

1. Project management and safety promotion (15%)
2. Hazard prevention within project sites (40%)
3. Environmental management within project sites (15%)
4. External impact management (30%)

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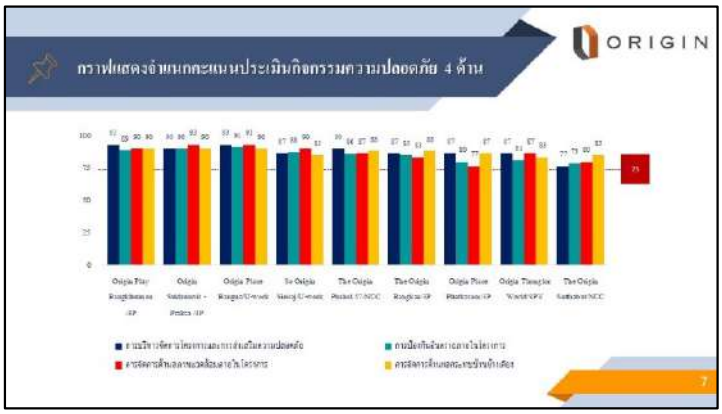


ประเมินระหว่างก่อสร้าง



ประเมินกิจกรรมตามมาตรการ EIA





These practices reflect the Company's commitment to delivering construction projects that are high-quality, safe, and environmentally responsible, while managing risks in a systematic manner. The Company also aims to achieve Zero Accident across all projects throughout the construction period.

Through collaboration between the Company and contractors in implementing safety and occupational health practices for employees and workers, the Company continues to strengthen and enhance safety and occupational health management standards on an annual basis. As a result, throughout 365 days, the Company recorded zero cases of employees or workers taking leave due to work-related incidents for more than 3 days and 7 days. In addition, across all construction projects during the year, 100% of projects provided training on occupational health and safety, as well as general guidelines for working on construction sites, covering a total of 11 participants. In this year, 100% of contractors, totaling 1,852 individuals, completed occupational health and safety training.

In addition, further measures were implemented in response to earthquake incidents, which pose risks and potential damage to communities, structures, and lives. In light of these events, the Company has collaborated with contractors to develop preventive measures for earthquake risks, as well as safety management measures for crane operations, in order to minimize risks to life and property.

Customers

The Company aims to become a leading integrated real estate developer by delivering quality products that meet customers' needs and lifestyles. The Company focuses on developing projects in strategic locations, with practical and modern functions that support convenience, safety, and comfortable living at reasonable and accessible prices. Accordingly, the Company places importance on continuously developing its products and services to keep pace with changing customer expectations and evolving technologies.

Product and Service Development (GRI 416-1)

To elevate the standards of its projects, the Company has consistently focused on improving the service delivery and quality of products to ensure they meet the needs and expectations of customers. The goal is to deliver products under the concept of "Creative Living for All," which focuses on creating innovative living spaces that cater to all aspects of life. This includes convenience, safety, work-life balance, relaxation, and the modern lifestyle of the new generation, ultimately enhancing the quality of life for consumers. also prioritizes Inclusive Design, ensuring that its developments cater to all user groups regardless of gender, age, or physical ability, including persons with disabilities. This approach aims to promote equal and sustainable quality of life for all consumers, with a focus on 3 key aspects as follows:

1. Insight: Research and analyze in-depth customer data across various aspects such as location, lifestyle, and investment preferences. This is done seriously to design products and services that specifically meet the needs of the target customers in that particular area.
2. Initiative: Utilize the insights to innovate and develop new functions and products creatively, addressing all aspects of life and meeting the diverse needs of customers.
3. Implementation: Integrate new technologies and innovations to elevate the quality standards of projects, as well as the services that enhance the quality of life for people.

In addition, the Company continues to develop its products and services in accordance with its Quality & Services strategy, which focuses on four key areas as follows:



1. **People Development** The Company places importance on developing personnel in quality and service through comprehensive capability development, including both upskilling and reskilling. This includes organizing knowledge sharing sessions and training programs in collaboration with leading partners with expertise in the real estate industry. Examples include training on air-conditioning installation and systems in collaboration with Panasonic, elevator system training to address emergency situations, and waterproofing and tile system training in collaboration with Jorakay. In 2025, the Company organized three training programs in collaboration with business partners to enhance employees' technical knowledge and skills. A total of 65 employees participated in these programs, enabling them to provide services to customers more efficiently and promptly.

2. **Product Design** The Company emphasizes high-quality product design through a team of professional designers to ensure that each project effectively responds to customer needs. In addition, the Company has established a Research and Excellence Development team (RED Team) to enhance capabilities in both product and service development, enabling the Company to respond effectively to customer demands and continuously develop innovations that keep pace with modern lifestyles.

3. **Product Quality** The Company has also strengthened its construction Quality Assurance processes and announced the integration of the Homecareteam and the Quality Control team. This integration represents an important step in enhancing the organization's

commitment to quality excellence. A new team, “Origin Quality Care,” has been established with the primary mission of delivering superior-quality condominiums to customers. By combining the capabilities and strengths of both teams, the Company aims to strengthen operations, reduce process duplication, and further elevate overall quality standards.



4. **Service Excellence** Provide comprehensive after-sales services covering both unit care and customer lifestyle support through a diverse network of internal and external partners to deliver the highest level of customer satisfaction.

Innovation for Business, Society, and the Environment

Under the Company’s Digital Transformation strategy, the Company aims to systematically transform its operations into digital processes to enhance management efficiency, increase business agility, and improve customer services, which are key factors for long-term competitiveness. The Company places importance on adopting modern AI technologies to support core business operations, covering data storage and management, data analytics, real-time performance monitoring, and the development of internal applications to support various departments. These initiatives help enhance operational efficiency and speed while reducing unnecessary resource consumption such as paper usage. In addition, the system supports the development of a centralized database that is accurate, complete, and traceable, reducing operational duplication and communication gaps within and across departments. This also helps improve customer satisfaction and reduce potential complaints resulting from operational errors.

In 2025, the Company launched the “Make It Better” initiative to encourage employees from each department to propose ideas and develop new innovations for their teams and the organization. The initiative focuses on improving and streamlining work processes, reducing costs, increasing revenue, saving energy and resources, and enhancing customer satisfaction. The initiative covers five key focus areas, as follows:

1. Improving products and services to enhance customer experience and satisfaction for both internal and external stakeholders.
2. Developing new product and service concepts to support sales growth and create new business opportunities.
3. Improving internal work processes and operating procedures to eliminate unnecessary steps, enhance efficiency, and reduce processing time.
4. Initiatives related to Environmental, Social, and Governance (ESG) operations.
5. Ideas that can generate additional revenue or reduce company expenses in a tangible manner.





This initiative reflects the Company's open organizational culture that encourages active employee participation. A total of 179 ideas were proposed by employees from all departments, covering various aspects of organizational development. Among these, 49 high-potential ideas were selected for practical implementation. The Company has systematically analyzed and further developed the submitted ideas to drive operational efficiency improvements, create new business value, and continuously strengthen ESG performance.

2025 Innovation Highlights

Automated Statement Sync (MT940) System

This system uses API integration between the Company and banks to retrieve bank statement reports, helping reduce the working time of the finance team by 3 hours per person per day. This allows employees to allocate more time to other tasks.The system also benefits customers who are in the process of installment payments, as information can be prepared more quickly, accurately, and on time. It helps reduce operational errors and improve the efficiency of information delivery to customers by 80%. In addition, the system reduces the time required for employees to retrieve information and helps reduce expenses by transitioning from postal document delivery to electronic documents. This results in cost savings of approximately THB 5,500 per month for document delivery. In 2025, the system integration was expanded to cover 112 projects and 6,710 units.

Homecare Application for Repair Service Management

The Company has developed digital applications to support both unit inspection and after-sales services. The QC App is used for the condominium unit handover process, covering appointment scheduling, defect recording, repair status updates, and confirmation of inspection results with customers. For after-sales services, the Homecare App enables customers to submit repair requests in real time. The system supports the entire process, including appointment scheduling, inspection, repair management, and completion confirmation with customers. Both applications allow all processes to be managed comprehensively within a single platform.



These systems enable employees to record information, track work status, and update repair progress in real time. All information is systematically stored, allowing relevant parties to access the same data and continue operations efficiently while reducing duplication, communication errors, and data loss. Customers can also monitor repair progress, check service status, and receive updates through the online system without needing to visit the project or contact the call center. The system also provides convenient notifications and appointment confirmations. In addition, the applications help reduce paper usage. The QC App reduces document printing by approximately 80 pages per unit, while the Homecare App reduces printing by approximately 100 pages per unit per year. The system has been implemented across all Company projects, enabling the management and closure of more than 30,000 repair cases. Customer satisfaction scores after receiving services are 87% for service quality and 90% for service experience.

ORIGIN I Booking

The Company developed the Origin I Booking system as an online channel that enables customers to reserve project units through

a fully integrated digital platform. The system supports customer decision-making by providing detailed project information, including pricing and unit locations, allowing customers to compare options before making a reservation. The platform supports a 100% online booking process, from unit selection and price verification to payment and booking confirmation. This helps reduce the need to visit sales offices while allowing customers to access and reserve units conveniently.

The system also enhances sales efficiency by enabling 24-hour reservations, expanding sales opportunities while reducing operational costs related to sales offices, documentation, and travel. In addition, the platform provides customer data insights that support marketing analysis and future sales planning. Furthermore, the system promotes resource efficiency by reducing paper usage through a fully digital process, supporting the Company's Digital Transformation strategy to improve operational efficiency and reduce resource consumption. Since its launch in October 2025, the project has received over 40,000 visits from customers through the website, with more than 200 bookings recorded.

Customer Satisfaction and Service Improvement

The Company provides multiple channels for customers to contact, submit complaints, or follow up on service requests through four channels: Call Center (1498), www.origin.co.th, Facebook: Origin Property, and the Origin Connect application. These channels serve as communication platforms between the Company and its customers. In addition, the Company conducts customer and resident satisfaction assessments throughout various service processes. The collected information is used to analyze, improve, and develop products and services to better meet customer needs and enhance service satisfaction, as part of the Company's sustainable development goals. Customer feedback is collected through surveys, interviews, and follow-up calls by the Call Center. The insights gathered are then coordinated with relevant departments to further improve products and services for both current and future projects.

In 2025, the Company assessed customer satisfaction regarding employee services in the Company's operational processes through follow-up calls conducted by the Call Center. The results are summarized as follows:

1. **Sales Service**

   Customer satisfaction with sales staff is assessed as they are the first point of contact between the Company and customers. This step is important in providing accurate and complete information as well as delivering impressive service to customers. The Company conducts the satisfaction assessment within 7 days after customers reserve a project unit in order to reflect service quality and continuously improve service standards.

   Target : 100% of customers who reserve project units are contacted by phone and receive a satisfaction score above 80%

   Result : 92.8%

2. **Transfer and Post-Transfer Service**

   Customer satisfaction with transfer staff is assessed in terms of service, information provided, and support during the handover process until customers move in. The assessment is conducted within 7 days after the ownership transfer date.

   Target : 100% of customers who reserve project units are contacted and receive a satisfaction score above 80%

   Result : 84.87%

3. **Call Center Service**

   The Company measures customer satisfaction through an End Call Survey. When customers contact the Company through the Call Center, before ending the call, staff will transfer the call to an automated system (Interactive Voice Response: IVR) to evaluate customer satisfaction. The objective is to use the information to improve the quality of staff services.

   Target : 100% of customers who reserve project units are contacted by phone and receive a satisfaction score above 80%

   Result : 92.8%

4. CSAT Homecare (Repair Quality and Service Quality)

The Company conducts CSAT Homecare evaluations to assess staff performance in terms of repair quality and service provided to residents within the projects. The evaluation is conducted at both the individual and project levels through the Application and Call Center. If residents do not complete the evaluation through the Application within 3 days, the case will be recorded in the Homecare System, and the Call Center will follow up by phone to conduct the satisfaction assessment. The objective is to improve service quality, maximize customer satisfaction, reduce complaints, and support the development of training programs to enhance employees' skills, knowledge, and capabilities. The evaluation score ranges from 1 (Very Dissatisfied) to 5 (Very Satisfied) with the following criteria:

Moderate : < 3.5
Good : 3.6 - 4.5
Very Good : 4.5 - 5

At least 70% of total cases must respond to the evaluation, with a passing score of 4.5. Scores below 3.5 are considered not meeting the standard. Both employees and projects that pass or do not meet the evaluation criteria will use the results to plan improvements in operational processes, develop individual skills, and establish Key Performance Indicators (KPIs) to enhance service quality.

Assessment Results

Description	2023	2024	2025
Projects / Individuals Assessed	18 / 27	37 / 34	37 / 47
Number of Cases Assessed	5,454	5,421	26,037
Assessment Results			
Repair Quality	4.20 (84%)	4.42 (88.4%)	4.47 (89.4%)
Service Quality	4.34 (86.8%)	4.43 (88.6%)	4.45 (89%)

The results indicate that the average number of cases decreased compared to the previous year, both at the project and individual levels. In addition, the quality of repair work and service delivery received improved evaluation scores. Residents' satisfaction with repair quality was 89.4%, while satisfaction with service delivery was 89%.

Based on customer satisfaction feedback collected across all company processes, the Company reports the evaluation results to management and communicates them to all relevant employees. The results are used to improve operational processes and individual performance. The Company also develops improvement plans, conducts role-play training with employees, monitors progress, reinforces work standards, and regularly reviews performance. In addition, KPIs are established for employees, and training programs are planned to further enhance service quality.





In addition to feedback collected through the Call Center, the Company also places importance on projects that are already occupied by regularly listening to residents' feedback through the juristic person of the project and responsible departments on a monthly basis. The information collected is used to improve and develop the projects to ensure residents can live comfortably and conveniently. Such feedback is also applied to improve future design and product development.

By emphasizing quality and service, as well as providing more diverse channels for customers and residents to communicate with the Company, products and services have been continuously improved and issues have been resolved more quickly to meet customer satisfaction with responsibility, integrity, and ethics. As a result, the proportion of compliments increased, while the number of complaints through the Call Center decreased compared to 2024. In total, there were 73 cases, consisting of 59 compliments regarding staff service and 14 customer complaints, all of which have been fully addressed by the Company.

Year	2023	2024	2025
Compliments (Cases)	71	111	59
Complaints (Cases)	70	36	14

The Company has also established a complaint management framework to prevent recurring issues and to ensure customer satisfaction and maximum benefit. The complaint management process is conducted within the following timeframes:

- Within 1 hour: Upon receiving a complaint, the responsible team must contact the complainant to verify the facts and notify the CCM department for record keeping.
- Within 24 hours (1 day): The responsible team must summarize the facts and provide preliminary complaint resolution measures, and inform the CCM department for documentation.
- Within 72 hours (3 days): The complaint resolution must be finalized in written form (MOU) to close the case in accordance with the prescribed form and notify the CCM department for record keeping.
- Within 24 hours after receiving the closure evidence: The CCM department must confirm the complaint closure with the customer and record the information accordingly.
- Complaints are managed based on the level of customer impact.
- Complaints are compiled into a Q&A database to support communication and response in future situations.

Proactive Service and Crisis Management

The Company adheres to the philosophy of "Creative Living for All" and places the highest priority on the safety and quality of life of its residents in all situations. In 2025, following the earthquake incident, the Company implemented proactive crisis management measures by mobilizing employees through a "One Stop Service Desk" to promptly access project sites and inspect building safety. A central coordination center was also established to report the situation in real time and to ensure that essential utilities could be restored as quickly as possible. To protect customer rights and interests, the company deployed teams of engineers and staff to conduct thorough inspections of every residential unit to assess damages. This was carried out to collect relevant data and prepare supporting documentation for the prompt submission and coordination of building insurance claims.These measures not only helped reduce the procedural burden on customers but also ensured that their rights were fully protected in a fair and efficient manner. Details are as follows:

- Number of units inspected within a short period: 8,132 units
- Customer satisfaction score after receiving the service: 90%









Customer Relationship Management and Resident Engagement Activities

The Company places importance on customers both before and after the sale in order to create satisfaction in both products and services. The Customer Relationship Management (CRM) function is responsible for managing customer relationships and fostering engagement between the Company and residents, as well as among residents within the same project and across different projects under the concept of "ORIGIN FAMILY." The Company organizes a variety of activities based on residents' interests, covering multiple dimensions to encourage participation and strengthen relationships among residents, while also enhancing residents' connection with the projects and ensuring a positive living experience throughout their time with Origin.

2025 Activity Highlights





The Company places importance on building positive relationships between the organization and residents within its projects. Activities are therefore organized on an ongoing basis under the "Origin Fun and Fest" program to encourage participation and foster a warm community atmosphere. The activities include workshops and community markets within the projects, where residents can sell their products and goods. These activities provide opportunities for residents to meet, interact, and strengthen relationships with one another, while also enhancing their connection with the projects.

Environmental awareness is also incorporated into these activities to promote environmentally friendly behaviors among residents. For example, waste separation is encouraged during events, and workshops are organized using recycled or leftover materials to create items such as keychains or decorative products. These initiatives help reduce waste while encouraging residents to recognize the value of resources and apply sustainable practices in their daily lives.

(3) Community and Society

The Company conducts its business in compliance with applicable laws, regulations, and relevant requirements, while adhering to ethical principles and good corporate governance practices. The Company also respects and safeguards the legal rights of all stakeholder groups. The Company believes that operating with integrity, transparency, and fairness forms the most fundamental foundation for becoming a sustainably growing organization. To ensure that all related parties clearly understand and follow appropriate practices, the Company has established operational guidelines in the following areas:

Anti-Corruption (GRI 205-1, GRI 205-2)

The Company is committed to combating corruption in its business operations and adheres to principles of transparency, social responsibility, and accountability to all stakeholders in accordance with good corporate governance practices. The Company has become a member of the Thailand's Private Sector Collective Action Coalition Against Corruption (CAC) and has firmly expressed its stance that it will not tolerate any form of corruption. This commitment is communicated both internally and externally through various actions in line with the practices of the Thai Institute of Directors (IOD). The Company was certified by CAC on 6 June 2018, and has successfully renewed its certification, with the most recent certification valid for the period from 2022 to 2025 (renewed every 3 years).

The Company also conducts a comprehensive assessment of corruption and fraud risks across all processes in its value chain to analyze the causes of potential corruption risks. It establishes control measures to prevent these risks and implements plans to manage the risks at an acceptable level. Additionally, the Company has a risk management process in place and regularly presents critical issues to the Risk Management Committee for review and decision-making.

The Company has established a written Anti-Corruption Policy and related policies and measures to prevent corruption. These include the Whistleblowing Policy, Gift Giving and Receiving Policy and Guidelines, and operational manuals for processes identified as having a higher risk of fraud or corruption. The Company communicates these policies to all directors, executives, and employees through the Company's website under the Anti-Corruption Policy section to ensure awareness and understanding across the organization. https://origin.co.th/wp-content/uploads/2024/05/20221115-ori-policies-anti-corruption-policy-th.pdf

The Company communicates its anti-corruption measures and guidelines internally to ensure that all employees are aware of and understand the Company's policies and expected standards of conduct. Employees are required to study the relevant policies, formally acknowledge their understanding, and complete an Anti-Corruption Policy assessment to reinforce awareness and compliance across the organization. In 2025, 100% of employees completed the assessment and passed the required criteria. In addition, the Company incorporates business ethics and anti-corruption policies into the new employee orientation program, ensuring that all new employees are informed of the Company's Code of Business Conduct and anti-corruption measures prior to commencing their duties.

In 2025, no cases of violations of the Company's Code of Business Conduct were reported. The Company remains committed to maintaining a zero-tolerance approach toward corruption and has set a target of zero cases of violations related to business ethics and corruption in 2026. The Company will continue to strengthen employee awareness through training and formal acknowledgment of compliance with the Company's policies and ethical standards.

No-Gift Policy

The Company has announced a “No-Gift Policy” - prohibiting both the giving and receiving of gifts during all festive occasions - to promote a corporate culture of transparency and zero tolerance for corruption. This policy has been communicated to the Board of Directors, executives, employees, business partners, and affiliates of the Company through all available communication channels.



Additionally, the Company has established channels for reporting corruption through:

Email

Whistleblower@origin.co.th

POST

To Chairman of the Audit Committee
Origin Property Public Company Limited
Bhiraj Tower at BITEC, 20th floor
No. 4345 Sukhumvit Road, Bangna Subdistrict, Bangna District, Bangkok 10260

Website

https://origin.co.th/

Complaint receiving procedures (summary)

Receipt of Complaints → **Investigation** (Establishment of a Complaint Investigation Committee) → **Quarterly Reporting** to the Audit Committee

Personal Data Protection

The Company respects privacy rights and places great importance on the protection of personal data related to or transacted with the Company, in accordance with the Personal Data Protection Act B.E. 2562 (2019). Therefore, the Company has developed a Personal Data Protection Policy to establish clear and appropriate criteria, mechanisms, measures for supervision, and management of personal data. This policy has been communicated both internally and externally to ensure that all directors, executives, and employees are aware, via the Company’s website under the privacy policy section. https://investor.origin.co.th/th/corporate/corporate-governance/companys-policies

During the year, the Company continuously communicated relevant policies and guidelines to employees through internal announcements and email communications to ensure awareness and strict compliance. In addition, the Company organizes annual training programs for employees at all levels on key topics including Personal Data Protection (PDPA), risk management, and business ethics.

In 2025, no cases of personal data breaches involving customers or business partners were reported. For 2026, the Company remains committed to respecting privacy and protecting personal data. The Company has therefore set a target to ensure 100% employee participation in training on PDPA, data protection, and proper data management practices to reinforce awareness and compliance across the organization.

Environmental Complaints Arising from Business Operations (GRI 308-2)

The Company operates with responsibility toward the community and society, placing importance on managing environmental impacts and avoiding operations that could negatively affect the quality of life in surrounding communities. The Company has established communication channels and a department to handle complaints regarding social and environmental issues. Additionally, the Company has set up corrective action plans and monitoring measures to address complaints and ensure proper follow-up actions when issues arise.

The Company has established a department responsible for investigating and managing complaints, as well as communicating the results of the actions taken regarding the complaints back to the complainants or relevant parties through appropriate channels such as:

- Call Center : 1498
- Website : www.origin.co.th
- FB : Origin Vertical

In 2025, no complaints from communities were reported regarding social or environmental issues related to the Company's operations.

Supplier Management (GRI 204-1)

Origin Property Public Company Limited places importance on supply chain management not only to increase operational efficiency or prevent impacts or the reputation of the organization but to increase transparency. Suppliers therefore are stakeholders who play an important role in the sustainable operations of the Company. Therefore, supplier management to be able to deliver quality products and services based on the principles of good governance along with being responsible for the economy, society, and environment (ESG) is considered business opportunities enhancement and able to provide risk management services in the supply chain system to ensure continuous operations.

Origin Property Public Company Limited has established supplier code of conduct with the aim for suppliers to adopt it as a guideline for operating in accordance with their operations according to the supplier context with consideration to business operations that are responsible for the environment, society and good governance in order to create sustainability in doing business together

Supplier's Code of Conduct : https://origin.co.th/wp-content/uploads/2024/05/20230118-ori-suppliers-code-of-conduct-th.pdf
Sustainable Procurement Policy: https://origin.co.th/wp-content/uploads/2026/03/Sustainable-Procurement-Policy-Mar26.pdf

In addition, the Company has established supply chain management strategies to serve as a framework for effective management and to ensure the achievement of the Company's defined objectives. These strategies consist of the following:

1. AGILE & PARTNERING
   focuses on sourcing new qualified suppliers and contractors who are capable of adapting to rapidly changing situations. This approach supports business growth and expansion while reducing the risk of supplier or contractor shortages. It also helps enhance the quality of product and service delivery and supports the development of products that respond to customer needs

in both existing and new business areas.In addition, the Company places strong emphasis on ESG considerations, covering environmental, social, and governance aspects,

2. TRANSPARENCY
   demonstrates its commitment by establishing clear goals and communicating well-defined sustainable procurement policies and standards to its suppliers. This approach ensures that suppliers are well informed and able to align their practices accordingly, while enabling the Company and its suppliers to grow and develop together in a sustainable manner.

3. WORTH THE COST
   The Company places importance on selecting products and services that offer value for money and meet established standards, ensuring good quality at reasonable prices and timely delivery.

4. INNOVATION & COLLABORATION
   Develop case studies on innovation and best practices, and actively share and co-develop knowledge with partners and contractors to foster sustainable growth together. Emphasis is placed on environmental and social responsibility, supporting partners in continuously advancing both innovation and sustainability.

Operational process for sustainability

The Company has established sustainable supplier management guideline to increase operation efficiency and effectiveness by applying it in the Company's internal activities in order to promote sustainable supply chain management, increase the opportunity to reduce risks, and improve business competitiveness. The process for sustainable supplier management has been established as follows:

1. Supplier recruitment and selection process: Partners must be selected based on basic qualification criteria set by the Company, such as product quality, reputation, operational expertise, work experience, and financial stability status.
2. New supplier registration: New suppliers must complete a self-assessment. The supplier assessment covers ESG risks, quality, and operations under economic, social, and environmental responsibility and must be aware of the Supplier Code of Conduct.
3. Current supplier assessment: The Company aims to develop its business to grow together with its suppliers by setting work standards, assessing the performance of suppliers and risks every 6 months, and screening suppliers in order to develop the potential of quality products and services delivered to customers in a sustainable way by considering the quality of product, delivery, and satisfaction. The Company will monitor and assess the performance of its suppliers annually and set supplier assessment guidelines before and after trading to be able to measure and grade partners in each category. The Procurement Department is assigned to evaluate the potential of suppliers before trading in order to screen out suppliers whose assessment results are below the criteria from the Approved Vendor List.

The scoring criteria and assessment results in 2025 are summarized as follows.

Score criteria	Assessment Results 2024	Assessment Results 2025
Grade A: in the range of 80-100 points Good suppliers are suppliers that the Company will trade with first	50 suppliers	34 suppliers
Grade B: in the range of 70-79 points	184 suppliers	184 suppliers
Grade C: in the range of 60-69 points	69 suppliers	98 suppliers
Grade D: in the range of 50-59 points	10 suppliers	5 suppliers
Grade F: lower than 50 points Present to the Procurement Committee to request removal from AVL	4 suppliers	3 suppliers

4. Supplier classification: The Company has reviewed and classified the main suppliers (Critical Tier1 Supplier) and classified the suppliers that provide products and services to the main suppliers (Critical Non-Tier 1 Supplier) with the following conditions:

Main suppliers	Conditions
Critical Tier 1 Supplier	- Accumulated order value up to 80% - is a main component of high importance in project development - The main suppliers of the Company
Critical Non-Tier 1 Supplier	- is a main component of high importance in project development - Size of the business: size L - The main suppliers of the Company

This year, procurement operations performance can be summarized as follows:

Operation	Operations performance 2025
Total number of suppliers (order value)	1,253 suppliers (5,110,223,506 Baht)
Number of Critical Tier 1 Supplier (order value)	14 suppliers (2,941,507,887.56 Baht)
New suppliers are assessed before trading with environmental, social and governance (ESG) factors	100%
New suppliers must be informed of the Supplier Code of Conduct before registering in the system	100%
On site Survey important suppliers Assessment Results	14 ราย (จำนวนทั้งหมด 14 ราย)
Suppliers shall conduct their business with integrity, transparency, and fairness in business practices.	100%
Suppliers shall ensure the quality of products and services provided.	100%
Suppliers shall prioritize occupational health and safety in their operations.	100%
Suppliers shall implement appropriate environmental management practices and contribute to environmental protection.	91%
Suppliers shall protect confidential information and respect intellectual property rights.	100%
Suppliers shall respect labor rights and human rights, treat workers with dignity, and ensure non-discrimination and equal opportunity.	100%
Suppliers shall comply with anti-corruption and anti-bribery principles in all business activities.	100%
ESG risk assessment results of current customers	No risk found

The Company has set a target to conduct on-site ESG audits for 100% of its critical Tier 1 suppliers, totaling 14 suppliers. The Company successfully achieved this target. For 2026, the Company remains committed to maintaining 100% ESG audit coverage of all Tier 1 suppliers. The results of the on-site ESG audits demonstrate that the Company's key suppliers have complied with the Company's ESG standards in all aspects. Suppliers operate their businesses with integrity, transparency, and fairness, deliver products and services that meet the required quality standards, and ensure occupational health and safety for their workforce. In addition, suppliers show respect for human rights and equality, with no discrimination and full respect for human dignity. They also prioritize maintaining safe and fair working conditions that support sustainable development and strictly adhere to anti-corruption principles. Achieving a full 100% compliance rate reflects more than a performance indicator; it represents the strong collaboration between the Company and its suppliers in building a transparent, reliable, and sustainable supply chain. Furthermore, in 2025, the Company conducted an ESG risk assessment questionnaire with its suppliers, and the results indicated that no ESG risks related to suppliers were identified, including economic, social, and governance risks.

The Company has established payment terms for trade credit ranging from 15-60 days, depending on the type of supplier. For example, small-scale contractors receive payment within 15 days, while suppliers of materials or other equipment receive payment within 30 days. In practice, the Company has maintained an average payment period of 15-45 days to its suppliers.The Company has consistently conducted supplier assessments under the Environmental, Social, and Governance (ESG) framework. The results reflect strong collaboration and shared commitment between the Company and its suppliers to uphold transparent, ethical, and sustainable business practices. Each year, all new suppliers are subject to a comprehensive screening process and are required to acknowledge and comply with the Supplier Code of Conduct before entering into a business relationship with the Company. In addition, key suppliers are regularly subject to on-site audits to ensure that operations throughout the supply chain continue to adhere to principles of good governance and transparency. The assessment results in key areas-including business integrity, product and service quality, occupational health and safety, respect for human rights, and anti-corruption practices-have consistently achieved a 100% compliance rate. In terms of compliance with environmental regulations, some areas remain under improvement, with the latest assessment score at 91%. The Company has therefore implemented follow-up actions and development plans to support suppliers in achieving full compliance in the near future. Such consistent performance not only reinforces the strength of the Company's supply chain governance system, but also reflects the trust, confidence, and shared commitment between the Company and its suppliers in driving sustainable growth and creating value for society, the environment, and all stakeholders.





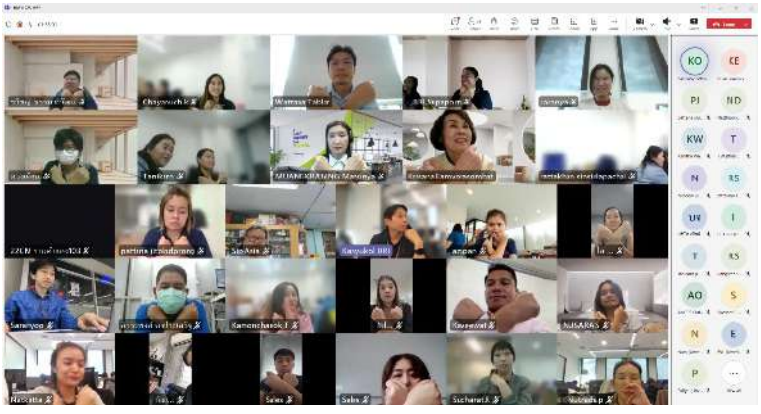
business operations development

The Company has implemented sustainable supplier development initiatives by establishing ESG standards, conducting supplier performance assessments and monitoring, strengthening knowledge and capabilities, and fostering incentives and strategic collaboration with suppliers. These efforts aim to enhance suppliers' capacity and enable them to grow sustainably alongside the Company.

<u>Performance Results</u>

1. Supplier Collaboration and Structured Knowledge Exchange Program

This is achieved through knowledge exchange activities, workshops, and joint efforts to improve the quality of products and services in alignment with the Company's standards. In addition, the program promotes higher standards in procurement practices and sustainable supply chain management. The initiative is implemented through 2 key programs as follows:



Anti-Corruption Training Program for Suppliers

the Company encourages its suppliers to participate in the Thailand's Private Sector Collective Action Coalition Against Corruption (CAC) initiative. This initiative aims to raise awareness of how corruption negatively impacts and obstructs the social and economic development of the country, while promoting a collective commitment to transparency and fairness within organizations. Through this initiative, the Company and its suppliers jointly demonstrate their commitment to ethical business practices and good governance. In 2025, a total of 45 supplier companies from various industries participated in the program.

Product and Service Skills Development Program To enhance the effectiveness of basic customer service, the Company collaborates with suppliers by inviting their experts to share knowledge and help develop the capabilities of employees. Training sessions cover key areas such as air conditioning systems, elevator systems, and construction practices. The program also provides an opportunity to exchange feedback and insights gathered from customers, which are then used by suppliers to improve and further develop their products and services to better meet current customer needs and expectations. In 2025, the Company organized 3 knowledge exchange training programs with suppliers, with a total of 65 participants. These activities contributed to the continuous improvement and development of both products and services.



As a result of this collaboration, positive outcomes have been achieved in terms of the Company's strategic development. Both the Company and its suppliers are able to enhance their competitiveness, build greater customer confidence, and grow together in a stable and sustainable manner. Part of the outcomes from these initiatives is evaluated through the Company's annual on-site ESG audit, which serves as an assessment mechanism and also as one of the criteria for selecting suppliers for future collaboration. The Company places particular emphasis on working with suppliers who demonstrate strong commitment to and compliance with the Sustainable Procurement Policy, which encompasses key aspects including quality, safety, environmental management, social responsibility, and good governance (ESG). This approach ensures consistent standards across the entire supply chain while helping to mitigate potential business risks in the long term.

2. Contractor Capability Development and Operational Standards Development Program

to promote growth alongside the Company under the ESG framework and good governance principles, the program places strong emphasis on the implementation of a Waste Management Plan at construction sites. The Company applies the concept of Circular Economy to construction resource management by encouraging the efficient use of available materials and resources to minimize environmental impacts.This approach includes planning to reduce unnecessary resource consumption, minimizing waste generation, promoting proper waste management practices, and supporting the reuse and circulation of resources. In addition, the Company emphasizes the use of pre-fabrication construction methods, where building components are manufactured or assembled in advance. This helps reduce leftover construction materials, shorten construction time, and lower on-site operational risks. Materials that have undergone reprocessing are also reused efficiently and sustainably whenever possible.In 2025-2026, the Company set a target to minimize waste generated from construction projects while maximizing opportunities for reuse and recycling. Recovered materials are either utilized within ongoing construction projects or distributed to surrounding communities

through social initiatives, thereby creating additional value for society.

Community and Social Engagement (GRI 413-1)

The Company has established a three-pillar strategy to carry out social activities under the project “ORIGIN GIVE” WE GIVE TO GROW SUSTAINABILITY TOGETHER. The project aims to create sustainability together and grow sustainably with the community. It focuses on initiatives that continuously improve the quality of life, building a perfect society for a happy and high-quality life. This includes development in education, society, communities, and the environment, as the Company believes that a good society leads to sustainable development. The Company collaborates with its stakeholders to do good things for society, supporting various activities that promote a better quality of life for individuals in society and the community. It also encourages and instills values of social responsibility among employees, motivating them to participate in activities that contribute to community development.

ORIGIN GIVE consists of 3 main areas:

EDUCATION : Promoting education, creating opportunities, and improving the well-being of children and youth, who are key drivers of the country’s future development. The focus is also on the development and improvement of schools, which serve as a second home for children and youth, ensuring they are beautiful and safe.

EQUALITY : Supporting equality and promoting a good quality of life for everyone, ensuring access to good welfare for all. The focus is on helping patients, including children, the elderly, and those in poverty, to improve their quality of life. This includes providing timely and effective medical care for vulnerable groups.

ENVIRONMENT : Promoting the care and protection of the environment for a sustainable and beautiful world. The Company is committed to achieving NET ZERO by reducing greenhouse gas emissions and choosing environmentally friendly materials. In 2025 , the Company recognized the importance of employee participation in social and environmental initiatives as part of fostering a corporate culture that emphasizes social responsibility and sustainable development. The Company therefore encouraged and promoted greater employee involvement in corporate social responsibility activities.





To further encourage employee motivation and participation, the Company has introduced engagement initiatives for various activities. For donation campaigns, employees who participate receive ORIGIN Points, which can be accumulated and redeemed for rewards as an incentive for participation. For off-site volunteer activities, such as school development programs, employees are also granted additional special leave as recognition for their contributions. During the year, a total of 35 volunteer hours were recorded through various activities organized to encourage employee participation.

These initiatives reflect the Company’s commitment to fostering employee engagement as part of driving sustainable development. The Company believes that the collective efforts of its employees can help create long-term value for the organization, society, and the environment.

Performance Results

ORIGINGIVE We Give To Grow Sustainability Together Project




The Company organized volunteer activities to support school development, including landscape improvement and the enhancement of vegetable gardens for agricultural learning, with the aim of creating a better learning environment for students. Scholarships and educational supplies were also provided. Origin has collaborated with its partners and suppliers to support school development at more than 15 schools. In 2025, the Company and over 30 partner companies jointly carried out school development activities at three schools located near construction project areas, as follows:

1. Phraeksa Child Development Center, Samut Prakan Province
2. Khlong Saensuk School, Samut Prakan Province
3. Ban Khlong Luang School, Samut Prakan Province

Build the Future with ORIGIN Project



The Company organized an educational field trip and career guidance program for more than 40 students from Wachirathamsatit School to provide insights into career opportunities in engineering and architecture within the construction and real estate industry. Students attended sessions with senior executives and industry professionals, gaining knowledge about career pathways, real-world experiences, and design and construction practices.

Origin Give How To Share Where To Give Project



The Company, together with Origin employees, affiliated staff, and condominium residents, donated gently used clothing and household items to the Nok Khamin Foundation under the “Luea-Khor” sharing initiative. The donated items were distributed to children under the foundation’s care. This activity not only supported children in need but also promoted resource reuse, waste reduction, and a culture of sharing within the community.

Save Lives, Be A Hero! Project



Employees participated in the annual blood donation activity in collaboration with Charoenkrung Pracharak Hospital, with more than 80 employees taking part. The initiative reflects the Company’s commitment to supporting the healthcare system and helping save patients’ lives through voluntary blood donation.

ORIGIN GIVE Project: Support Society







In 2025, the Company carried out various social contribution initiatives by providing donations and support to organizations such as temples, hospitals, schools, as well as communities in the areas where the Company operates. These efforts aimed to help alleviate social challenges and improve the quality of life of people in different situations. Support was provided in various forms, including financial contributions, essential supplies, medical equipment, educational materials, and volunteer efforts from executives and employees. These activities reflect the Company’s commitment to continuously contributing to society and fulfilling its social responsibilities.

The Company believes that conducting business alongside giving back and supporting social development helps strengthen surrounding communities and promotes sustainable well-being for society as a whole. This approach forms part of the Company’s commitment to operating responsibly toward all stakeholders. In the past year, the Company contributed a total of THB 7,055,000 in donations to support social initiatives.

Sustainable Community Development Partnership

The Company recognizes that developing projects in each location is not solely about business investment, but also about becoming part of the local community and the way of life of people in that area. Therefore, The Origin Kathu-Patong, the Company’s

first completed project in Phuket Province, places strong emphasis on respecting local identity and operating in harmony with the community's lifestyle.The project prioritizes the use of products and services from local entrepreneurs, while also incorporating Phuket's culture and unique local characteristics into various project activities.

This approach reflects the Company's commitment to conducting business in harmony with the community. In addition to creating value for the project, it also helps support the local economy, preserve local culture, and strengthen relationships between the Company and local residents. Ultimately, the Company aims for the project to grow alongside the Phuket community in a sustainable manner.

In 2025, the Company launched the "Say Hi Phuket" campaign to provide opportunities for local community businesses to showcase their products, increase brand awareness, and expand their customer base. This initiative aimed to create additional marketing channels and promote the local grassroots economy. As part of the campaign, the Company supported a local Phuket delicacy, "Tao Sor Phuket", which was used in customer welcome activities from the Pre-Transfer stage through the unit inspection process. This initiative helped preserve and promote Phuket's local culinary heritage while generating income for local entrepreneurs in the province amounting to THB 50,000. In addition, sourcing products locally helped reduce procurement and transportation costs compared to sourcing from other regions. The initiative also enhanced the customer welcome experience by incorporating local identity, strengthening the relationship between the project and the surrounding community.



Furthermore, the Company collaborated with Yayee, a local Phuket brand that transforms traditional Pateh fabric into contemporary lifestyle products. Each piece is designed by local Phuket designers and crafted by community members, reflecting local stories, culture, and way of life through Yayee's distinctive textile patterns. This collaboration was further extended to create shared value for the community through various initiatives, such as the "Yayee: Creating Dreams, Creating Careers" program, which supports skill development and vocational training for female inmates at Phuket Provincial Prison. As part of this collaboration, 30 sets of new staff uniforms were designed for the Company's projects in Phuket, integrating functional design with local cultural identity. Additionally, souvenir items in the form of peacock-shaped keychains-the symbolic icon of the project-were produced using leftover fabric from the uniform production process. A total of 400 pieces were produced, promoting waste reduction and efficient resource utilization.These initiatives helped preserve and extend local wisdom through the use of traditional Pateh fabric, while generating income for local artisans, community members, and vocational training participants. Collectively, the two initiatives created a total community value of THB 178,600 in 2025.

From the Company's perspective, incorporating Yayee's Pateh fabric into staff uniforms also enhanced the project's brand image by highlighting its commitment to local culture. More than 80% of customers participating in project activities and visiting the project expressed satisfaction with the integration of local identity into the service experience and overall project atmosph ere, which clearly reflects the spirit of Phuket. These initiatives demonstrate the Company's approach to creating shared value across economic, social, and corporate reputation dimensions, while supporting the sustainable growth of local communities.

Through these initiatives, the Company aims for every business activity to serve as a mechanism for generating income, expanding opportunities, and delivering lasting value to local communities. This ensures that the Company's growth progresses alongside the sustainable improvement of the quality of life for people in the local area.

Community Safety Development Project in Surrounding Areas

The Company places great importance on the safety of residents and the general public living in the communities surrounding its projects. In 2025, at The Origin E22 Station project, the road in front of the project being a main traffic route with relatively high traffic volume and located along a curved section-has been frequently used by local residents and pedestrians crossing the street. To address this concern, the Company coordinated with relevant authorities to support the installation of pedestrian traffic signals in front of the project. This initiative aims to facilitate safer and more convenient road crossing for residents, community members, and the general public using this route.



The installation of such traffic signals enables drivers to clearly recognize pedestrian crossing points, while also allowing pedestrians to cross the road more safely. This initiative contributes to reducing the risk of accidents, enhancing safety on public roads, and promoting a safer shared environment between motorists and pedestrians. The Company intends for this initiative to be part of its efforts to support the improvement of quality of life in surrounding communities, with a focus on safety and the well-being of all stakeholders in a sustainable manner.

4 Management Discussion and Analysis

4.1 Operating Results and Financial Position Analysis

4.1.1 Overview of Past Operating Results

In conducting its business towards becoming a sustainable organization, Origin Property Public Company Limited operates with a strong commitment to sustainable development, alongside the development of quality residential projects under design concepts that promote harmonious coexistence with the environment. The objective is to enhance the quality of life and ensure long-term suitability for residents. The Company has integrated Environmental, Social, and Governance (ESG) frameworks into its corporate strategy and operational processes at all levels, aiming to create shared value for customers, stakeholders, and society as a whole, while driving stable, transparent, and sustainable growth under principles of good corporate governance and social responsibility.

In 2025, the Company established its business strategy under the concept of "Resilience Leads to Sustainable Growth", aiming to enhance organizational flexibility and readiness to respond to changes, while advancing toward leadership and sustainable growth. The Company continues to build long-term balance with stability across business, social, and environmental dimensions through the following 7 Keys to Success:

1. ESG & GREEN REVOLUTION

Through policies and initiatives to reduce greenhouse gas emissions, such as the use of clean energy, environmentally friendly materials, and fostering an organizational culture that promotes environmental awareness at all levels.

2. DIGITAL TRANSFORMATION

Applying technology and innovation to operational processes to enhance efficiency, reduce resource consumption, and establish transparent and auditable data management systems, which are essential for modern organizations striving for sustainable growth.

3. UNIQUE VALUE PROPOSITION

Focusing on creating differentiation in delivering value to stakeholders through high-quality products and services with unique identity and environmental friendliness, addressing the needs of modern markets that emphasize sustainability and social responsibility.

4. FINANCIAL STRUCTURE MANAGEMENT

Strengthening financial stability by maintaining appropriate cost control and enhancing investment capacity in projects that support sustainable growth, such as investments in clean energy and environmental infrastructure.

5. FOCUS ON MAINSTREAM REVENUE

Emphasizing the management of core business revenue to ensure stability, aligned with ESG principles, in order to drive economic growth alongside long-term environmental and social responsibility.

6. MARKET EXPANSION

Focusing on expanding the customer base both domestically and internationally by leveraging data-driven insights and digital technologies to efficiently access new markets.

7. CUSTOMER FINANCIAL SUPPORT

Developing financial support approaches to enable customers to more easily access sustainable products and services, such as green financing programs, to help reduce financial burdens and support the transition toward a low-carbon economy.

For the years 2024 and 2025, the Group reported total revenues of 11,985.3 million baht and 9,223.4 million baht, respectively, and net profit attributable to the Company's shareholders of 1,051.8 million baht and 719.9 million baht, respectively. In 2025, the Group recorded total property transfer activities for condominium units and housing projects of 13,440.1 million baht, decreasing

by 959.4 million baht, or 6.66%, compared to 2024. This consisted of transfers from projects developed by the Company and its subsidiaries amounting to 8,099.5 million baht, and transfers from projects under joint ventures amounting to 5,340.5 million baht. The Group recognized a share of profit from investments in joint ventures totaling 646.7 million baht (based on a 51% shareholding), resulting in net profit attributable to the Company's shareholders of 719.9 million baht for the year, representing a decrease of 31.55% compared to the same period of the previous year.

The Group maintained strong sales (Presales) for both landed property and condominium projects, with total sales reaching 25,000.0 million baht. This performance increased the backlog to 36,518.0 million baht, securing continuous revenue recognition over the next four years. A key highlight during the year was the success of the Origin Residence Phuket Bangtao project, which achieved 500.0 million baht in sales via Online Booking within just 24 hours. The foreign customer backlog totaled over 6,500.0 million baht, with The Group continuing to focus on expanding this segment. For 2026, The Group is prepared to deliver 7 newly completed condominium projects with a combined value of over 14,440.0 million baht. Currently, over 10,000.0 million baht, or 70.0% of the project value, is already secured by bookings awaiting ownership transfer, which will be the primary driver for achieving The Group's revenue targets.

In 2025, The Group successfully achieved total Presales of 24,942.0 million baht from both landed property and condominium projects. This includes 20,327.0 million baht from the condominium segment, operated under Origin Vertical Corporation Co., Ltd. ("ORIGIN VERTICAL"), representing 81.0% of total sales. The landed property segment, operated under Britania PCL ("BRI"), contributed 4,615.0 million baht, representing approximately 19.0%. Classified by investment structure, sales from The Group's own developments amounted to 14,923.0 million baht, while Joint Venture (JV) projects contributed 10,018.0 million baht. In terms of project status, the "Ready-to-Move" segment was highly successful with sales of 14,453.0 million baht, while New Launches and Ongoing projects recorded combined sales of 10,489.0 million baht.

Despite challenging real estate market conditions, The Group remains committed to its "Proactive Strategy," focusing on developing distinctive products that cater to all target groups, including investors and residents. To meet the diverse needs of modern consumers, The Group has expanded into Niche Markets, such as the "Pet Friendly" segment, which has received an excellent response. Furthermore, to support investors seeking stable returns, The Group offers the Investment Property (IP) Program, managed by Hampton Hotel & Residence Management Co., Ltd. ("HHR"). This program provides comprehensive asset and rental management, offering a passive income stream for investors. The Group also employs proactive marketing, with B2B sales teams for corporate partners and a focus on foreign customers seeking "Second Homes" in Thailand a high-purchasing-power segment with continuous growth potential.

In 2025, the foreign customer segment showed continuous growth, with a cumulative backlog of 6,500.0 million baht. Key markets include Russia, China, Hong Kong, Taiwan, and Myanmar. The Group is actively expanding into new high-potential countries such as Poland, Mongolia, and the Middle East to reduce market concentration risk and establish sustainable revenue channels through its global Agent Network. Additionally, The Group has enhanced accessibility through the "Origin iBooking" platform, allowing customers to view information and book properties online for both existing and new projects. Another significant success was the Online Booking launch of the Origin Residence Phuket Bangtao in late 2025, which achieved 500.0 million baht in sales within 24 hours due to strong demand.

Following the significant growth of the Phuket real estate market, The Group as a leading developer is well-positioned for further expansion. Currently, The Group manages 8 projects in Phuket (both landed property and condominiums), totaling over 3,900 units with a total value 16,700.0 million baht. The Group continues to move forward with development and investment plans, identifying this as the "Strategic Timing" to ensure long-term sustainable growth.

As of year-end 2025, The Group's backlog stands at 36,518.0 million baht, securing revenue recognition for the next 4 years. In 2026, seven newly completed condominium projects in Bangkok and other provinces, valued at 14,400.0 million baht, will begin ownership transfers, with 10,000.0 million baht already secured by backlog. The transfer schedule is as follows:

- Q1/2026: 3 projects (3,650.0 million baht) - The Origin Kathu Patong (Phuket), The Origin Bangkae, and Origin Place Khon Kaen-Kanlapapruek.
- Q2/2026: 2 projects (2,722.0 million baht) - So Origin Siriraj and Origin Place Phetkasem.
- Q3/2026: 1 project - So Origin Bangtao Beach Phuket.
- Q4/2026: 1 flagship project - The Origin Thonglor World Tower 4.

The hotel business, operated under Origin Hotel PCL ("ORIGIN HOTEL"), successfully reached agreements to divest stakes in two major hotels in 2025. This included the sale of a 51% stake in InterContinental Bangkok Sukhumvit to Ci:z Technologies, generating 800.0 million baht in net cash inflow, and the sale of Staybridge Suites Bangkok Thonglor, providing over 500.0 million baht in net cash inflow. These transactions allowed The Group to recognize operational profits in 2025, following the "Build-Operate-Exit-Reinvest" model to increase asset value and support long-term growth.

The warehouse business, under Alpha Industrial Solution Co., Ltd. ("ALPHA"), successfully managed its assets in Q4/2025 by divesting one warehouse in a strategic location at KM 22 (21,660 sq.m.) into a REIT, generating 125.0 million baht in net cash inflow as planned.

The Group has announced its 2026 business direction under the "ORIGIN Portfolio Evolution 2026" strategy, focusing on stability and flexibility to handle economic changes. The Group has set a Presale target of 25,000.0 million baht and a Total Revenue target of 10,000.0 million baht. New project launches are valued at 19,400.0 million baht, including 6 residential projects (ORIGIN VERTICAL and BRITANIA) worth 7,400.0 million baht, 4 hotels worth 5,900.0 million baht, 4 office and commercial spaces worth 3,100.0 million baht, and 5 warehouse/factory projects totaling approximately 150,000 sq.m. worth 3,000.0 million baht. In this regard, The Group remains confident that the full-year performance will align with the established strategic goals. Furthermore, The Group is enhancing the living experience through the 'Origin Vacation Club' initiative, designed to maximize benefits and value for customers across both condominium (ORIGIN VERTICAL) and landed property (BRITANIA) projects in prime locations. This program is supervised and managed by Hampton Hotel & Residence Management Co., Ltd. ("HHR"), aiming to foster sustainable growth and provide endless consumer care.

In 2025, the Group's real estate transfer activities are presented in the table below.

Unit: Million Baht

Description	For the Year 2024 For the Year Ended 31 Dec 2024			For the Year 2025 For the Year Ended 31 Dec 2025			Differentiate	
	Consolidate	Joint Venture	Total	Consolidate	Joint Venture	Total	Million THB	%
Real estate transferred activities	6,836.1	7,563.3	14,399.4	5,340.5	8,099.5	13,440.1	(959.4)	(6.66%)

In 2025, The Group recognizes the profit of joint venture condominium 8 project by joint venture project that recognizes continuous profits from 2024, totaling 21 projects, in total including,

(1) Joint venture with Nomura Real Estate Development Co., Ltd. for Park Origin Thonglor
(2) Joint venture with Nomura Real Estate Development Co., Ltd. for Park Origin Ratchathewi
(3) Joint venture with Dusit Thani Public Co., Ltd. for Hampton Sriracha
(4) Joint venture with Lofis (Thailand) Co., Ltd. for Britania Amata-Phanthong
(5) Joint venture with Nomura Real Estate (Thailand) Co., Ltd. for Britania Home Bangna Km.17
(6) Joint venture with Nomura Real Estate (Thailand) Co., Ltd. for Britania Town Bangna Km.17
(7) Joint venture with Lofis (Thailand) Co., Ltd. for Grand Britania Khukot Station
(8) Joint venture with Lofis (Thailand) Co., Ltd. for Grand Britania Bangna Km.35
(9) Joint venture with Nomura Real Estate Development Co., Ltd. for Park Origin Chula-Samyan
(10) Joint venture with for GS E&C Development (THAILAND) Co., Ltd. Origin Plug & Play Ladprao Interchange

(11) Joint venture with Nomura Real Estate (Thailand) Co., Ltd. for The Origin Sukhumvit-Sailuat E22
(12) Joint venture with Nomura Real Estate (Thailand) Co., Ltd for Soho Bangkok Ratchada
(13) Joint venture with Nomura Real Estate (Thailand) Co., Ltd. for Origin Plug & Play Ramintra
(14) Joint venture with Nomura Real Estate (Thailand) Co., Ltd. for Origin Plug & Play Ramkhamhaeng Triple Station
(15) Joint venture with Escon Japan (Thailand) Co., Ltd. for Britania Bangna Km.39
(16) Joint venture with Bunpha Tawee Co., Ltd. for Grand Britania Thawiwatthana
(17) Joint venture with Nomura Real Estate (Thailand) Co., Ltd. for Origin Play Sri Udom Station
(18) Joint venture with Nomura Real Estate (Thailand) Co., Ltd. for So Origin Kaset Interchange
(19) Joint venture with Kasem Bundit Co., Ltd. for Grand Britania Ratchapruek-Chaengwattana
(20) Joint venture with GS E&C Development (Thailand) co. ltd for Knightsbridge Space Rama 4
(21) Joint venture with Nomura Real Estate (Thailand) Co., Ltd. for So Origin Phahol 69 Station

and projects began transferring ownership in 2025 totaling 8 projects,
(1) Joint venture with Lofis (Thailand) Co., Ltd. for Origin Plug & Play Sirindhorn Station
(2) Joint venture with Nomura Real Estate (Thailand) Co., Ltd. for Origin Plug & Play Srinakarin
(3) Joint venture with C.S.I.Asset Co., Ltd. for Britania Bangsaen
(4) Joint venture with Bunpha 2020 Co., Ltd. for Origin Place Bangna
(5) Joint venture with Kasem Bundit Co., Ltd. for Grand Britania Krungthepkreetha-Motorway
(6) Joint venture with Nomura Real Estate (Thailand) Co., Ltd. for Origin Play Bangkhunnon
(7) Joint venture with Nomura Real Estate (Thailand) Co., Ltd. for Origin Play Bangsaen
(8) Joint venture with Sotetsu Real Estate (Thailand) Co., Ltd. for The Origin Phahol 57

The Group has recognized the revenue of 29 joint ventures projects in the year ended December 31st, 2025, an amount of 8,099.5 million baht and recognized the profits from joint venture 29 projects, an amount of 646.7 million baht (51% shareholding proportion).

Operating Results Analysis

4.1.2 Operating Results Analysis for the Years 2024 and 2025

Revenue

- **Revenues from sales of real estate**

The Group recognizes revenue from sales of real estate upon the transfer of ownership of condominium units and housing units to buyers after full payment has been received. Revenue from sales of real estate for 2024 and 2025 amounted to 6,836.1 million baht and 5,340.5 million baht, representing 57.04% and 57.90% of total revenue, respectively, which can be summarized as follows:

Description	For the Year 2024		For the Year 2025		Differentiate	
	Million THB	%	Million THB	%	Million THB	%
Revenue						
Revenue from sales of real estate	6,836.1	57.04	5,340.5	57.90	(1,495.6)	(21.88)
Services income	1,624.8	13.56	1,697.9	18.41	73.1	4.50
Revenues from hotel operations and rental	528.5	4.41	487.9	5.29	(40.6)	(7.68)
Revenues from project management	1,654.6	13.81	525.3	5.70	(1,129.3)	(68.25)
Gain on disposal of investments in subsidiaries	878.7	7.33	245.4	2.66	(633.3)	(72.08)

Description	For the Year 2024		For the Year 2025		Differentiate	
	Million THB	%	Million THB	%	Million THB	%
Gain on disposal of investments in joint venture	0.0	0.00	299.9	3.25	299.9	100.00
Interest income	184.0	1.54	238.3	2.58	54.4	29.55
Other income	278.6	2.32	388.1	4.21	109.5	39.29
Total Revenue	**11,985.3**	**100.00**	**9,223.4**	**100.00**	**2,761.9**	**23.04**

Description	December 31st, 2024		December 31st, 2025		Differentiate	
	Million THB	%	Million THB	%	Million THB	%
Revenues from sales of real estate	6,836.1	100.00	5,340.5	100.00	(1,495.6)	(21.88)
Cost of real estate sales	4,855.6	71.03	3,901.7	73.06	(953.9)	(19.64)
Gross Profit	**1,980.5**	**28.97**	**1,438.8**	**26.94**	**(541.7)**	**(27.35)**

For the year ended December 31st, 2025, the Group recorded revenue from sales of real estate of 5,340.5 million baht, representing 57.90% of total revenue. This decreased by 1,495.6 million baht, or 21.88%, compared to 2024. However, when combined with property transfer activities from joint venture projects amounting to 8,099.5 million baht, total property transfer activities reached 13,440.1 million baht. This represents a decrease of 959.4 million baht, or 6.66%, compared to the same period of the previous year.

The property transfer activities can be presented by comparing revenue recognition with project value, as shown in the table below.

Project	Project Value (Million THB)	Property Transfers				Cumulative Property Transfers	
		As of December 31, 2024		As of December 31, 2025		As of December 31, 2025	
		Million THB	%	Million THB	%	Million THB	%
property transfer activities of projects under the Company and its subsidiaries							
Knightsbridge The Ocean Sriracha Project	2,621.3	22.6	0.86	11.1	0.42	2,621.3	100.00
Park 24 Phase 2 Project	11,500.0	310.3	2.70	149.1	1.30	9,482.0	82.45
B-Loft Lite Sukhumvit 115 B Project	168.6	4.8	2.85	-	-	168.6	100.00
Britania Mega Town Bangna Project	2,000.0	149.4	7.47	37.9	1.89	1,751.9	87.60
Britania Wongwaen-Hathairat Project	1,214.5	43.1	3.55	73.4	6.05	1,061.4	87.40
Britania Bangna Km.42 Project	1,712.0	60.8	3.55	30.4	1.77	1,712.0	100.00
Britania Bangna-Suvarnabhumi Project	2,700.0	208.0	7.70	52.1	1.93	2,001.9	74.15
Britania Saimai Project	1,400.0	80.5	5.75	68.6	4.90	792.8	56.63
Brighton Khukhot Station Project	766.9	89.2	11.63	61.9	8.07	766.9	100.00
The Origin Sukhumvit 105 Project	1,368.1	5.3	0.38	6.3	0.46	1,368.1	100.00
Kensington Rayong 1 Project	629.4	76.7	12.19	50.8	8.07	506.2	80.42

Project	Project Value (Million THB)	Property Transfers				Cumulative Property Transfers	
		As of December 31, 2024		As of December 31, 2025		As of December 31, 2025	
		Million THB	%	Million THB	%	Million THB	%
Kensington Rayong 2 Project	560.1	48.6	8.68	2.3	0.42	560.1	100.00
Grand Britania Wongwaen-Ramintra Project	2,306.8	287.7	12.47	144.4	6.26	1,903.7	82.53
Knightsbridge Collage Sukhumvit 107 Project	1,048.4	25.3	2.41	14.9	1.43	958.4	91.42
Knightsbridge Kaset Society Project	1,394.6	77.2	5.54	5.7	0.41	1,323.0	94.87
Brighton Amata-Sukprayoon Project	650.0	52.5	8.08	30.5	4.68	499.6	76.86
The Origin Ramintra 83 Station Project	2,254.6	124.9	5.54	52.5	2.33	1,980.2	87.83
The Origin Ratchada-Ladprao Project	730.2	7.1	0.97	19.4	2.66	730.2	100.00
Notting Hill Rayong Project	1,486.7	80.7	5.43	40.9	2.75	1,171.4	78.79
Knightsbridge Space Rama Ix Project	2,300.0	139.5	6.07	67.6	2.94	1,804.5	78.46
Brighton Bangna Km.26 Project	350.0	7.5	2.15	21.3	6.08	241.7	69.07
Belgravia Exclusive Pool Villa Bangna-Rama9 Project	1,800.0	67.0	3.72	60.7	3.37	1,144.2	63.56
Grand Britania Ratchaphruek-Rama 5 Project	2,338.3	362.0	15.48	177.8	7.60	1,918.7	82.06
Park Origin Phayathai Project	4,926.0	95.0	1.93	98.5	2.00	3,652.3	74.14
The Origin Ram 209 Interchange Project	1,973.7	25.2	1.28	2.0	0.10	1,973.7	100.00
Brixton Pet&Play Sukhumvit 107 A Project	174.2	41.2	23.64	1.9	1.07	174.2	100.00
Knightsbridge Sukhumvit-Thepharak Project	672.0	388.1	57.75	11.6	1.72	522.3	77.73
The Origin Onnut Project	799.6	4.4	0.55	-	-	799.6	100.00
The Origin Ladprao 15 Project	492.8	53.7	10.91	71.5	14.51	418.9	85.01
Britania Tiwanon-Ratchaphruek Project	700.0	33.9	4.84	26.2	3.74	206.5	29.50
Britania Ratchaphruek-Nakhon In Project	813.3	65.4	8.04	85.7	10.54	701.6	86.26
Britania Praksa Station Project	850.0	83.8	9.86	107.6	12.66	413.7	48.67
Grand Britania Bangna-Suvarnabhumi Project	700.0	37.3	5.33	53.7	7.67	228.6	32.66
Grand Britania Nontaburi Station Project	550.0	85.9	15.61	62.8	11.43	374.5	68.10
Grand Britania Rama IX - Krungthep Kreetha Project	850.0	62.3	7.33	160.7	18.91	690.6	81.25
Brighton Bangpakong Project	650.0	65.0	10.00	37.8	5.81	290.4	44.67
Britania Wongwaen-Pinklao Project	650.0	65.4	10.07	52.8	8.12	333.1	51.24
Britania Rayong Project	1,100.0	86.4	7.85	5.4	0.49	160.7	14.61
Brompton Pet Friendly Samrong Station Project	151.4	80.5	53.18	3.7	2.41	122.4	80.81
Brixton Kaset Sriracha Campus Project	1,060.0	461.9	43.57	65.1	6.14	527.0	49.72

Project	Project Value (Million THB)	Property Transfers				Cumulative Property Transfers	
		As of December 31, 2024		As of December 31, 2025		As of December 31, 2025	
		Million THB	%	Million THB	%	Million THB	%
Brixton Rayong Project	880.0	94.8	10.77	11.1	1.26	332.4	37.77
Brixton Campus Bangsaen Project	575.5	229.1	39.81	24.2	4.20	512.9	89.12
Britania Udondusadee Project	650.0	47.2	7.26	29.9	4.61	196.5	30.23
Britania Maliwan Project	1,200.0	101.8	8.49	31.5	2.63	250.1	20.84
Britania Ayutthaya Project	1,400.0	62.9	4.49	13.6	0.97	111.7	7.98
Britania Thepharak-Srinakarin Project	1,200.0	29.3	2.44	31.9	2.66	119.3	9.94
Grand Britania Wongwaen-Pracha Uthit Project	1,600.0	106.0	6.62	58.4	3.65	206.9	12.93
Britnia Bangna-Thepharak Project	2,200.0	144.2	6.56	67.0	3.04	266.9	12.13
Grand Britania Thaweewatthana Project	140.0	59.2	42.25	-	-	140.0	100.00
Grand Britania Chaiyaphruek-Chaengwattana Project	12.3	12.3	100.00	-	-	12.3	100.00
Britania Ratchaphruek Kanchanapisek Project	650.0	56.7	8.72	36.1	5.56	99.2	15.26
Britania Bangna-Srivaree Project	1,400.0	146.0	10.43	29.5	2.11	190.7	13.62
Knightsbridge Prime On Nut Project	165.1	12.9	7.83	(0.0)	(0.01)	165.1	100.00
Knightsbridge Space Ratchayothin Project	168.9	4.2	2.46	(0.1)	(0.03)	168.9	100.00
Britania Home Bangna-Bangpakong Project	1,250.0	63.7	5.10	30.0	2.40	93.7	7.50
Origin Plug & Play Nonthaburi Station Project	2,800.0	1,315.9	46.99	170.2	6.08	1,486.1	53.07
Brixton Pet & Play Phahol 50 Station Project	680.0	259.1	38.11	87.9	12.93	347.1	51.04
Britania Westgate Project	2,600.0	12.7	0.49	67.7	2.60	80.4	3.09
Britania Ratchaphruek 345 Project	650.0	12.0	1.85	46.6	7.16	58.6	9.01
Origin Plug & Play E22 Station Project	2,580.0	-	-	1,546.3	59.93	1,546.3	59.93
The Origin Campus Khon Kaen Project	800.0	-	-	444.1	55.51	444.1	55.51
Origin Plug & Play Ramintra Project	1,252.8	-	-	158.9	12.69	158.9	12.69
Hampton Sriracha by Origin and Dusit Project	622.6	-	-	23.8	3.82	23.8	3.82
Britania Bangna Km.39 Project	1,095.8	-	-	13.7	1.25	13.7	1.25
Balco Bangtao Beach Project	1,350.0	-	-	32.0	2.37	32.0	2.37
The Hampton Suites Rayong Project	1,300.0	-	-	208.8	16.06	208.8	16.06
The Origin Sukhumvit - Praeksa Project	1,100.0	-	-	150.8	13.71	150.8	13.71
Total property transfer activities of projects under the Company and its subsidiaries		**6,836.1**		**5,340.5**		**55,476.4**	

Project	Project Value (Million THB)	Property Transfers				Cumulative Property Transfers	
		As of December 31, 2024		As of December 31, 2025		As of December 31, 2025	
		Million THB	%	Million THB	%	Million THB	%
Property transfer activities of projects under joint ventures							
Hampton Sriracha By Origin And Dusit Project	977.4	168.0	17.19	(10.3)	(1.05)	977.4	100.00
Britania Amata-Phanthong Project	2,167.5	125.6	5.80	81.0	3.74	561.4	25.90
Britania Home Bangna Km.17 Project	1,500.0	123.3	8.22	74.3	4.96	449.1	29.94
Grand Britania Bangna Km.35 Project	2,500.0	90.4	3.62	33.8	1.35	264.5	10.58
Grand Britania Khukhot Station Project	1,500.0	67.4	4.49	66.3	4.42	372.5	24.83
Britania Town Bangna Km.17 Project	1,100.0	107.8	9.80	48.3	4.39	347.8	31.61
Park Origin Thonglor Project	12,000.0	887.0	7.39	519.2	4.33	7,600.4	63.34
Park Origin Ratchathewi Project	3,000.0	158.6	5.29	44.9	1.50	2,169.3	72.31
Origin Plug & Play Ladprao Interchange Project	2,000.0	324.3	16.21	206.2	10.31	1,380.3	69.01
The Origin E22 Station Project	1,800.0	320.1	17.79	83.4	4.64	1,400.3	77.79
Origin Plug&Play Ramintra Project	947.2	480.3	50.70	8.3	0.88	947.2	100.00
Origin Plug & Play Ramkhamhaeng Triple Station Project	1,571.3	609.0	38.76	153.1	9.75	1,332.5	84.80
Britania Bangna Km.39 Project	104.2	34.4	33.03	4.3	4.16	104.2	100.00
Park Origin Chula-Samyan Project	4,850.1	823.1	16.97	285.2	5.88	4,098.9	84.51
Soho Bangkok Ratchada Project	1,840.0	393.5	21.39	106.1	5.77	1,493.4	81.16
Grand Britania Thaweewatthana Project	1,860.0	43.8	2.36	45.2	2.43	89.0	4.78
Grand Britania Chaiyaphruek-Chaengwattana Project	1,387.7	14.7	1.06	54.5	3.93	69.2	4.99
Origin Play Sri Udom Station Project	2,180.0	735.2	33.73	386.6	17.73	1,121.8	51.46
So Origin Phahol 69 Station Project	1,870.0	431.9	23.09	337.2	18.03	769.1	41.13
So Origin Kaset Intetchange Project	1,679.0	948.3	56.48	389.5	23.20	1,337.8	79.68
Knightsbridge Space Sukhumvit - Rama4 Project	2,400.0	676.6	28.19	494.0	20.58	1,170.6	48.77
Origin Plug & Play Sirindhorn Station Project	3,160.0	-	-	1,826.6	57.80	1,826.6	57.80
Origin Plug & Play Srinakarin Project	1,830.0	-	-	556.8	30.43	556.8	30.43
Origin Place Bangna Project	2,280.0	-	-	849.1	37.24	849.1	37.24
Origin Play Bangkhunnon Project	1,734.5	-	-	517.8	29.85	517.8	29.85
The Origin Phahol 57 Project	1,040.0	-	-	292.5	28.12	292.5	28.12
Origin Play Bangsaen Project	1,300.0	-	-	542.0	41.69	542.0	41.69
Britania Bangsean Project	1,250.0	-	-	43.4	3.47	43.4	3.47

Project	Project Value (Million THB)	Property Transfers				Cumulative Property Transfers	
		As of December 31, 2024		As of December 31, 2025		As of December 31, 2025	
		Million THB	%	Million THB	%	Million THB	%
Grand Britania Rama 9 - Motorway Project	1,550.0	-	-	60.1	3.88	60.1	3.88
Total property transfer activities of projects under joint ventures		7,563.3		8,099.5		32,744.8	
Total		14,399.4		13,440.1		88,221.2	

- **Service income**

For 2024 and 2025, the Group reported service revenue of 1,624.8 million baht and 1,697.9 million baht, representing 13.56% and 18.41% of total revenue, respectively.

In 2025, the Group reported service income of 1,697.9 million baht, representing 18.41% of total revenue, an increase of 73.1 million baht, or 4.50%, from 2024. The increase was mainly attributable to higher service activities in line with the Company's operational plans, including revenue from design and decoration services for common areas of condominium and housing projects, interior decoration services for residential units, and increased revenue from maintenance and technical services provided by the Group's service business. In addition, in 2025, gross profit from service income amounted to 438.8 million baht, increasing by 63.0 million baht, or 16.75%, from the same period of the previous year, primarily driven by the growth in the Group's service business revenue.

- **Revenues from hotel operations and rental**

For 2024 and 2025, the Group had revenue from hotel operations and rental income of THB 528.5 million and THB 487.9 million, representing 4.41% and 5.29% of total revenue, respectively.

For the year ended December 31st, 2025, amount of 487.9 million baht, or 5.3% of total revenues, a decrease of 40.6 million baht, or 7.7% compared on the same period of previous year. In 2025, There are 11 hotels that will continue to recognize revenue from 2024, including:

Hotel under The Group 3 hotels,
(1) Wellness Stay & Hotel Sukhumvit 107
(2) Beehive Boutique Hotel Phuket
(3) Holiday Inn & Suites Siracha Laemchabang

and Hotel under joint venture 8 hotels,
(1) Staybridge Suites Bangkok Sukhumvit
(2) Staybridge Suites Bangkok Thonglor
(3) Ibis Hua Hin
(4) Ibis Phuket Kata
(5) Ibis Styles Krabi Ao Nang
(6) Green Palace Hotel ChiangMai
(7) Inter Continental Bangkok Sukhumvit
(8) Holiday Inn Express Rayong

For the year ended December 31st, 2025, The Group reported a gross profit of 120.9 million baht, an increase of 106.6 million baht, or 743.8% from the same period of the previous year. This significant growth was primarily driven by the gradual recovery of the hotel business group, as well as a gradual rise in rental income from condominium units, which followed a similar upward trend.

- **Revenues from project management**

it is generated from providing services related to planning project feasibility studies and providing services, including project management after signed joint venture agreement with partners. For the year ended December 31st, 2024 and for the year ended December 31st, 2025, the Group had project management income of THB 1,654.6 million and THB 525.3 million, representing 13.81% and 5.70% of total revenue, respectively.

In 2025, the Group had project management income of 525.3 million baht, or 5.70% of total revenues, a decrease of 1,129.3 million baht, or 68.25% compared on the same period of previous year.

In the previous year, the Group began to spread out to major provinces throughout the country and more open platforms in joint ventures to find business partners in each province to enhance competitiveness last year. But for the year ended December 31st, 2025, The Group has enough projects wait to be jointly invested and has no plans to expand the project like last year, so it returned to normal. The Group having a total of 108 joint venture condominium projects and housing estate. Expenses related to revenues from project management will be recorded selling expenses and administrative expenses.

- **Gain on Disposals of Investment in Subsidiaries**

This item arises when the Group enters into joint venture agreements with partners, resulting in the recognition of gains from the disposal of investments in ordinary shares of subsidiaries. For 2024 and 2025, the Group reported gains on disposal of investments in subsidiaries of 878.7 million baht and 245.4 million baht, representing 7.33% and 2.66% of total revenue, respectively.

In 2025, the Group recorded gains on disposal of investments in subsidiaries of THB 245.4 million, representing 2.66% of total revenue, decreasing by THB 633.3 million, or 72.08%, compared to the same period of the previous year. This decrease was mainly due to the Company's expansion into provincial areas and major cities nationwide in the previous year, as well as the adoption of an open platform for joint ventures with landowners to seek business partners in each province and enhance competitiveness. In 2025, however, the Group had a sufficient pipeline of projects pending joint ventures and had no plan to expand projects at the same level as the previous year, resulting in a return to normal operations. Nevertheless, the Group's joint venture projects have continued to perform in line with plans and have maintained strong confidence from its partners.

- **Gain on disposals of investment in joint venture**

This item is a transaction that occurs when The Group sells or transfers its investments in joint ventures to new investors, resulting in the recognition of the gain. For the year ended December 31st, 2025, The Group has gain on disposals of investment in joint venture, amount of 299.9 million baht, or 3.25% of total revenues, increase 299.9 million baht, or 100.0% compare on the same period of the previous year. This was driven by the disposal of investments to new investors in line with the value-added strategy for the hotel business segment. This strategy aims to unlock the real asset value of hotel properties, facilitate future investment expansion, and support sustainable growth under The Group's long-term development plan. Meanwhile, other joint venture projects continue to operate according to plan and maintain consistent partner confidence.

- **Interest income**

For 2024 and 2025, the Group reported interest income of 184.0 million baht and 238.3 million baht, representing 1.54% and 2.58% of total revenue, respectively.

In 2025, interest income amounted to 238.3 million baht, or 2.58% of total revenues, an increase of 54.4 million baht, or 29.55%. Due to the interest income from loans to joint ventures increases according to The Group joint venture which is lending in proportion to investment and/or as mutually agreed which the interest rate is calculated according to the policy of mutual transactions.

- **Other Income**

For 2024 and 2025, the Group reported other income of 278.6 million baht and 388.1 million baht, representing 2.32% and 4.21% of total revenue, respectively.

For the year ended December 31st, 2025, the Group reported other income of 388.1 million baht, or 4.21% of total revenues, an increase of 109.5 million baht, or 39.29%. Due to revenue from loan guarantees for joint ventures and revenue from new business segments.

Expenses

- Cost of Real Estate Sales

The Group's cost of real estate sales mainly comprises land costs and construction costs. During the construction period, before the transfer of ownership to buyers, such costs are recorded as property development costs for sale in the statement of financial position. These costs are subsequently recognized as cost of real estate sales in the statement of comprehensive income when revenue from real estate sales is recognized.

For 2024 and 2025, the Group reported cost of real estate sales of 4,855.6 million baht and 3,901.7 million baht, representing 40.51% and 42.30% of total revenue, respectively.

In 2025, the Group had cost of real estate sales of 3,901.7 million baht, representing 42.30% of total revenue, decreasing by 953.9 million baht, or 19.64%, from 2024, in line with the decrease in revenue from real estate sales.

- Cost of services

For 2024 and 2025, the Group reported cost of services of 1,249.0 million baht and 1,259.1 million baht, representing 10.42% and 13.65% of total revenue, respectively.

In 2025, cost of services amounted to 1,259.1 million baht, increasing by 10.1 million baht, or 0.81%, compared to 2024. This increase was in line with the growth in service revenue.

- Cost of Hotel Operations and Rental

For 2024 and 2025, the Group had cost of hotel operations and rental of 514.2 million baht and 367.0 million baht, representing 4.29% and 3.98% of total revenue, respectively.

In 2025, the Group recorded cost of hotel operations and rental of 367.0 million baht, decreasing by 147.2 million baht, or 28.63%, from 2024, in line with the decrease in revenue from hotel operations and rental.

- Gross Profit and Gross Profit Margin

For 2024 and 2025, the Group reported gross profit of 1,980.5 million baht and 1,438.8 million baht, representing gross profit margins of 28.97% and 26.94%, respectively.

In 2025, the Group had gross profit of 1,438.8 million baht, decreasing by 541.7 million baht, or 27.35%, from 2024.

- Selling expenses

The Group's selling expenses mainly consist of advertising and promotional expenses, customer seminar expenses, specific business tax and transfer fees, as well as salaries and related expenses of sales and marketing personnel.

For 2024 and 2025, the Group reported selling expenses of 1,522.8 million baht and 1,393.8 million baht, representing 12.71% and 15.11% of total revenue, respectively.

In 2025, the Group recorded selling expenses of 1,393.8 million baht, representing 15.11% of total revenue, decreasing by 129.1 million baht, or 8.48%, from 2024. The decrease was mainly due to lower marketing expenses, as the Company continued to effectively manage costs under the "Everyone Can Sell" initiative, resulting in reduced marketing expenses. In addition, specific business tax and transfer fees decreased in line with revenue. Certain selling expenses are related to project management services, including project feasibility studies and project management services following the execution of joint venture agreements.

- **Administrative expenses**

The Group's administrative expenses mainly consist of salaries and related expenses of administrative personnel, depreciation and amortization, consulting fees, and professional fees.

For 2024 and 2025, the Group reported administrative expenses of THB 1,136.6 million and THB 1,017.6 million, representing 9.48% and 11.03% of total revenue, respectively.

In 2025, the Group recorded administrative expenses of THB 1,017.6 million, representing 11.03% of total revenue, decreasing by THB 118.9 million, or 10.46%, from 2024. The decrease was mainly due to lower salaries and employee-related expenses, as well as a reduction in the estimated guaranteed rental expenses under the IP Program, as the Group was able to secure more tenants in line with its plans. Certain administrative expenses are related to project management services, including project feasibility studies and project management services following the execution of joint venture agreements.

- **Expected Credit Loss**

For 2024 and 2025, the Group reported expected credit losses of 626.5 million baht and 118.9 million baht, representing 5.23% and 1.29% of total revenue, respectively.

In 2025, the Group recorded expected credit losses of 118.9 million baht, representing 1.29% of total revenue, decreasing by 507.6 million baht, or 81.02%, from the same period of the previous year, mainly due to repayments received from projects.

- **Impairment loss on investment in subsidiaries (Reversal)**

In 2025, the Group recorded 2.6 million baht, representing 0.03% of total revenue, increasing by 2.6 million baht, or 100%, from the same period of the previous year, mainly due to the recognition of impairment loss on investments in subsidiaries based on updated estimates.

- **Share of gain (loss) from investments in joint ventures**

For 2024 and 2025, the Group had share of profit from investments in joint ventures of 181.0 million baht and 605.7 million baht, representing 1.51% and 6.57% of total revenue, respectively.

In 2025, the Group had share of profit from investments in joint ventures of 605.7 million baht, representing 6.57% of total revenue, increasing by 424.7 million baht, or 234.60%, from 2024, mainly due to a higher number of joint venture projects that gradually recognized revenue compared to those still under development. In addition, in 2025, the Group had four newly transferred projects with high transfer value, namely Origin Place Bangna, Origin Play Bangkhunnon, Origin Play Bangsaen, and Origin Phahol 57, with a total transfer value of 1,712.3 million baht.

- **Finance Costs**

Finance costs mainly consist of interest expenses on bank borrowings, debentures, bills of exchange, and lease liabilities.

For 2024 and 2025, the Group had finance costs of 677.2 million baht and 818.3 million baht, representing 5.65% and 8.87% of total revenue, respectively.

In 2025, the Group had finance costs of 818.3 million baht, representing 8.87% of total revenue, increasing by 141.1 million baht, or 20.83%, from 2024, mainly due to higher borrowings to support working capital and project development in line with the Group's plans.

- **Income Tax Expense**

For 2024 and 2025, the Group had income tax expense of 341.4 million baht and 165.7 million baht, representing 2.85% and 1.80% of total revenue, respectively.

In 2025, the Group had income tax expense of 165.7 million baht, representing 1.80% of total revenue, decreasing by 175.7 million baht, or 51.47%, from 2024.

- **Net Profit and Net Profit Margin**

For 2024 and 2025, the Group had profit for the year attributable to owners of the Company of 1,051.8 million baht and 719.9 million baht, representing 8.78% and 7.81% of total revenue, respectively.

In 2025, the Group had profit for the year attributable to owners of the Company of 719.9 million baht, representing 7.81% of total revenue, decreasing by 331.9 million baht, or 31.55%, from 2024. Nevertheless, in 2025, the Group had backlog of 36,518.0 million baht, which will support continuous revenue recognition over the next four years. The Group expects to complete and transfer seven new condominium projects in 2026, both in Bangkok and other provinces, with a total project value of 14,400.0 million baht, of which 10,000.0 million baht has already been secured as backlog.

- **Return on Equity**

For 2024 and 2025, the Group had return on equity of 10.67% and 8.18%, respectively, decreasing by 2.49 percentage points from 2024.

Analysis of Financial Position

- **Overview of Assets**

As of December 31, 2024 and 2025, the Group had total assets of 64,809.5 million baht and 63,713.8 million baht, respectively, decreasing by 1,095.7 million baht, or 1.69%, from the end of 2024. The Group's assets mainly consist of property development costs for sale, investments in joint ventures, land, buildings and equipment, loans to related parties, and trade and other receivables, as detailed below.

- **Cash and Cash Equivalents**

As of December 31, 2024 and 2025, the Group had cash and cash equivalents of 1,440.8 million baht and 475.6 million baht, representing 2.22% and 0.75% of total assets, respectively.

As of December 31, 2025, the Group had cash and cash equivalents of 475.6 million baht, representing 0.75% of total assets, decreasing by 965.2 million baht, or 66.99%, from the end of 2024. This was mainly due to a net decrease in cash flows from operating activities of 2,194.7 million baht, primarily from lower customer deposits received and payments of trade and other payables. Cash flows from investing activities showed a net increase of 4,545.4 million baht, mainly from proceeds from disposal of investments in subsidiaries and joint ventures. Meanwhile, cash flows from financing activities showed a net decrease of 3,263.4 million baht, primarily due to the repayment of debentures upon maturity. The Group also has a policy to reduce its reliance on debentures by sourcing alternative funding, such as proceeds from disposal of investments and borrowings from financial institutions with repayment linked to project transfers, in order to enhance liquidity management and reduce the interest-bearing debt-to-equity ratio.

- **Trade and Other Receivables**

As of December 31, 2024 and 2025, the Group had trade and other receivables of 3,057.2 million baht and 2,981.7 million baht, representing 4.72% and 4.68% of total assets, respectively, decreasing by 75.5 million baht, or 2.47%, from 2024, mainly due to repayments received during the period.

- **Short-term Loans to Related Parties**

As of December 31, 2024 and 2025, the Group had short-term loans to related parties of 885.7 million baht and 597.1 million baht, representing 1.37% and 0.94% of total assets, respectively, decreasing by 288.6 million baht, or 32.59%, from 2024, mainly due to repayments received during the period. Such loans were provided in proportion to the Group's investment and/or based on mutual agreements, with interest rates determined in accordance with the Group's related party transaction policy.

- **Short-term Loans to Non-related Parties**

As of December 31, 2025, the Group had short-term loans to non-related parties of 177.1 million baht, representing 0.28% of

total assets, increasing by 177.1 million baht, or 100%, from 2024. This increase was due to the Group's disposal of its entire investment in Sukhumvit 59 Co., Ltd. to other shareholders during the period, resulting in the reclassification of such entity from a related party to a non-related party. Accordingly, the outstanding loan was reclassified to reflect its current status. The terms and interest rates remain in accordance with mutual agreements.

- **Property Development Costs for Sale**

Property development costs for sale represent the costs of real estate projects in which the Group has invested for development or that have been completed and are ready for sale. This item is comparable to inventory for companies engaged in manufacturing or trading businesses. Property development costs for sale mainly consist of project development costs, including land costs, construction costs, borrowing costs for real estate development, and other related expenses.

As of December 31, 2024 and 2025, the Group had property development costs for sale of THB 35,377.8 million and THB 36,765.5 million, representing 54.59% and 57.70% of total assets, respectively.

As of December 31, 2025, the Group had property development costs for sale of THB 36,765.5 million, representing 57.70% of total assets, increasing by THB 1,387.7 million, or 3.92%, from 2024. This was mainly due to ongoing project development in line with the Group's plans. During the year, there was also a decrease from the disposal of one subsidiary project under development to a joint venture, while four projects under development were acquired from joint ventures and recognized as subsidiaries.

- **Land Deposit**

As of December 31, 2024 and 2025, the Group had land deposits of 838.6 million baht and 758.3 million baht, representing 1.29% and 1.19% of total assets, respectively.

As of December 31, 2025, the Group had land deposits of 758.3 million baht, representing 1.19% of total assets, decreasing by 80.3 million baht, or 9.57%, from 2024. This decrease was mainly due to the reclassification of land deposits from current assets to long-term land deposits under non-current assets in the Group's hotel and rental business.

- **Advances for Construction Costs**

Advances for construction costs represent advance payments made for real estate construction projects.
As of December 31, 2024 and 2025, the Group had advances for construction costs of 450.2 million baht and 344.0 million baht, representing 0.69% and 0.54% of total assets, respectively.

As of December 31, 2025, the Group had advances for construction costs of 344.0 million baht, representing 0.54% of total assets, decreasing by 106.2 million baht, or 23.59%, from 2024. This decrease was mainly due to a reduction in the number and value of projects that commenced construction during 2025 compared to 2024. The Group's policy on advance payments for construction costs depends on the terms agreed between the Group and contractors. Typically, the Group makes advance payments of approximately 5% of the construction contract value, and certain advances are classified as non-current assets.

- **Other Current Financial Assets**

As of December 31, 2024 and 2025, the Group had other current financial assets of 151.0 million baht and 14.5 million baht, representing 0.23% and 0.02% of total assets, respectively.

As of December 31, 2025, the Group had other current financial assets of 14.5 million baht, representing 0.02% of total assets, decreasing by 136.6 million baht, or 90.43%, from 2024, mainly due to a decrease in investments in open-ended debt funds.

- **Other Current Assets**

Other current assets of the Group mainly consist of other deposits, such as deposits for the purchase of furniture and decoration items for projects, prepaid insurance, deferred commission expenses, prepaid common area expenses, and other prepaid expenses.

As of December 31, 2024 and 2025, the Group had other current assets of 679.3 million baht and 968.3 million baht, representing 1.05% and 1.52% of total assets, respectively.

As of December 31, 2025, the Group had other current assets of 968.3 million baht, representing 1.52% of total assets, increasing by 288.9 million baht, or 42.53%, from 2024. This increase was mainly due to higher deferred commission expenses, prepaid common area expenses, and inventory pending delivery under the Group's service business.

- **Assets Held for Sale**

Assets held for sale of the Group mainly consist of land, buildings, and equipment reclassified under the Group's hotel and rental business.

As of December 31, 2024, the Group had assets held for sale of 142.4 million baht, representing 0.22% of total assets. As of December 31, 2025, such assets decreased by 142.4 million baht, or 100.00%, from 2024. The decrease was mainly due to the cancellation of the sale and purchase agreement of an associate of the Group.

- **Long-term Loans to Related Parties**

As of December 31, 2024 and 2025, the Group had long-term loans to related parties of 2,825.3 million baht and 2,424.6 million baht, representing 4.36% and 3.81% of total assets, respectively.

As of December 31, 2025, the Group had long-term loans to related parties of 2,424.6 million baht, representing 3.81% of total assets, decreasing by 400.7 million baht, or 14.18%, from 2024, mainly due to repayments received during the period. Such loans were provided in proportion to the Group's investment and/or based on mutual agreements, with interest rates determined in accordance with the Group's related party transaction policy.

- **Investments in Joint Ventures**

As of December 31, 2024 and 2025, the Group had investments in joint ventures of 10,534.5 million baht and 9,746.3 million baht, representing 16.25% and 15.30% of total assets, respectively.

As of December 31, 2025, the Group had investments in joint ventures of 9,746.3 million baht, representing 15.30% of total assets, decreasing by THB 788.3 million baht, or 7.48%, from 2024. The decrease was mainly due to the acquisition of ordinary shares from joint ventures and the reclassification of seven entities as subsidiaries, as well as the disposal of investments to other partners in three entities. In addition, dividends were received from ten entities and capital reductions were made in seven entities, in accordance with the rights and conditions under the joint venture agreements and in line with the Group's joint venture plan.

- **Investment Properties**

Investment properties represent properties reclassified from property development costs for sale, as the Group has invested in certain units within its projects for rental purposes. These include leasing spaces to small tenants, such as convenience stores, restaurants, and laundry shops, to enhance convenience for residents. This approach supports the Group's community living concept, aiming to meet the lifestyle needs of residents effectively, with more than 30 retail units available within the projects.

As of December 31, 2024 and 2025, the Group had investment properties of 186.1 million baht and 335.3 million baht, representing 0.29% and 0.53% of total assets, respectively.

As of December 31, 2025, the Group had investment properties of 335.3 million baht, representing 0.53% of total assets, increasing by 149.2 million baht, or 80.21%, from 2024. This increase was mainly due to the cancellation of a sale and purchase agreement with an associate of the Group.

The Group's investment properties mainly consist of retail units within condominium projects, which are leased to small tenants to provide services and convenience to residents. In addition, the Group owns land and buildings under Portobello Mall Sriracha, a community mall in an English-style concept located in the Sriracha area. The mall includes various facilities such as convenience stores, restaurants, and laundry services, supporting a community living environment. Currently, the Group has retail units across 15 projects, as detailed in the following table.

Order	Project Name	Order	Project Name
1	Cabana A	10	Troicana
2	Kaset Campus	11	The Origin Phahol-Saphanmai
3	Knightsbridge I	12	Knightsbridge Collage Sukhumvit 107
4	Knightsbridge Sky River	13	KnightsBridge Prime Onnut
5	Knightsbridge The Ocean Sriracha	14	KnightsBridge Prime Ratchayothin
6	Knightsbridge Tiwanon	15	KnightsBridge Collage Ramkhamhaeng
7	Notting Hill Praksa		
8	Notting Hill Sriracha		
9	Sense of London		

- **Property, Plant and Equipment**

The Group's property, plant and equipment mainly consist of land for hotel and/or serviced apartment development under Origin Hotel Public Company Limited (a subsidiary), as well as buildings and structures of sales offices and the head office.

As of December 31, 2024 and 2025, the Group had net property, plant and equipment of 3,748.7 million baht and 3,589.5 million baht, representing 5.78% and 5.63% of total assets, respectively.

As of December 31, 2025, the Group had net property, plant and equipment of 3,589.5 million baht, representing 5.63% of total assets, decreasing by 159.2 million baht, or 4.25%, from 2024. The decrease was mainly due to the reclassification of land under the Group's hotel and rental business to property development costs for sale under the condominium business, the reclassification of certain projects to assets held for sale, and the disposal of investments in subsidiaries which were reclassified as joint ventures during the year.

- **Right-of-use Assets**

As of December 31, 2024 and 2025, the Group had right-of-use assets of 853.9 million baht and 487.6 million baht, representing 1.32% and 0.77% of total assets, respectively.

As of December 31, 2025, the Group had right-of-use assets of 487.6 million baht, representing 0.77% of total assets, decreasing by 366.3 million baht, or 42.89%, from 2024. The decrease was mainly due to a reduction in lease agreements for assets used in the Group's hotel business, primarily resulting from the disposal of investments in subsidiaries to non-related parties.

- **Intangible Assets**

Intangible assets arose from the purchase price allocation (PPA) following the Group's acquisition of Park Luxury Co., Ltd. on October 2, 2017. The assets mainly represent the "Park" brand, which is used for high-end condominium projects.

As of December 31, 2024 and 2025, the Group had intangible assets of 158.8 million baht and 138.3 million baht, representing 0.25% and 0.22% of total assets, respectively.

As of December 31, 2025, the Group had intangible assets of 138.3 million baht, representing 0.22% of total assets, decreasing by 20.5 million baht, or 12.89%, from 2024, mainly due to amortization recognized over the useful life of the assets. The Group amortizes such assets as expenses in the statement of profit or loss based on their estimated useful lives.

- **Goodwill**

Goodwill arose from the acquisition of Park Luxury Co., Ltd. on October 2, 2017 (the "acquisition date"), representing the excess of the consideration transferred over the fair value of identifiable net assets acquired. Such goodwill is recognized as part of goodwill in the consolidated statement of financial position, amounting to 190.4 million baht from Park Luxury Co., Ltd. and 195.1 million baht from Projects Asia Co., Ltd.

- **Deferred Tax Assets**

Deferred tax assets arise from deductible temporary differences and unused tax losses, for which the Group expects to have sufficient future taxable profits to utilize such deductible temporary differences and unused tax losses.

As of December 31, 2024 and 2025, the Group had deferred tax assets of 1,141.3 million baht and 1,205.5 million baht, representing 1.76% and 1.89% of total assets, respectively.

As of December 31, 2025, the Group had deferred tax assets of 1,205.5 million baht, representing 1.89% of total assets, increasing by 64.2 million baht, or 5.63%, from 2024, in line with the Group's operating results as described above.

- **Other Non-current Assets**

As of December 31, 2024 and 2025, the Group had other non-current assets of 215.3 million baht and 347.3 million baht, representing 0.33% and 0.55% of total assets, respectively.

As of December 31, 2025, the Group had other non-current assets of 347.3 million baht, representing 0.55% of total assets, increasing by 132.0 million baht, or 61.29%, from 2024, mainly due to an increase in long-term prepaid expenses.

Analysis of Capital Structure

The Group's key objective in capital management is to maintain an appropriate capital structure to support its business operations and enhance shareholder value. The Group manages its capital structure by considering the interest-bearing debt-to-equity ratio in accordance with the conditions stipulated in short-term bank borrowings, long-term bank borrowings, and debenture agreements. As of December 31, 2025, the Group's interest-bearing debt-to-equity ratio was 1.52:1. Details of liabilities and shareholders' equity are as follows:

Liabilities

As of December 31, 2024 and 2025, the Group had total liabilities of 43,527.1 million baht and 41,733.3 million. baht, representing 67.16% and 65.50% of total liabilities and shareholders' equity, respectively.

As of December 31, 2025, the Group's total liabilities decreased by 1,793.8 million baht, or 4.12%, from the end of 2024. The Group's liabilities mainly consist of long-term debentures, long-term bank borrowings, customer deposits and advances received, trade and other payables, and bank overdrafts and short-term borrowings from financial institutions, as detailed below.

- **Bank Overdrafts and Short-term Borrowings from Financial Institutions**

Bank overdrafts and short-term borrowings from financial institutions are used by the Group as working capital and for project development.

As of December 31, 2024 and 2025, the Group had bank overdrafts and short-term borrowings from financial institutions of 1,920.6 million baht and 1,286.0 million baht, representing 2.96% and 2.02% of total liabilities and shareholders' equity, respectively.

As of December 31, 2025, the Group had bank overdrafts and short-term borrowings from financial institutions of 1,286.0 million baht, representing 2.02% of total liabilities and shareholders' equity, decreasing by 634.7 million baht, or 33.04%, from 2024, mainly due to repayments in accordance with the Group's plan.

- **Bills of Exchange**

The Group's bills of exchange are issued to institutional investors and/or high-net-worth investors to be used as working capital and for condominium project development.

As of December 31, 2024 and 2025, the Group had bills of exchange of 366.6 million baht and 197.8 million baht, representing 0.57% and 0.31% of total liabilities and shareholders' equity, respectively.

As of December 31, 2025, the Group had bills of exchange of 197.8 million baht, representing 0.31% of total liabilities and shareholders' equity, decreasing by 168.8 million baht, or 46.05%, from 2024, mainly due to repayments in accordance with the Group's plan.

- **Trade and Other Payables**

Trade and other payables of the Group mainly consist of payables related to construction works, furniture and building decoration, and marketing expenses (advertising and promotional activities). Construction-related payables to contractors for the development of condominium, housing, hotel, and rental projects represent the major portion.

As of December 31, 2024 and 2025, the Group had trade and other payables of 2,491.2 million baht and THB 3,077.2 million baht, representing 3.84% and 4.83% of total liabilities and shareholders' equity, respectively.

As of December 31, 2025, the Group had trade and other payables of 3,077.2 million baht, representing 4.83% of total liabilities and shareholders' equity, increasing by 586.0 million baht, or 23.52%, from 2024, mainly due to higher project-related expenses in line with the Group's development plans.

- **Customer Deposits and Advances Received**

Customer deposits and advances received represent amounts received from buyers prior to the transfer of ownership, such as booking fees, contract payments, and down payments. These amounts are recorded as customer deposits and advances received and will be recognized as revenue upon the transfer of ownership. Typically, booking fees and down payments account for approximately 10% to 20% of the selling price of condominium units and housing projects, depending on the policy of each project.

As of December 31, 2024 and 2025, the Group had customer deposits and advances received of 2,905.2 million baht and 3,367.3 million baht, representing 4.48% and 5.28% of total liabilities and shareholders' equity, respectively.

As of December 31, 2025, the Group had customer deposits and advances received of 3,367.3 million baht, representing 5.28% of total liabilities and shareholders' equity, increasing by 462.0 million baht, or 15.90%, from 2024, mainly due to the launch of new projects in line with the Group's business plan.

- **Corporate Income Tax Payable**

As of December 31, 2024 and 2025, the Group had corporate income tax payable of 365.2 million baht and 226.3 million baht, representing 0.56% and 0.36% of total liabilities and shareholders' equity, respectively.

As of December 31, 2025, the Group had corporate income tax payable of 226.3 million baht, representing 0.36% of total liabilities and shareholders' equity, decreasing by 138.9 million baht, or 38.03%, from 2024, in line with the Group's operating performance.

- **Long-term Borrowings**

The Group's long-term borrowings are primarily used for project development.

As of December 31, 2024 and 2025, the Group had long-term borrowings of 13,247.0 million baht and 14,129.8 million baht, representing 20.44% and 22.18% of total liabilities and shareholders' equity, respectively.

As of December 31, 2025, the Group had long-term borrowings of 14,129.8 million baht, representing 22.18% of total liabilities and shareholders' equity, increasing by 882.7 million baht, or 6.66%, from 2024, mainly due to additional borrowings to support project development in line with the Group's plans.

- **Long-term Debentures**

The Group's long-term debentures are issued to institutional investors and/or high-net-worth investors to be used as working capital and for project development.

As of December 31, 2024 and 2025, the Group had long-term debentures of 18,773.9 million and 16,619.8 million, representing 28.97% and 26.09% of total liabilities and shareholders' equity, respectively.

As of December 31, 2025, the Group had long-term debentures of 16,619.8 million, representing 26.09% of total liabilities and shareholders' equity, decreasing by 2,154.1 million, or 11.47%, from 2024, due to repayments upon maturity. In addition, the Group has a policy to reduce its reliance on debentures by sourcing alternative funding, such as proceeds from disposal of investments in subsidiaries and joint ventures in line with its business plan, as well as borrowings from financial institutions with repayment linked to project transfers, in order to enhance liquidity in cash flow management and reduce the interest-bearing debt-to-equity ratio.

- **Lease Liabilities**

The Group's lease liabilities are lease liabilities relating to office buildings, land leases, and condominium unit leases, in accordance with Financial Reporting Standard No. 16.

As of December 31, 2024 and 2025, the Group had lease liabilities of 1,026.3 million baht and 550.4 million baht, representing 1.58% and 0.86% of total liabilities and shareholders' equity, respectively.

As of December 31, 2025, the Group had lease liabilities of 550.4 million baht, representing 0.86% of total liabilities and shareholders' equity, decreasing by 457.9 million baht, or 46.37%, from 2024, mainly due to a decrease in land lease agreements and building lease agreements.

Shareholders' Equity

As of the end of 2024 and 2025, the Group reported total shareholders' equity of 21,282.4 million baht and 21,980.5 million baht, respectively, representing 32.84% and 34.50% of total liabilities and shareholders' equity.

As of the end of 2025, the Group's total shareholders' equity amounted to 21,980.5 million baht, accounting for 34.50% of total liabilities and shareholders' equity. This represented an increase of 698.1 million baht, or 3.28%, from the end of 2024. The increase was primarily attributable to retained earnings from operating results for the year ended 31 December 2025 amounting to 784.5 million baht. Such earnings were mainly derived from the transfer of condominium units and housing projects, service income, hotel operations and rental income, as well as project management fees, which continued in line with the business plan, including the recognition of share of profit from joint ventures.

Liquidity Analysis

The Group monitors liquidity risk by utilizing funding sources from cash flows from operating activities, bank borrowings, and long-term debentures, which are primarily long-term sources of funds. The Group has assessed the concentration of risks related to borrowings used for project development and concluded that such risks are at a low level, considering cash flows as presented in the statement of cash flows, as follows:

Cash Flow Statement

- **Cash Flows from Operating Activities**

For 2025, the Group had net cash inflows from operating activities of 446.1 million baht, mainly from collections from trade and other receivables, as well as customer deposits and advances received from condominium and housing projects.

- **Cash Flows from Investing Activities**

For 2025, the Group had net cash inflows from investing activities of 1,309.0 million baht, mainly from proceeds from the disposal

of investments in subsidiaries and joint ventures.

- **Cash Flows from Financing Activities**

For the year 2025, the Group reported net cash outflows from financing activities of 2,720.3 million baht, mainly due to the repayment of debentures upon maturity. In addition, the Group has a policy to reduce the proportion of debentures by seeking alternative funding sources, such as proceeds from the disposal of investments in subsidiaries and joint ventures in accordance with the business plan, as well as financing from financial institutions with repayment aligned with project transfers. This approach enhances liquidity management and helps reduce the interest-bearing debt-to-equity ratio.

4.2 Factors or Events That May Have a Material Impact on Financial Position or Operating Results in the Future

Amid the challenges in the real estate market since 2024, the industry has faced multiple negative factors affecting both buyers and project developers. These include slow recovery in purchasing power, high household debt levels, tightening lending measures, rising interest rates and costs, as well as an oversupply in the market. Such factors have continued into 2025, resulting in fragile purchasing power and persistently high household debt levels. Household debt has reached approximately 90% of GDP, combined with stricter lending conditions imposed by financial institutions. All of these factors may have an impact on the Group's operating results.

However, the Group has continuously adapted to the challenges in the real estate market. The Group remains capable of maintaining profitability and generating strong presales of over 25,000.0 million baht. As of the end of 2025, the Group maintained a high level of backlog of 36,518.0 million baht, which will support revenue recognition and provide earnings visibility on a continuous basis. The Group continues to focus on a proactive strategy to respond to the diverse needs of modern consumers, particularly by strengthening its leadership in niche markets such as "Pet Friendly" projects. In addition, the Group has expanded its customer base to investors through its Investment Property (IP Program), offering integrated asset management solutions to generate recurring income (passive income) for investors, addressing both residential and investment demand. The Group also continues to expand into foreign customer segments seeking relocation to Thailand, including key markets such as Russia, China, Hong Kong, Taiwan, and Myanmar. This strategy helps mitigate market concentration risk by diversifying the customer base. Furthermore, the Group has implemented proactive strategies to expand into new high-potential markets, including Poland, Mongolia, and countries in the Middle East, through the development of a global agent network to enhance customer access. The Group has also developed the "Origin iBooking" platform, enabling customers to access project information and make reservations in real time. The effectiveness of these strategies is reflected in the successful launch of "Origin Residences Phuket Bangtao", which generated sales of 500.0 million baht within 24 hours, demonstrating the efficiency of the online platform and strong customer confidence in the Group's brand and prime locations.

4.3 Key Financial Information

4.3.1 Financial Statements

4.3.1.1 Name of the Auditor for the Company's Financial Statements and Consolidated Financial Statements

The auditor for the Company's financial statements and consolidated financial statements can be summarized as follows:

Financial Statements	Accounting Period	Name of Certified Public Accountant	CPA License No.	Audit Firm
Company and Consolidated Financial Statements	For the year ended December 31, 2023	Terdpong Opanaphan	4501	EY Office Limited
Company and Consolidated Financial Statements	For the year ended December 31, 2024	Terdpong Opanaphan	4501	EY Office Limited
Company and Consolidated Financial Statements	For the year ended December 31, 2025	Wilai Sunthonvanee	7356	EY Office Limited

4.3.2 Summary of Audit Reports for the Past 3 Years (2023 - 2025)

The auditor expressed an opinion on the financial statements for the accounting period ended December 31, 2023, as follows:

The financial statements present fairly, in all material respects, the financial position as at December 31, 2023, and the financial performance and cash flows for the year then ended of the Company and its subsidiaries, and of the Company only, in accordance with Financial Reporting Standards.

The auditor expressed an opinion on the financial statements for the accounting period ended December 31, 2024, as follows:

The financial statements present fairly, in all material respects, the financial position as at December 31, 2023, and the financial performance and cash flows for the year then ended of the Company and its subsidiaries, and of the Company only, in accordance with Financial Reporting Standards.

The auditor expressed an opinion on the financial statements for the accounting period ended December 31, 2025, as follows:

The financial statements present fairly, in all material respects, the financial position as at December 31, 2023, and the financial performance and cash flows for the year then ended of the Company and its subsidiaries, and of the Company only, in accordance with Financial Reporting Standards.

4.3.3 Summary of the Financial Statements of the Company and its Subsidiaries

- Statement of Financial Position

Consolidated Statement of Financial Position	December 31, 2023		December 31, 2024		December 31, 2025	
	Thousand (THB)	%	Thousand (THB)	%	Thousand (THB)	%
Assets						
Current Assets						
Cash and Cash Equivalents	1,493,308.7	2.29	1,440,823.8	2.22	475,623.3	0.75
Trade and Other Receivables	5,186,193.4	7.95	3,057,219.3	4.72	2,981,732.4	4.68
Short-term Loans to Related Parties	1,350,924.0	2.07	885,739.5	1.37	597,103.4	0.94
Short-term Loans to Non-related Parties	0.0	0.00	0.0	0.00	177,104.7	0.28
Property Development Costs for Sale	35,896,249.1	55.03	35,377,762.6	54.59	36,765,499.1	57.70
Land Deposits	874,788.3	1.34	838,611.2	1.29	758,324.9	1.19
Advances for Construction Costs	1,127,420.4	1.73	450,214.0	0.69	344,021.3	0.54
Other Current Financial Assets	581,103.7	0.89	151,034.8	0.23	14,452.4	0.02
Other Current Assets	641,247.9	0.98	679,330.3	1.05	968,246.4	1.52
Total Current Assets	**47,151,235.6**	**72.28**	**43,023,146.3**	**66.38**	**43,082,107.8**	**67.62**
Non-current Assets						
Restricted Bank Deposits	464,673.3	0.71	297,232.8	0.46	308,020.7	0.48
Other Non-current Receivables	0.0	0.00	206,879.6	0.32	244,079.3	0.38
Long-term Loans to Related Parties	212,598.3	0.33	2,825,296.2	4.36	2,424,610.7	3.81

Consolidated Statement of Financial Position	December 31, 2023		December 31, 2024		December 31, 2025	
	Thousand (THB)	%	Thousand (THB)	%	Thousand (THB)	%
Other Non-current Financial Assets	455,919.2	0.70	319,723.9	0.49	298,834.0	0.47
Investments in Joint Ventures	9,130,038.8	14.00	10,534,532.1	16.25	9,746,281.4	15.30
Investments in Associates	33,242.1	0.05	38,526.5	0.06	24,971.1	0.04
Land Held for Development	20,168.5	0.03	20,168.5	0.03	370,843.2	0.58
Investment Properties	328,376.1	0.50	186,054.8	0.29	335,293.1	0.53
Property, Plant and Equipment	4,417,476.4	6.77	3,748,697.4	5.78	3,589,513.5	5.63
Long-term Land Deposits and Other Advances	104,981.3	0.16	192,072.5	0.30	59,012.7	0.09
Non-current Advances for Construction Costs	170,867.4	0.26	662,347.4	1.02	665,956.7	1.05
Right-of-use Assets	1,364,121.5	2.09	853,919.4	1.32	487,632.0	0.77
Intangible Assets	170,226.0	0.26	158,809.7	0.25	138,332.9	0.22
Goodwill	190,416.2	0.29	385,489.1	0.59	385,489.1	0.61
Unallocated Purchase Consideration for Business Combination	224,355.0	0.34	0.0	0.00	0.0	0.00
Deferred Tax Assets	673,839.9	1.03	1,141,255.7	1.76	1,205,483.1	1.89
Other Non-current Assets	117,898.8	0.18	215,333.0	0.33	347,309.2	0.55
Restricted Bank Deposits	464,673.3	0.71	297,232.8	0.46	308,020.7	0.48
Total Non-current Assets	**18,079,198.8**	**27.72**	**21,786,338.6**	**33.62**	**20,631,662.7**	**32.4**
Total Assets	**65,230,434.5**	**100.00**	**64,809,484.9**	**100.00**	**63,713,770.5**	**100.00**
Liabilities and Shareholders' Equity						
Current Liabilities						
Bank Overdrafts and Short-term Borrowings from Financial Institutions	1,557,991.5	2.39	1,920,644.7	2.96	1,285,968.0	2.02
Bills of Exchange	2,262,793.5	3.47	366,567.1	0.57	197,752.4	0.31
Trade and Other Payables	3,675,894.5	5.64	2,491,219.5	3.84	3,077,239.6	4.83
Short-term Borrowings from Non-related Parties	0.0	0.00	0.0	0.00	178,147.8	0.28
Current Portion of Long-term Borrowings	4,887,225.1	7.49	4,000,681.2	6.17	6,142,479.0	9.64
Current Portion of Debentures	5,050,546.8	7.74	6,309,808.8	9.74	6,564,597.5	10.30
Short-term Borrowings from Related Parties	496,017.6	0.76	769,857.0	1.19	532,385.6	0.84
Current Portion of Lease Liabilities	362,133.4	0.56	320,475.8	0.49	169,189.2	0.27
Customer Deposits and Advances Received	1,360,788.1	2.09	2,905,249.7	4.48	3,367,257.6	5.28
Unearned Revenue	149,932.8	0.23	132,578.7	0.20	171,108.1	0.27
Corporate Income Tax Payable	770,605.8	1.18	365,179.8	0.56	226,311.8	0.36

Consolidated Statement of Financial Position	December 31, 2023		December 31, 2024		December 31, 2025	
	Thousand (THB)	%	Thousand (THB)	%	Thousand (THB)	%
Excess of Investment Cost over Share of Net Assets under Equity Method for Investments in Joint Ventures	1,005,204.1	1.54	234,715.1	0.36	210,237.2	0.33
Output VAT Not Yet Due	289,717.6	0.44	182,291.8	0.28	192,009.5	0.30
Current Portion of Provision for Guaranteed Net Income	98,384.0	0.15	47,820.3	0.07	64,109.7	0.10
Total Current Liabilities	**22,326,260.9**	**34.23**	**20,348,832.6**	**31.40**	**22,698,325.3**	**35.63**
Non-current Liabilities						
Long-term Borrowings, net of Current Portion	7,907,117.4	12.12	9,246,356.7	14.13	7,987,297.2	12.54
Debentures, net of Current Portion	11,995,460.1	18.39	12,464,093.2	19.23	10,055,208.3	15.78
Lease Liabilities, net of Current Portion	1,122,090.9	1.72	705,835.1	1.09	381,189.9	0.60
Non-current Provisions for Employee Benefits	76,959.6	0.12	65,555.4	0.10	79,549.5	0.12
Provision for Guaranteed Net Income	162,129.9	0.25	180,009.3	0.28	141,304.6	0.22
Deferred Tax Liabilities	470,947.8	0.72	449,605.4	0.69	382,792.7	0.60
Other Non-current Liabilities	71,602.8	0.11	66,784.9	0.10	7,619.7	0.01
Long-term Borrowings, net of Current Portion	7,907,117.4	12.12	9,246,356.7	14.13	7,987,297.2	12.54
Total Non-current Liabilities	**21,806,308.4**	**33.43**	**23,178,240.0**	**35.76**	**19,034,961.9**	**29.88**
Total Liabilities	**44,132,569.3**	**67.66**	**43,527,072.5**	**67.16**	**41,733,287.2**	**65.50**
Shareholders' Equity						
Share Capital						
Registered Share Capital	1,227,061.2	1.88	1,227,061.2	1.89	1,533,826.5	2.41
Issued and Fully Paid-up Share Capital	1,227,061.2	1.88	1,227,061.2	1.89	1,227,061.2	1.93
Share Premium on Ordinary Shares	2,350,458.7	3.60	2,350,458.7	3.63	2,350,458.7	3.69
Discount on Preferred Shares of Subsidiaries	(2,910.4)	(0.00)	(2,910.4)	(0.00)	(2,910.4)	(0.00)
Share-based Payment Reserve	79,833.8	0.12	79,833.8	0.12	79,833.8	0.13
Changes in Ownership Interests in Subsidiaries Reserve	2,414,962.4	3.70	2,414,962.4	3.73	2,782,052.2	4.37
Appropriated Retained Earnings — Legal Reserve	154,577.6	0.24	154,577.6	0.24	154,577.6	0.24
Unappropriated Retained Earnings	12,865,252.8	19.72	13,145,922.4	20.28	13,814,326.4	21.68
Other Components of Equity	(37,842.6)	(0.08)	(38,223.4)	(0.06)	(38,075.3)	(0.06)
Equity Attributable to Owners of the Parent	**19,051,012.7**	**29.21**	**19,331,830.4**	**29.83**	**20,367,324.2**	**31.97**
Non-controlling Interests	2,046,852.5	3.14	1,950,582.0	3.01	1,613,159.1	2.53
Total Shareholders' Equity	**21,097,865.2**	**32.34**	**21,282,412.4**	**32.84**	**21,980,483.3**	**34.50**
Total Liabilities and Shareholders' Equity	**65,230,434.5**	**100.00**	**64,809,484.9**	**100.00**	**63,713,770.5**	**100.00**

- Statement of Comprehensive Income

Consolidated Statement of Financial Position	December 31, 2023		December 31, 2024		December 31, 2025	
	Thousand (THB)	%	Thousand (THB)	%	Thousand (THB)	%
Profit or Loss:						
Revenue						
Revenue from Sales of Real Estate	8,840,414.7	58.33	6,836,102.8	57.04	5,340,534.2	57.90
Service Income	1,302,900.4	8.60	1,624,841.2	13.56	1,697,939.0	18.41
Hotel Operations and Rental Income	468,201.5	3.09	528,509.3	4.41	487,899.0	5.29
Project Management Service Income	3,254,229.0	21.47	1,654,598.8	13.81	525,295.7	5.70
Gain on Disposal of Investments in Subsidiaries	1,061,533.6	7.00	878,668.5	7.33	245,360.0	2.66
Gain on Disposal of Investments in Joint Ventures	0.0	0.00	0.0	0.00	299,920.2	3.25
Interest Income	89,659.9	0.59	183,975.1	1.54	238,331.0	2.58
Other Income	139,890.2	0.92	278,601.5	2.32	388,072.0	4.21
Revenue from Real Estate Sales	8,840,414.7	58.33	6,836,102.8	57.04	5,340,534.2	57.90
Total Revenue	**15,156,829.4**	**100.00**	**11,985,297.2**	**100.0**	**9,223,351.1**	**100.0**
Expenses						
Cost of Real Estate Sales	6,211,580.8	40.98	4,855,565.1	40.51	3,901,704.8	42.30
Cost of Services	882,324.8	5.82	1,248,991.1	10.42	1,259,130.3	13.65
Cost of Hotel Operations and Rental	357,884.3	2.36	514,177.6	4.29	366,968.3	3.98
Selling Expenses	2,230,033.7	14.71	1,522,817.8	12.71	1,393,755.6	15.11
Administrative Expenses	1,019,354.2	6.73	1,136,564.9	9.48	1,017,628.4	11.03
Expected Credit Loss	58,241.8	0.38	626,469.3	5.23	118,915.5	1.29
Loss on Impairment of Investments in Subsidiaries and Associates	0.0	0.00	0.0	0.00	2,561.8	0.03
Total Expenses	**10,759,419.6**	**70.99**	**9,904,585.8**	**82.64**	**8,060,664.7**	**87.39**
Operating Profit	**4,397,409.8**	**29.01**	**2,080,711.4**	**17.36**	**1,162,686.5**	**12.61**
Share of Profit (Loss) from Investments in Joint Ventures and Associates	30,189.8	0.20	181,031.9	1.51	605,737.4	6.57
Finance Costs	(459,627.4)	(3.03)	(677,237.5)	(5.65)	(818,319.2)	(8.87)
Profit Before Income Tax Expense	**3,967,972.2**	**26.18**	**1,584,505.7**	**13.22**	**950,104.6**	**10.30**
Income Tax Expense	(808,027.2)	(5.33)	(341,376.6)	(2.85)	(165,662.6)	(1.80)
Profit for the Year	**3,159,944.9**	**20.85**	**1,243,129.2**	**10.37**	**784,441.9**	**8.50**
Profit for the Year Attributable to Owners of the Parent	**2,718,233.3**	**17.93**	**1,051,790.2**	**8.78**	**719,936.2**	**7.81**

- Statement of Cash Flows

Consolidated Statement of Cash Flows	December 31, 2023	December 31, 2024	December 31, 2025
Net Cash from (Used in) Operating Activities (Thousand baht)	(7,040,255.6)	2,640,777.9	446,101.7
Net Cash from (Used in) Investing Activities (Thousand baht)	(4,718,032.2)	(3,236,446.9)	1,308,958.6
Net Cash from (Used in) Financing Activities (Thousand baht)	10,068,798.5	543,184.0	(2,720,260.7)
Net Increase (Decrease) in Cash and Cash Equivalents (Thousand baht)	(1,689,489.3)	(52,485.0)	(965,200.5)
Cash and Cash Equivalents at Beginning of Year (Thousand baht)	**3,182,798.1**	**1,493,308.7**	**1,440,823.8**
Cash and Cash Equivalents at End of Year (Thousand baht)	**1,493,308.7**	**1,440,823.8**	**475,623.3**

4.3.3.1 Key Financial Ratios

Financial Ratios	Unit	Consolidated Financial Statements For the Year Ended		
		December 31, 2023	December 31, 2024	December 31, 2025
For the Year Ended				
Current Ratio	(Times)	2.11	2.11	1.90
Quick Ratio	(Times)	0.30	0.22	0.15
Cash Flow Ratio[1]	(Times)	-0.39	0.12	0.02
Trade Receivables Turnover[2]	(Times)	31.73	17.65	11.32
Average Collection Period	(Days)	12	21	32
Inventory Turnover[3]	(Times)	0.31	0.10	0.10
Average Selling Period	(Days)	1,195	3,568	3663
Trade Payables Turnover[4]	(Times)	5.09	2.24	2.86
Average Payment Period	(Days)	72	163	128
Cash Conversion Cycle	(Days)	1,135	3,426	3567
Profitability Ratios				
Gross Profit Margin	(%)	29.74	28.97	26.94
Operating Profit Margin[5]	(%)	29.21	18.87	19.17
Other Income Margin[6]	(%)	41.67	42.96	42.10
Cash to Profit Ratio[7]	(%)	-159.01	116.76	25.23
Net Profit Margin[8]	(%)	17.93	8.78	7.81
Return on Equity[9]	(%)	21.58	10.67	8.18
Efficiency Ratios				
Return on Assets[10]	(%)	7.81	3.48	2.75
Return on Fixed Assets	(%)	66.36	30.47	25.02
Asset Turnover Ratio	(Times)	0.27	0.18	0.14

Financial Ratios	Unit	Consolidated Financial Statements For the Year Ended		
		December 31, 2023	December 31, 2024	December 31, 2025
Financial Policy Ratios				
Debt to Equity Ratio	(Times)	2.09	2.05	1.90
Interest-bearing Debt to Equity Ratio[11]	(Times)	1.69	1.70	1.52
Interest Coverage Ratio (Cash Basis)[12]	(Times)	-3.43	3.26	1.50
Dividend Payout Ratio	(%)	56.85	62.43	6.57
Financial Ratios in accordance with SEC Regulations				
Interest Coverage Ratio[13]	(Times)	3.54	1.56	1.27
Ratio of Interest-bearing Debt to Earnings Before Interest, Taxes, Depreciation and Amortization	(Times)	7.20	12.36	14.97
Debt Service Coverage Ratio[14]	(Times)	0.34	0.21	0.15
Interest-bearing Debt to Equity Ratio[15]	(Times)	1.55	1.58	1.48
Ratio of Short-term Interest-bearing Debt to Total Interest-bearing Debt	(%)	41.01	37.91	44.99
Loans from Financial Institutions to Interest-bearing Debt Ratio	(%)	40.27	41.77	46.03

Notes

[1] Cash Flow Ratio: Cash flows from operating activities of the real estate business include property development costs for sale as part of cash outflows from operating activities, which are not classified as cash flows from investing activities as in other industries. This is because investments in property development costs are considered part of the Company's operating activities. Therefore, during periods when the Company experiences growth and invests in expanding projects under development in amounts exceeding the value of completed projects, operating cash flows may be negative as a result of such investments.

[2] Trade Receivables Turnover: Trade Receivables Turnover = Revenue from operations / [(Net trade receivables and other current receivables - other current receivables (average)]

[3] Inventory Turnover: Inventory Turnover = [Cost of sales + increase (decrease) in inventory] / [Average net inventory]

[4] Trade Payables Turnover:Trade Payables Turnover = [Cost of sales + increase (decrease) in inventory] / [(Trade payables and other current payables - other current payables) (average)]

[5] Operating Profit Margin: Operating Profit Margin = Earnings before interest and tax (EBIT) × 100 / Total revenue

[6] Other Income Margin: Other Income Margin = (Project management income + Gain on transfer of land sale and purchase agreements + Gain from price negotiations + Gain on disposal of investments in subsidiaries + Other income) / Total revenue Since 2017, the Company has recognized project management income, gains from transfer of land sale and purchase agreements, gains on disposal of investments in subsidiaries, and other income.

[7] Cash to Profit Ratio: Cash to Profit Ratio = Net cash from (used in) operating activities / Earnings before interest and tax (EBIT) × 100

[8] Net Profit Used for Calculation: Net profit used in the calculation refers to profit attributable to owners of the Company.

[9] Return on Equity: Return on Equity = Earnings before interest and tax (EBIT) × 100 / Average total shareholders' equity

[10] Return on Assets: Return on Assets = Earnings before interest and tax (EBIT) × 100 / Average total assets

[11] Interest-bearing Debt to Equity Ratio (Market Basis): Interest-bearing Debt to Equity Ratio is calculated based on market criteria as total interest-bearing debt divided by total shareholders' equity.

[12] Interest Coverage Ratio (Cash Basis): Interest Coverage Ratio (Cash Basis) = Cash flows from operating activities + interest expenses from operating activities + taxes / interest expenses from operating and investing activities

[13] Interest Coverage Ratio: Interest Coverage Ratio = Earnings before interest, taxes, depreciation and amortization (EBITDA) / interest expenses. In calculating interest expenses, both interest expenses recognized in the statement of comprehensive income and interest expenses capitalized as part of assets in the statement of financial position are included.

[14] Debt Service Coverage Ratio (DSCR): Debt Service Coverage Ratio = EBITDA / (short-term interest-bearing debt and long-term interest-bearing debt due within one year)

[15] Interest-bearing Debt to Equity Ratio (Bond Covenant Basis): Interest-bearing Debt to Equity Ratio is calculated in accordance with the conditions specified in the Company's debenture covenants, which require the ratio not to exceed 2.5:1 at the end of each quarterly accounting period. The calculation excludes cash and/or cash equivalents and does not include lease liabilities under TFRS 16.

5 General Information and Other Important Information

5.1 General Information (Other References Information)

Securities Registrar	:	Thailand Securities Depository Company Limited The Stock Exchange of Thailand Tower B, 14th Floor 93 Ratchadaphisek Road, DinDaeng, Bangkok 10400 Telephone: 02-009-9000 Contact Center 02-009-9999
Debenture Registrar	:	Bank of Ayudhya Public Company Limited Headquarters 1222 Rama 3 Road, Bang Phongphang Yannawa, Bangkok, 10120 Telephone: 1572
Debentureholders' Representative	:	Asia Plus Securities Company Limited 175 Sathorn City Tower, 3/1 Floor, South Sathorn Road, Thung Maha Mek, Sathon, Bangkok 10120 Telephone: 0-2682-1111
Auditor	:	EY Company Limited 33rd Floor Lake Ratchada Building 193/136-137 Ratchadaphisek Road, Klong Toei, Bangkok 10110 Telephone: 0-2264-9090

5.2 Other Important Information

- None -

Investors can learn more information about the Issuer of Securities from the Company's 56-1 One Report on www.sec.or.th or visit our Company's website https://origin.co.th/

5.3 Legal Disputes

As of December 31, 2025, the Company and its subsidiaries have no legal disputes or pending allegations or any legal disputes with government agencies or in the process of litigation which may materiality impact the Company (more than 5% of the shareholders'equity).

5.4 Secondary Market

- None -

5.5 Frequently Contacted Financial Institutions

Kasikorn Bank
Public Company Limited

: No. 1 Soi Rat Burana 27/1, Rat Burana Road, Rat Burana, Rat Burana, Bangkok, 10140
Telephone: 0-2222-0000 press 1

CIMB Thai Bank
Public Company Limited

: 44 Lang Suan Road, Lumpini, Pathumwan, Bangkok, 10330
Telephone: 0-2626-7777

TISCO Bank
Public Company Limited

: 48/2 TISCO Tower, North Sathorn Road, Silom, Bang Rak, Bangkok 10500
Telephone: 0-2080-6000 or 0-2633-6000

Siam Commercial Bank
Public Company Limited

: 9 Ratchadaphisek Road, Chatuchak, Chatuchak, Bangkok
Telephone: 0-2777-7777

United Overseas Bank (Thai)
Public Company Limited

: 690 UOB Plaza Bangkok, Sukhumvit Road, Khlong Tan, Khlong Toei, Bangkok 10110
Telephone: 0-2343-3000



6 Corporate Governance Policy

Origin Property Public Company Limited operates its business adhering to the Stock Exchange of Thailand and the Securities and Exchange Commission practice guidelines which include the ASEAN Corporate Governance Scorecard Regulations (ASEAN CG Scorecard) regarding the compliance with good corporate governance principles in order to create efficiency, transparency, and effectiveness in administration. It also creates fair treatment of shareholders, investors, creditors, employees, government, customers, the general public, and all parties involved and it also effectively manages the business operations.

Since 2017, the Securities and Exchange Commission (SEC) has realized that in order for listed companies to grow in the long run, the Corporate Governance Code (CG Code) should be established for listed companies to apply corporate governance in order to yield an excellent long-term business performance that is valuable and sustainable.

Origin Property Public Company Limited has adopted such principles as additional guidelines for the Board of Directors since 2017. Generally, the Company's management has clear distinctions in their roles and responsibilities. The Board of Directors is responsible for setting policies and supervising executives so that they are in accordance with the Company's objectives and policies. The executive's responsibility is to operate the business in order to yield profits. The Board of Directors and executives treat and are responsible to all parties equally. This includes employees, creditors, government officials, customers, and society. In order to comply with the Corporate Governance Code (CG Code), the Board set additional rules, other than continuous improvement in business performance, that the Company must be able to grow in the long run in order to create sustainable value for the business.

The Company prepared a good corporate governance policy and a written Code of Business Conduct Manual which covers various aspects of the corporate operations in order to be in accordance with the law, which are international rules. The policy was disseminated to all directors and employees of the Company for their acknowledgement and implementation. It was posted on the Company's website at www.origin.co.th for further reference. The Company communicates these policies via email to all directors, executives, and employees to ensure 100% awareness. Furthermore, the Company conducts an annual review of the Corporate Governance Policy and the Code of Conduct to ensure they remain current and aligned with our evolving business operations. In 2025, the updated policies were approved for disclosure and included in the One Report provided to shareholders on February 28, 2025. This ensured that shareholders were well-informed of the policies alongside the Company's performance results in preparation for the Annual General Meeting of Shareholders (AGM) held on April 28, 2025.

The details of the 2017 Corporate Governance Code Principles are as follows:

Principle 1 Establish Clear Leadership Roles and Responsibilities for the Board
Principle 2 Define Objectives that Promote Sustainable Value Creation
Principle 3 Strengthen the Board's Effectiveness
Principle 4 Ensure an Effective CEO and People Management
Principle 5 Nurture Innovation and Responsible Business Promotion
Principle 6 Strengthen Effective Risk Management and Internal Control
Principle 7 Ensure Disclosure and Financial Integrity
Principle 8 Ensure Engagement and Communication with Shareholders

6.1 Overview of Policies and Corporate Governance Guidelines

Principle 1 Establish Clear Leadership Roles and Responsibilities for the Board

The Board of Directors is responsible for performing its duties and being truly independent from the Management Team for the maximum benefit of the Company and overall shareholders. The duties and responsibilities of the Board of Directors and the Management Team are clearly divided. The Board of Directors is responsible for setting policies and supervising the Company's operations so that they are in accordance with legal policies and ethics.

The Board of Directors is responsible for reviewing the corporate governance policy, ethics, and the Code of Business Conduct. They must consider approval before making the announcement on an application. The Company has disclosed the names, biographies, and roles of the Board of Directors and the 5 subcommittees in the 2025 One Report and on the website at www.origin.co.th. This includes the Executive Committee, the Audit Committee, the Risk Management Committee, the Nomination and Remuneration Committee, and Corporate Governance and Sustainability Committee. In addition, the Board of Directors encouraged the Chairman of the subcommittees to disclose the number of meetings held and the number of directors that attended the meetings over the past year, as well as the opinion on their performance in the Annual Report.

In addition, the Company disclosed the determining process and the appropriateness of remuneration in the One Report under the topic of Directors and Executives Remuneration. This information disclosed the number of meetings that were attended by each director at the Board and subcommittee meetings. The details are shown in the table of attendance of the Board and subcommittee meetings. The remuneration of the Board of Directors and the subcommittees' directors appear in the comparison table for the remuneration of the Board and the subcommittees between 2023, 2024 and 2025.

The Company's Board of Directors is responsible for the accuracy and completeness of the Company's financial statements in order for it to be transparent, accurate, and disclose adequate information in the notes to the financial statement. This includes the financial information that appears in the Annual Report. The financial statements are prepared in accordance with the generally accepted accounting principles and audited by an auditor certified by the Securities and Exchange Commission. The Board of Directors appointed three Audit Committee members who are independent directors and non-executive directors to review the accuracy and completeness of the quarterly Financial Statement and the annual Financial Statement so that it is in compliance with the generally accepted accounting principles before being proposed to the Board of Directors for further consideration.

The Company's accounting department is responsible for presenting information regarding connected transactions and transactions with conflicts of interests in compliance with the Securities and Exchange Act (No. 4) B.E. 2008, Section 89/12, the Notification of the Capital Market Supervisory Board No. TorJor 21/2008 regarding connected transaction requirements, the Notification of the Board of Governors of the Stock Exchange of Thailand on the disclosure of Information of Listed Companies in connected transactions B.E. 2003, and the revised version to the Audit Committee for further consideration.

The Board of Directors placed an emphasis on transparent, accurate, complete and timely disclosure of information whether it was financial information or significant general information that may impact share prices. The Company will disseminate information to investors and all parties involved equally via various channels and information dissemination media such as the electronic media system of the Stock Exchange of Thailand and the website www.origin.co.th, etc. In addition, the Board of Directors provided the responsibilities of the Board of Directors for the Financial Reporting Report, the Audit Committee Report for information disclosure, along with the Auditor's Report, which is published in each Annual Report.

The dissemination of the Company's information to investors who are shareholders and those who are interested in holding shares in the future is under the authority of the chairman of the Board of Directors, the managing director, and the deputy managing director. Investors can contact the Company's Investor Relations Department by telephone at (662) 030 0000 or at https://origin.co.th/.

1.1 Term of Office

The term of office for the Company's Directors is determined to be in accordance with the Public Limited Company Act, B.E. 1992. Independent directors have a term of office of 3 consecutive years but no more than 3 terms unless it is unanimously approved by the Nomination and Remuneration Committee that the nominated independent directors have benefited the Company greatly and holding the position does not cause a loss of independence. They must also be approved by the Board of Directors and the shareholders.

1.2 Remuneration for Directors

The Nomination and Remuneration Committee is responsible for proposing guidelines and procedures to determine meeting allowances, entertainment expenses, gratuities, and rewards, as well as other benefits in the form of monetary remuneration to the Company's directors by requesting opinions from the Board of Directors' Meeting in order to propose them for approval at the Shareholders' Meeting on a yearly basis, except for rights based on the Company's regulations.

1.3 Subcommittees

The Board of Directors appoints each subcommittee from qualified persons. Each committee must perform the duties as assigned by the Board of Directors. The subcommittee has the authority to inform the Management Team to attend meetings and clarify or prepare reports. The Board of Directors approved the charter of each subcommittee.

Currently, the Board of Directors has appointed 5 subcommittees.

1) **The Executive Committee:** The Executive Committee consists of no less than 9 executives. One must hold the position of Company director or be an executive. The following positions are considered to be the Company's Executive Directors.
2) **Audit Committee:** The Audit Committee consists of at least 3 independent directors, one of which should have adequate knowledge and experience to review the reliability of the financial statements. The Audit Committee will hold the position for a term of three (3) years and may be re-elected upon retirement by rotation.
3) **Nomination and Remuneration Committee:** The Nomination and Remuneration Committee consists mainly of independent directors. There will be at least 3 directors. The Nomination and Remuneration Committee will hold the position for a term of three (3) years and may be re-elected upon retirement by rotation.
4) **Risk Management Committee:** The Risk Management Committee consists of at least 3 directors. The Risk Management Committee will hold a position for a term of three (3) years and may be re-elected upon retirement by rotation.
5) **Corporate Governance and Sustainability Committee (or Corporate Governance Committee):** The Corporate Governance Committee consists of at least three directors. The Corporate Governance Committee will hold a position for a term of three (3) years and may be re-elected upon retirement by rotation.

1.4 Board Meetings

The Board of Directors organize meetings to perform their duties and acknowledge the Company's performance on a regular basis, at least once every three months. In the meeting, the directors are able to freely express their opinions and discretion. The quorum of the resolution of the Board of Directors' Meeting must be no less than half of the total number of directors in attendance at the meeting. All directors need to attend the meeting unless there is a force majeure. In this case, the director must inform the Secretary of the Board in advance. The Company will report the number of meetings attended by each director in the Annual Report. The Board of Directors' Secretary set up the meeting schedule for the entire year in advance for the acknowledgement of the Board of Directors. The Secretary of the Board sends an invitation letter to all of the directors to confirm the date and inform them of the time, place, and meeting agenda. The delivery is made at least 7 days in advance. The Secretary of the Board collects the supporting documents from the Management Team and presents them to the Board in advance. Such documents contain sufficient information for the Board to freely make decisions and discretion. The Secretary of the Board records issues in the meeting in order to prepare a meeting report that contains the complete content within 14 days of the meeting date for the chairman of the Board to sign. There must be a good filing system, and it must be able to be searched conveniently and confidentially. The

Company schedules more than 6 meetings per year. In 2016, there were 12 meetings held. In 2017, there were 14 meetings. In 2018, there were 13 meetings. In 2019, there were 11 meetings. In 2020, there were 8 meetings held. In 2021, there were 13 meetings. In 2022, there were 9 meetings. In 2023, there were 6 meetings. In 2024, there were 5 meetings. In 2025, there were 8 meetings held and more than 90% of the total directors attended the meetings over the past year which is more than the 80% in the previous year (see the details in Meeting Attendance of the Board of Directors and Subcommittees).

1.5 Evaluation of the Performance of the Board of Directors and Subcommittees (Board and Individuals)

The Company prescribes the performance evaluation of the Board of Directors (both the Board as a whole and individuals) and sub-committees at least once a year in order to evaluate the individuals and the Board as a whole in order to jointly consider and improve their performance.

At the end of each year, the Company Secretary and the subcommittee secretaries which include the Audit Committee secretary, the Nomination and Remuneration Committee secretary, the Risk Management Committee secretary, and the Corporate Governance and Sustainability Committee secretary will send the performance evaluation form to the Board of Directors and subcommittees. This includes the self-assessment form for annual evaluation. The evaluation form will be sent back to the secretary of each committee board to summarize the evaluation results and report it to each committee board for further acknowledgment.

Performance Evaluation Topics for the Board of Directors and Subcommittees

1. Structure and Qualifications of the Board
2. Roles, Duties and Responsibilities of the Board
3. Board Meetings
4. Duties of Directors (at Board Meetings)
5. Relationship with the Management Team
6. Self-Development of the Board and Development of Executives

Performance Evaluation Regulations of the Board of Directors (Board and Individuals) and the Subcommittees of the Company

Rating Scores	Evaluation Result
Less than 50%	Need Improvement
50-65%	Fair
66-75%	Good
76-85%	Very Good
86-100%	Excellent

The Overall Evaluation Results of the Board of Directors and the Subcommittee Boards for 2024

Board Committee	Average Score Received	Evaluation Results	Scores in 2024
Board of Directors	94.65	Excellent	93.01
Audit Committee	94.34	Excellent	90.00
Risk Management Committee	90.91	Excellent	90.91
Nomination and Remuneration Committee	98.89	Excellent	91.50
Corporate Governance and Sustainability Committee	99.77	Excellent	91.00

Recommendations from the Board of Directors' Self-Assessment

1. Increase the frequency of meetings dedicated to collaboratively developing strategies and corrective measures to navigate business challenges during market downturns.
2. Enhance the training program by incorporating diverse topics relevant to board functions, ensuring directors can regularly refresh their knowledge and stay updated on evolving governance standards.

Performance Evaluation of the Chief Executive Officer

In 2024, the Company required the Board of Directors to evaluate the performance of the Chief Executive Officer at least once a year for the Company's Chief Executives to acknowledge and improve. This also provided information for the Nomination and Remuneration Committee to consider when considering remuneration. This evaluation is confidential.

The overall evaluation results of Chief Executive Officer resulted with an average score of 99.38%. The evaluation results are at a level of excellence. This is higher than in 2024, when it was at 96.66%

Performance Evaluation Topics for Chief Executive Officer

1. Leadership
2. Strategic Planning
3. Follow Through of Strategic Planning
4. Planning and Financial Performance
5. Relationships with Directors
6. Relationships with Outsiders
7. Management and Relationships with Personnel
8. Succession
9. Knowledge of Products and Services.
10. Personal Characteristics
11. Sustainable Business Development (ESG)

Recommendations from the CEO Performance Evaluation

1. CEO Development: Key Strengths to Maintain

1.1 Corporate Reputation & Stakeholder Management: Effectively managing the organization's image and maintaining strong relationships with all groups of stakeholders.

1.2 Strategic Vision & Mission for Sustainability: Defining a comprehensive business vision and mission that encompasses all dimensions of long-term sustainability.

1.3 Business Acumen & Governance: Demonstrating profound industry knowledge, transparency, and forward-looking leadership, with an integrated management approach aligned with Environmental, Social, and Governance (ESG) principles.

2. Areas for Future CEO Development

2.1 Strategic Prudence in Expansion: Enhancing cautiousness and thoroughness when evaluating business expansions and investments in non-core business activities.

2.2 Promoting Sustainable Corporate Culture & Environment: Actively fostering a business and social culture focused on sustainability, including the implementation of comprehensive environmental management systems across the entire organization.

2.3 Digital Literacy & Emerging Industries: Expanding knowledge and expertise in Digital Transformation, Artificial Intelligence (AI), and future industrial trends to ensure organizational readiness for a changing landscape.

1.6 Non-Executive Directors Meetings

The Board of Directors is able to hold meetings without any executive directors in attendance if necessary. This enables the non-executive directors to freely discuss management issues without the Management Team in attendance. Meetings are held at least once a year according to good corporate governance principles. In 2016, the meeting was held on February 3, 2016 and in 2017, meetings were held on August 11 and August 26, 2017. In 2018, the meeting was held on November 10, 2018. In 2019, the meeting was held on August 11, 2019. In 2020, the meeting was held on November 12, 2020. In 2021, the meeting was held on November 12, 2021. In 2022, the meeting was held on December 22, 2022. In 2023, the meeting was held on December 15, 2023. In 2024, the meeting was held on December 15, 2024. And in 2025, the meeting was held on August 14, 2025.

1.7 Independent Directors' Meeting

The Board of Directors determined that the independent directors shall hold their own meeting in order to freely discuss different matters. The meeting shall be held at least once a year in order to comply with good corporate governance principles. In 2016, the meeting was held on February 3, 2016. In 2017, meetings were held on August 11 and August 26, 2017. In 2018, the meeting was held on November 10, 2018. In 2019, the meeting was held on August 11, 2019. In 2020, the meeting was held on November 12, 2020. In 2021, the meeting was held on November 12, 2021. In 2022, the meeting was held on December 22, 2022. In 2023, the meeting was held on December 15, 2023. And in 2024, the meeting was held on December 15, 2024. And in 2025, the meeting was held on August 14, 2025.

1.8 Data Reporting

1) The Board is responsible for providing accurate financial reports and general information to shareholders and other investors that is complete and has reasonable explanations and numbers in terms of performance policies and future prospects, as well as the success and barriers of business.

2) The Board of Directors understands and supports the compliance with the professional practice standards of the auditor.

3) The Board of Directors prepared the Board of Directors responsibilities for the Financial Reporting Report and disclosed the Company's financial report in the Annual Report along with the financial statements and the auditor's report which covers the following aspects:

- 3.1) Legal Requirements: The Company's Board of Directors is required to prepare financial statements in order to indicate that the financial position and the business performance over the past year is valid and reasonable.
- 3.2) Responsibilities of the Board of Directors: The Board is responsible for preparing accurate, complete, and adequate accountinginformation to maintain the Company's assets and be aware of any weaknesses, as well as preventing corruption or unusual operations.
- 3.3) Confirm that the Company complies with the generally accepted accounting standards, and consistently uses and complies with appropriate accounting policies. Cautiously consider the reasonableness of the preparation of the Company's financial statements.

1.9 Succession Plan

The Board of Directors set up a succession plan for management positions by preparing personnel in the organization in order to ensure that the Company has knowledgeable and capable executives who are able to enroll in these important positions in the future. The Company has established guidelines for the recruitment and development of personnel to ensure a systematic succession for the Chief Executive Officer (CEO) position. The CEO, in collaboration with the Management Team, is responsible for defining selection criteria and development frameworks to prepare internal talent for high-quality executive leadership. This process involves identifying the required skills, knowledge, professional competencies, and the potential of candidates. These qualifications are subsequently presented to the Nomination and Remuneration Committee for evaluation and suitability assessment.

In 2025, the Chief Executive Officer reported the progress of the succession planning and development to the Board of Directors on one occasion.

1.10 New Director Orientation

The Board of Directors requires an orientation for all new directors before they serve as director. This ensures that new directors acknowledge the Company's expectations regarding roles, duties, responsibilities, policies and corporate governance guidelines. This also creates an understanding of the Company's business and operations in order to prepare directors to be ready to perform their duties. In 2016, the Company held an orientation program for 3 new directors on July 28, 2016. They were Mr. Athipong Amattayakul, Mr. Chinnapatr Visuthipat and Miss Sujaree Jansawang. On November 1, 2017 the Company held an orientation for Mr. Pasu Liptapullop, a new director. In 2018, the Company held an orientation for new directors, Mrs. Kamonwan Wipulakorn, on May 17, 2018. In 2019, the Company did not have any new directors. In 2020, Ms. Kanokpailin Wilaikaew was appointed as a new director and participated in the orientation of new directors on May 14, 2020. In 2021, the Company held an orientation for new directors, Mr. Chatchai Payuhanaveechai, on May 17, 2021. In 2022, 2023 and 2024, the Company did not have any new directors. In 2025, the Company appointed Ms. Kanokpailin Wilaikaew as a new director, following the approval of the 2025 Annual General Meeting of Shareholders. Ms. Kanokpailin possesses the appropriate qualifications that align with the Company's business strategies. She has been briefed on the Company's business goals and overall operations, as well as the roles and responsibilities of a director. Furthermore, she has received complete sets of essential information, including the One Report, Minutes of Meetings, Board Charters, and all relevant Company Policies.

1.11 Directors and Executives Development

The Company encouraged the Board of Directors and senior executives to attend seminars that were beneficial to their duties regularly as well as meet and exchange opinions with various Board of Directors and senior executives from different organizations. At least, seminars that the directors should attend are the course organized by the Institute of Directors of Thailand (IOD) which include Directors Certification Program (DCP), the Directors Accreditation Program (DAP), the Audit Committee Program (ACP) and the Executive Development Program (EDP) in order to implement this knowledge and experience to benefit the Company's development.

In 2025, the Company organized a specialized training session titled "IFRS Standards, Risk Management, and Modern Business Ethics," conducted by Mr. Chinapat Visuttipat. The session achieved 100% attendance from the Board of Directors, while more than three-quarters of the executive team participated.

Furthermore, the Company hosted the "Listed Company Value Enhancement Program (JUMP+)," with guest speakers from the Stock Exchange of Thailand (SET) providing insights directly at the Company's headquarters. This program was well-received, with more than 100 employees and executives in attendance. In addition, directors and executives participated in various external training courses and seminars to continuously enhance their professional competencies, as detailed below:

Name	Training Course/Seminars
1. Mr. Chatchai Payuhanaveechai	1. IFRS Standards, Risk Management, and Modern Business Ethics (by Mr. Chinapat Visuttipat)
2. Mr. Sahas Treetipbut	1. IFRS Standards, Risk Management, and Modern Business Ethics (by Mr. Chinapat Visuttipat) 2. EY's 2025 Annual Audit Committee Seminar, In the Winds of Change: How Will You Adapt as the World Changes?
3. Air Chief Marshal Bureerat Ratanavanich	1. IFRS Standards, Risk Management, and Modern Business Ethics (by Mr. Chinapat Visuttipat)
4. Mr. Chinapat Visuttipat	1. The company provided a training speaker on IFRS standards, risk management, and modern business ethics.
5. Mr. Niwat Lamunpandh	1. IFRS Standards, Risk Management, and Modern Business Ethics (by Mr. Chinapat Visuttipat) 2. The Advanced Management Leadership Program (Top AMLP) offered by the Faculty of Public Administration, National Institute of Development Administration (NIDA).

Name	Training Course/Seminars
6. Mr. Peerapong Jaroon-ek	1. IFRS Standards, Risk Management, and Modern Business Ethics (by Mr. Chinapat Visuttipat) 2. The Project to Promote Value Enhancement of Listed Companies (JUMP+) by the Stock Exchange of Thailand. 3. Speaker in The NEXT Real program, Batch 14, on the topic of Strategy, Experience, Launching a Success, and Creating Growth. 4. Trainer for the "Smart Property Developer" and Networking (SPD) Executive Training Program, Batch 4. 5. Council and Associates Meeting and TBCSD Annual Event 2025: "TBCSD Sustainable Business Forum 2025" 6. CEO Talk Triple C, Batch 2
7. Mrs. Arada Jaroon-ek	1. IFRS Standards, Risk Management, and Modern Business Ethics (by Mr. Chinapat Visuttipat) 2. The Project to Promote Value Enhancement of Listed Companies (JUMP+) by the Stock Exchange of Thailand.
8. Mr. Pitipong Trinurak	1. The Project to Promote Value Enhancement of Listed Companies (JUMP+) by the Stock Exchange of Thailand.
9. Miss Kanokpailin Wilaikaew	1. TLCA CFO CPD Session 3/2025: Topic: Update! Accounting Standards to be Effective in the Future (IFRS 18, IFRS 19) 2. IFRS Standards, Risk Management, and Modern Business Ethics (by Mr. Chinapat Visuttipat) 3. The Project to Promote Value Enhancement of Listed Companies (JUMP+) by the Stock Exchange of Thailand.
10. Mr. Kreingkrai Kreebongkan	1. The Project to Promote Value Enhancement of Listed Companies (JUMP+) by the Stock Exchange of Thailand.
11. Mr. Apisit Soonthronchukiat	1. The Next Real, 15th Edition (Real Estate Program) 2. The Project to Promote Value Enhancement of Listed Companies (JUMP+) by the Stock Exchange of Thailand.
12. Miss Jarunee Kunasit	1. The Project to Promote Value Enhancement of Listed Companies (JUMP+) by the Stock Exchange of Thailand. 2. Overview of Financial Reporting Standards, Version 1/68 3. Establishing a Holding Company: Accounting Principles, Procedures, and Related Tax Management 4. In-depth analysis of the principles of accurate annual account adjustments and closing. 5. Risk management and designing accounting systems for business development. 6. Inspiring Leadership & Communication

1.12 Communication with the Management Team

The Board of Directors encourages the Company's senior executives to attend Executive Committee Meetings and the Board of Directors Meetings and present information concerning the agenda item that the executive is responsible for, for the acknowledgment of the Board of Directors. Executives also have the opportunity to learn and understand the views of the Board, express opinions, and provide useful recommendations to the Board of Directors.

The Board of Directors encourages meetings and the exchange of views among directors and senior executives apart from the meetings of the Board of Directors in order to have opportunities to know one another better, exchange ideas regarding operations, and inquire or implement recommendations received from specialized directors in management as well.

Principle 2 Define Objectives that Promote Sustainable Value Creation

Apart from the real estate development business in revenue recognition from sales category, the Company is also engaged in the development of real estate for rent and service businesses related to real estate. These businesses continually generate revenue under the operations of the subsidiaries in order to build long-term corporate stability due to its consistent revenue pattern in the future. As can be seen, the Company aims to grow steadily and sustainably in the property development business in order to build the confidence of its shareholders, directors, executives, employees, joint venture partners, and financial institutions. This can be seen from the Company's vision and mission statement.

Every year, the Board of Directors reviews the Company's vision and mission statement between October and December and also considers the annual budget in order to determine that the direction of the Company is in the same direction. From 2016-2020, the Board of Directors have maintained the original vision and mission. It has not changed. Since this is the Company's long-term goals, the Board of Directors, the Management Team, and employees are determined to achieve the mutual goals.

Vision

Origin aims to be an integrated real estate development company with sustainable growth under the corporate governance code, deliver great products with excellent services and have a customer- centric approach. Origin thinks more and offers more so that our customers have more benefits.

Mission

We are attentive to every detail of the needs of customers by creatively designing project developments and delivering products and services that achieve customer satisfaction. We emphasize personnel and organizational development in order to grow sustainably with trade partners, customers, shareholders, business partners, employees and society.

We communicate the Company's vision and mission statement to all of the organization's departments in order to be aware of the Company's core business concepts in the same direction as well as enhancing corporate value to employees.

Values

Customer Empathy	เข้าใจลูกค้าอย่างลึกซึ้ง
Goal Synergy	หลอมรวมเป้าหมายเป็นหนึ่งเดียว
Quality Crafted	คุณภาพที่ยอดเยี่ยม
Innovative Creativity	ความคิดสร้างสรรค์และนวัตกรรม
Sustainable Responsibility	ขับเคลื่อนด้วยความยั่งยืนใส่ใจสังคม

In 2017, the Company focused on the values of Service Excellence and Teamwork, by having activities and policies that included such values for employees. This included small group management or even service training for the sales department, homecare department and other units in order to develop a better personality and understanding of the service business.

In 2018, the Company focused on the value of innovation, creating new innovations in the Company's products in order to achieve the Company's goals to grow in a more diversified property development business. Therefore, in addition to personnel having skills in the field and creativity to create products or effective work processes, one must be ready to adjust to organizational changes. Thus, the Company gave priority to work processes, ways of thinking, and creativity in work. However, under every step of the business operation, personnel shall operate with honesty and in accordance with good corporate governance principles.

In 2019, from the initial assumption on how to conduct business in an era of disruption, the Company approached the EMPATHY principle and conveyed this principle to employees and executives to have a better understanding even though the Company had already emphasized this principle on the project developments and products that meet customer needs. However, the empathy

principle is much deeper. It is not only an understanding of customer needs but an understanding of the true identity of the customer group and then conveying it through the Company's products and services. Over the past year, it can be seen that the Company focused on understanding the differences among customers, the differences in their lifestyle, and daily activities so that the Company's products understand what customers want most in their lives.

In 2020, The COVID-19 pandemic affected customers' lifestyles and daily routines. The phrase NEW NORMAL was used to describe the changing lifestyle. Therefore, the Company had to adjust and it applied this concept to develop projects, products, and services that still met the EMPATHY principle and best accommodated convenience for the NEW NORMAL lifestyle of customers.

In 2021, the COVID-19 situation continues to affect the lives and daily routines of customers from NEW NORMAL in 2020 become normal this year, whether wearing masks or wearing masks. Carrying alcohol in everyday life Including lifestyle and/or working style that has changed to working from home or working online more. Concepts in all areas have changed and adaptation has become a necessity for all genders and ages. Therefore, the Company has developed the project Products and services to meet basic needs during the COVID-19 situation with the understanding of consumers from the concept of "EMPATHY, the ability to understand and share the feeling of another", which is also the main factor driving pushing the design to be creative to coordinate both the use Maintaining, sanitary and aesthetics while maintaining the company's identity.

In 2022, the situation has resolved to almost normalcy after the whole world has been under the COVID-19 situation for more than 2 years. The country has begun to open up and people are able to travel and do business both domestically and internationally, resulting in business activities being resumed, which is very beneficial to both the macro and household levels, in addition, the purchasing power of consumers gradually recovered. The real estate market also has a clear recovery, which can be seen from the return of condominium sales that are close to those of the pre-Covid era, while the housing market continues to have demand. For Origin, we believe that having a vision and seeing different opportunities as well as having the ability to adapt quickly in any situation leads to the foundation for a steadily growing organization. Standing in the form of "Origin Multiverse" is a growth model. "Multiverse", creating an ecosystem that enhances the quality of life of consumers in a complete way to be the Multiverse of Happiness, is an ecosystem that meets the needs of people of all ages and generations. and every rhythm of life, as a result, the projects of Origin have been well received by more customers.

In 2023, Origin plans to expand its business empire that is not just the housing development business group but also covers mega trends and new businesses in order to cover every dimension of upgrading the lives of consumers under the concept of "Origin Infinity", creating endless growth and caring for consumers, developing the Origin Property Group to become a Well-Being Lifetime Company or an organization whose business covers caring for consumers throughout their lives. The Origin Infinity plan consists of driving 3 main areas:

1. Nationwide Serve, distributing affiliated businesses to other provinces in order to develop better living for people in various areas throughout the country, starting with the housing development for sale business group and the development of hotel projects, office buildings, shopping centers, logistics and warehouse projects, as well as gradually bringing related businesses whether comprehensive real estate service business or health service business to provide service in other provinces

2. Multiverse Expansion, aiming to develop a better life span, building on the Origin Multiverse plan in 2022 by expanding business beyond the residential business to have a continuous growth path continuously and covering care for people of all ages

3. Social Attention, joining in caring for society and the environment in many dimensions to create a better society, such as
   (1) Talent Development: Origin has joined hands with various educational institutions to create Origin Valley in order to be a space for the new generation to develop skills and have knowledge and abilities that meet the needs of the organization and the labor market and exchanging knowledge to develop personnel in the group to grow stronger

(2) Community Development: Origin has implemented Origin Give to create opportunities and deliver good things to the community, such as providing scholarships, donating medical equipment, field visit to develop schools and

(3) Sustainable Development: Origin has moved forward with the Net-Zero Emission 2044 plan to reduce greenhouse gas emissions in every dimension, such as designing projects that are energy efficient and environmentally friendly, using environmentally friendly materials, reducing the amount of waste, reducing electricity use in both the office and sales office, starting to install solar roofs and EV chargers in new projects.

In 2024, Origin has a plan to restructure its condominium business group to make it more streamlined and unified. It will combine all three of its subsidiaries under one umbrella and centralize communications under a single brand and company name: **ORIGIN VERTICAL Origin Vertical Corporation or ORIGIN VERTICAL.** The aim is to deliver residential projects to consumers across all market segments, elevating management, design, construction, and innovation to meet diverse needs and ensure the highest level of customer satisfaction. The goal is also to make communication easier and more memorable for consumers. New projects moving forward will be developed under the concept of **"Creative Living for All", focusing on creating living spaces that consider all aspects of life.** The strategy to achieve this will include: **(1) Insight** Research and in-depth analysis of data. **(2) Initiative** Developing new features and functions. **(3) Implementation** Incorporating new technologies and innovations to enhance project quality and standards.

In addition to its business strategies, Origin will strengthen its approach to quality and service (Quality & Services) with the following strategies **(1) People Development** Focusing on the development of employees in terms of both quality and service, including Upskilling and Reskilling programs. **(2) Product Design** Developing high-quality product designs. **(3) Product Quality** Selecting quality materials for product development, and enhancing construction quality assurance through the Origin QA application. **(4) Service Excellence** Providing after-sales services, including customer care and enhancing the customer's lifestyle through Origin's partners.

For the year 2025, the Company is committed to driving sustainable growth by strategic refining of its **"7 Keys to Success" framework.** This is centered under the core concept:

RESILIENCE LEADS TO SUSTAINABLE GROWTH: 7 KEYS TO SUCCESS

1. FOCUS ON MAINSTREAM REVENUE
- RESIDENTIAL FOR SALE
- HOSPITALITY AND TOURISM
- SERVICE
- LOGISTIC AND WAREHOUSE

2. UNIQUE VALUE PROPOSITION
- PET FRIENDLY CONDOMINIUM
- TO DEVELOP CONDOMINIUMS WITH HOTEL LEVEL SERVICES
- TO DEVELOP PROJECTS WITH WELLNESS SERVICE

3. MARKET EXPANSION
- EXPAND TO FOREIGN CUSTOMER
- EXPAND TO WEALTH CUSTOMER

4. DIGITAL TRANSFORMATION
APPLY TO ALL PROCESS FOR MORE EFFICIENCY CONSTRUCTION, SALES, AFTER SALES SERVICE, DIGITAL PLATFORM

5. FINANCIAL STRUCTURE MANAGEMENT
FOCUSING ON REDUCING IBD/E RATIO TO STRENGTHEN FINANCIAL STABILITY

6. CUSTOMER FINANCIAL SUPPORT
DEVELOPING COMPREHENSIVE FINANCIAL SOLUTION

7. ESG & GREEN REVOLUTION
DEVELOPING SUSTAINABLE AND ECO-FRIENDLY PROJECTS

Principle 3 Strengthen the Board's Effectiveness

The Company is aware that shareholders, investors and regulatory organizations value the roles and duties of the Board of Directors who are considered to be the shareholders representative even more. Therefore, the Company placed importance on the recruitment and appointment of directors and subcommittees that were qualified and able to strengthen the Company's long term strengths.

The Company set regulations and guidelines for the recruitment of directors by considering the qualifications along with good practice guidelines in recruiting directors by the Thai Institute of Directors Association. The Board of Directors assigned the Nomination and Remuneration Committee to determine the qualifications of the subcommittees and focused on a wide range of skills, abilities, experiences, and capabilities that benefited the Company and determined a transparent recruitment process in order to ensure the confidence of shareholders and outsiders.

The Nomination and Remuneration Committee defined the specific skills required for the Board of Directors and subcommittees in order to help each board determine policies and strategies to be consistent with the Company's goals in quality and efficiency. The skills and expertise of each committee are summarized in the Board Skill Matrix as follows:

3.1 Company Directors

The Board of Directors consists of at least 5 directors. The directors must have at least three independent directors and be at least one-third of the total number of directors. The Company's independent directors must have qualifications that meet the required standards and not have any prohibited qualities according to the defined rules of the Board of Directors and they should not have less qualifications than notified in the regulations of the Stock Exchange of Thailand and the Securities Exchange Commission. At least two-third of the total number of directors must have a Thai residence. The Company has established the Board of Directors Charter to serve as an operational handbook and "constitution" for the Board. This document clearly defines the scope of authority, duties, and responsibilities, establishing standard operating procedures and guidelines for the Board of Directors. The Board of Directors has formally approved this Charter, which is disclosed on the Company's website at https://origin.co.th/. Furthermore, the Charter was most recently reviewed on November 14, 2025, to ensure it remains current and aligned with effective governance practices.

In accordance with the Company's Articles of Association, the election of directors at the Shareholders' Meeting shall be conducted based on the following criteria and procedures:

(1) Each shareholder shall have one vote per share.

(2) Each shareholder shall use all his or her votes accordingly to elect one or several people as directors. In the case that several directors are elected, the shareholders shall not divide his or her votes among the candidates.

(3) The person who receives the most votes in the respective order of the votes will be appointed as the director, equal to the number of votes in that election. In the event that the last people selected receive an equal number of votes, the chairman of the meeting shall cast the tie-breaking vote.

The Skill Matrix of the Company's Board of Directors according to the name list of the Company's directors as of December 31, 2025.

Specific Skills	Mr. Chatchai Payuhanaveechai	Mr. Sahas Treetipbut	Air Chief Marshal Bureerat Ratanavanich	Mr. Niwat Lamunpandh	Mr. Chinapat Visuttipat	Mr. Peerapong Jaroon-ek	Mrs. Arada Jaroon-ek	Ms. Kanokpailin Wilaikaew	Total (people)
Real Estate Business Skill	/	-	-	/	-	/	/	-	4
Accounting and Finance Skill	/	/	-	-	-	-	/	/	4
Legal Skill	-	-	-	/	/	-	-	-	2
E-Commerce Skill	/	/	-	-	-	-	-	/	3
International Business Skill	-	-	-	-	/	-	-	-	1
Related Real Estate Business Skill	/	-	-	/	-	/	/	/	5
Sales and Marketing Skill	/	-	-	-	-	/	/	/	4
Administration and Management Skill	/	/	/	-	-	/	/	/	6

3.2 Independent Directors

Independent Directors play a vital role as representatives who ensure transparency and maintain a robust check-and-balance system within the Company. Their primary responsibility is to oversee operations to prevent conflicts of interest, thereby fairly protecting the rights of minority shareholders. Furthermore, they provide valuable insights from an impartial, external perspective. This objectivity is the cornerstone of building investor confidence and driving the organization forward in alignment with Sustainable Good Corporate Governance principles.

The Company will select personnel for the position of independent director by considering the qualifications based on the laws of the Stock Exchange of Thailand, the Notification of the Office of the Securities Exchange Commission, the Notification of the Capital Market Supervisory Board including regulatory announcements, and/or relevant regulations. No less than one-third of all of the Company's directors must be independent directors and no less than 3 people. The detailed qualifications of the Independent Directors are disclosed in **"Section 8.1.1: Nomination, Development, and Performance Evaluation of the Board of Directors."**

3.3 The Audit Committee

The board of the Audit Committee must be appointed by the Board of Directors all of whom are independent company directors.

The board of the Audit Committee must be composed of at least 3 committee members and have at least 1 member who has knowledge in finance and accounting. Members of the Audit Committee must be appointed by the Board of Directors and/or the Shareholders' Meeting. Every member must be an Independent Director, possessing all qualifications as prescribed by the Securities and Exchange Commission (SEC). The Board of Directors has formally approved the Audit Committee Charter, which is disclosed on the Company's website at https://origin.co.th/ and was most recently reviewed on November 14, 2025. The Audit Committee Charter has been established to provide a clear understanding of the committee's objectives, composition, qualifications, authorities, duties, and responsibilities. Its purpose is to support Good Corporate Governance by overseeing financial reporting processes, internal control and internal audit systems, risk management frameworks, and compliance with relevant laws. This ensures that the Company maintains an efficient corporate governance system, free from conflicts of interest, with adequate internal controls and risk management for the equitable benefit of all stakeholders. Furthermore, it ensures that financial reports are prepared in accordance with financial reporting standards with sufficient disclosure, and that the Company strictly complies with the Securities

and Exchange Act, regulations of the Stock Exchange of Thailand (SET), the Office of the Securities and Exchange Commission (SEC), and other laws applicable to the Company's business.

The Audit Committee is a sub-committee of the Board of Directors, serving as a vital instrument and mechanism to ensure that the Company maintains a robust Good Corporate Governance system. Comprised of Independent Directors, the Audit Committee assists in alleviating the Board's oversight burden and enhancing management agility. Furthermore, the committee facilitates consultations between Management and the External Auditors to mitigate potential risks and ensure that financial reports are disclosed comprehensively, accurately, and in full compliance with relevant standards and regulations. The establishment of the Audit Committee aims to strengthen operational efficiency and enhance the Company's value in the following areas:

1.1 onfidence, Reliability, and Transparency: Enhancing the confidence, reliability, and transparency of the Company's financial reporting.

1.2 Enhanced Fiduciary Duty: Increasing the Board of Directors' prudence by emphasizing their accountability across the following areas:

- Oversight of operations to ensure alignment with business strategies and policies.
- Compliance with relevant laws and regulations.
- Business risk management and control
- Preparation of financial reports and the selection of appropriate accounting policies.
- Internal control and internal audit systems.
- Review of related party transactions (RPTs).

1.3 Alleviating Board Responsibilities: Delegating the review of financial reporting processes, internal controls, and internal audits to the Audit Committee. This allows the Board of Directors to focus on in-depth strategic matters and improves overall management efficiency.

1.4 Streamlining Audit Processes: Improving the functions and processes of both internal and external audits, as well as enhancing communication between the Board of Directors, the Internal Audit unit, and the External Auditors.

1.5 Empowering Internal Audit Independence: Strengthening the independence of internal auditors and the Internal Audit unit, enabling them to provide straightforward and objective opinions, which leads to higher operational efficiency.

1.6 Safeguarding Auditor Objectivity: Ensuring the independence of External Auditors and establishing a framework that allows them to express opinions candidly, especially in instances of potential conflict with Management.

1.7 Improving Audit Quality: Enhancing the overall quality and rigor of internal audit reports.

1.8 Strengthening Non-Executive Roles: Fortifying the roles, authority, and influence of external (non-executive) directors.

1.9 Clarifying Audit Scope: Enhancing the directors' understanding regarding the defined scope of audit activities.

Moreover, when considering the Audit Committee's Skill Matrix based on the name list of the Audit Committee as of December 31, 2024. The results are as follows:

Specific Skills	Mr. Sahas Treetipbut	Air Chief Marshal Bureerat Ratanavanich	Mr. Chinapat Visuttipat	Total (people)
Real Estate Business Skill	-	-	-	0
Accounting and Finance Skill	/	-	-	1
Legal Skill	-	-	/	1
E-Commerce Skill	/	-	-	1
International Business Skill	-	-	/	1
Real Estate Related Business Skill	-	-	-	0
Sales and Marketing Skill	-	-	-	0
Administration and Management Skill	/	/	-	2

3.4 Nomination and Remuneration Committee

The Board of Directors' Meeting No. 2/2015 that was held on February 28, 2015 approved the appointment of the Nomination and Remuneration Committee. The Nomination and Remuneration Committee must consist of a director who has suitable qualifications to set policies in regards to the recruitment of personnel to be directors or senior executives. The Nomination and Remuneration Committee must first consider personnel who have suitable qualifications before presenting the names of the nominees for the approval of Directors or the Shareholders' Meeting to appoint. Moreover, the Nomination and Remuneration Committee has a significant role in determining remuneration regulations for directors and senior executives so that it is appropriate and reflects the directors and executive director's performance in achieving the goals. The Board of Directors has formally approved the Nomination and Remuneration Committee Charter and disclosed it on the Company's website at https://origin.co.th/. This ensures transparency and provides a clear operational framework for the Committee. The Charter was most recently reviewed on November 14, 2024. The Company has defined the **"Composition and Appointment of the Nomination and Remuneration Committee"** as follows:

1) The members are appointed by the Board of Directors in a number deemed appropriate, consisting of directors and/or qualified experts. The Committee must comprise at least three (3) members, with at least half of them being Independent Directors. Furthermore, the Chairman of the Board of Directors shall not serve as a member of the Nomination and Remuneration Committee.

2) Members of the Nomination and Remuneration Committee are not required to be company directors.

3) The Chairman of the Nomination and Remuneration Committee must be an Independent Director, who may be appointed by the Board of Directors or elected from among the committee members.

4) The Committee may appoint one employee to serve as the Secretary to the Nomination and Remuneration Committee to assist with meeting schedules, preparing agendas, distributing meeting materials, and recording minutes. The Committee has the authority to determine appropriate remuneration (meeting allowance) for the Secretary as deemed fit.

5) In the event that the Board of Directors appoints any person as an advisor to the Committee, the advisor's information, including their independence or absence of conflicts of interest, must be disclosed in the Annual Report.

Qualifications of the Nomination and Remuneration Committee

1) Members must possess the knowledge, capabilities, and experience beneficial to the performance of the Committee's duties. They must demonstrate integrity, business ethics, and be able to dedicate sufficient time and effort to fulfill their responsibilities to the Company.

2) Members must possess the required qualifications and must not have any prohibited characteristics under the Public Limited Companies Act, the Securities and Exchange Act, and any other relevant laws.

3) Members must not engage in any business, be a partner, or serve as a director in other legal entities of the same nature as, and/or in competition with, the business of the Company and/or its subsidiaries, whether for their own benefit or for the benefit of others, unless the Board of Directors is notified prior to the appointment.

Moreover, when considering the Nomination and Remuneration Committee's Skill Matrix based on the name list of the Nomination and Remuneration Committee as of December 31, 2024. The results are as follows:

Specific Skill	Mr. Sahas Treetipbut	Air Chief Marshal Bureerat Ratanavanich	Mr. Pirapong Jaroon-ek	Total (people)
Real Estate Development Skill	-	-	/	1
Accounting and Finance Skill	/	-	-	1
Legal Skill	-	-	-	0
E-Commerce Skill	/	-	-	1
International Business Skill	-	-	-	0
Real Estate Related Business Skill	-	-	/	1
Sales and Marketing Skill	-	-	/	1
Administration and Management Skill	/	/	/	3

3.5 Executive Directors

The Executive Committee is appointed by the Board of Directors to support the Board in performing its duties responsibly for the best interests of the Company and in alignment with Good Corporate Governance principles. The Committee is responsible for managing business operations in accordance with policies, articles of association, regulations, and relevant laws. This includes screening matters before submission to the Board of Directors and monitoring the implementation of policies and management guidelines to ensure maximum efficiency. The Board of Directors approved the Executive Committee Charter and disclosed it on the Company's website (https://origin.co.th/) on July 8, 2021. The **"Composition of the Executive Committee"** is as follows:

1) The Executive Committee must consist of individuals with qualifications and experience as recommended by the Nomination and Remuneration Committee to the Board of Directors.

2) The Executive Committee shall be composed of top executives from various functions and external experts, with a total of no fewer than three (3) members.

3) The Chairman of the Executive Committee must be appointed by the Board of Directors.

4) The Company Secretary shall serve as the Secretary to the Executive Committee, unless otherwise determined by the Executive Committee.

Moreover, when considering the Executive Committee's Skill Matrix based on the name list of the Executive Committee as of December 31, 2025. The results are as follows:

Specific Skills	Mr. Niwat Lamunpandh	Mr. Pirapong Jaroon-ek	Mrs. Arada Jaroon-ek	Mr. Pitipong Trinurak	Mr. Kriengkrai Kreebongkan	Ms. Kanokpailin Wilaikaew	Total (people)
Real Estate Development Skill	/	/	-	/	/	-	4
Accounting and Finance Skill	-	-	/	-	-	/	2
Legal Skill	/	-	-	-	-	-	1
Product Design Skill	-	-	-	-	/	-	1
International Business Skill	-	-	-	-	-	-	0
Real Estate Related Business Skill	/	/	/	/	-	-	4
Sales and Marketing Skill	-	-	/	/	-	-	2
Administration and Management Skill	-	/	/	/	/	/	5

3.6 Risk Management Committee

The Company places great importance on Good Corporate Governance. Consequently, the Risk Management Committee was established to formulate enterprise-wide risk management policies and oversee risk management systems and processes. These measures are designed to ensure the achievement of the Company's objectives and targets, support operational performance, build confidence among stakeholders, and foster sustainable growth.

The Board of Directors approved the Risk Management Committee Charter, which is disclosed on the Company's website (https://origin.co.th/). The Charter was most recently reviewed on November 14, 2025.

According to the resolution of the Board of Directors Meeting No. 10/2015, held on November 10, 2015, the Board approved the appointment of the Risk Management Committee, consisting of **qualified members to determine risk management policies** as follows:

1) The Risk Management Committee is appointed by the Board of Directors of Origin Property Public Company Limited and is assigned to report directly to the Board of Directors.
2) The Risk Management Committee shall consist of at least three (3) directors, of whom at least one (1) must be an Independent Director.
3) The Board of Directors shall appoint the Chairman of the Risk Management Committee. The Risk Management Committee is responsible for appointing a qualified individual with expertise in risk management or the Head of the Risk Management Unit to serve as the Secretary to the Risk Management Committee.

Moreover, when considering the Risk Management Committee's Skill Matrix based on the name list of the Risk Management Committee as of December 31, 2025. The results are as follows:

Specific Skills	Mr. Sahas Treetipbut	Mrs. Arada Jaroon-ek	Mr. Chatchai Payuhanaveechai	Total (people)
Real Estate Development Skill	-	-	/	1
Accounting and Finance Skill	/	/	/	3
Legal Skill	-	-	/	1
E-Commerce Skill	/	-	-	1
International Business Skill	-	-	/	1
Real Estate Related Business Skill	-	/	-	1
Sales and Marketing Skill	-	/	/	2
Administration and Management Skill	/	/	/	3

3.7 Corporate Governance and Sustainability Committee (or Corporate Governance Committee or CG Committee)

To ensure the Company's sustainable growth and build trust among all stakeholders, the Board of Directors has resolved to appoint the Corporate Governance Committee. This committee promotes management practices aligned with international Good Corporate Governance (CG) standards. Its primary roles include overseeing corporate governance and Sustainability tasks, establishing policies and criteria for good governance, and ensuring that the Company's business strategies are implemented with transparency, fairness, accountability, and sustainability——taking into account social, environmental, and long-term returns. Furthermore, the committee fosters an organizational culture that understands and values the effective implementation of CG principles to provide confidence to both shareholders and all stakeholder groups.

The Board of Directors Meeting No. 1/2021, held on January 28, 2021, approved the appointment of the Committee and its Charter, which is disclosed on the Company's website (https://origin.co.th/). The Charter is currently undergoing a review process, pending approval by the Board of Directors in February 2026. The "Composition" of the Committee is as follows:

1) The Committee shall consist of at least three (3) members, including directors (and/or any other persons as deemed appropriate), with a majority being Independent Directors.

2) The Chairman of the Committee should be an Independent Director and must be appointed by the Board of Directors.

3) The Committee may appoint a Secretary to assist in its operations, including meeting scheduling, agenda preparation, document distribution, and recording minutes. The Committee has the authority to determine appropriate remuneration for the Secretary.

4) The Board of Directors or the CG Committee may appoint any person as deemed appropriate to serve as an Advisor to the Committee.

Appointment

The Board of Directors shall consider and appoint the Committee, comprising one (1) Chairman and other members. Candidates must be recruited, selected, and nominated based on their qualifications, expertise, and background checks performed by the Nomination and Remuneration Committee to ensure the highest efficiency in performing their duties and responsibilities.

Qualifications of the Committee Members

1) Members must possess the required qualifications and must not have any prohibited characteristics under the Public Limited Companies Act and other relevant laws.

2) Independent Directors serving on this committee must maintain their independence and strictly adhere to the Company's Good Corporate Governance principles.

3) Members must possess the knowledge, capabilities, and experience beneficial to their duties and be able to devote sufficient time to ensure the Committee achieves its objectives.

The Skill Matrix of The Corporate Governance Committee according to the name list of the Company's directors as of December 31, 2025.

Specific Skills	Mr. Chinapat Visuttipat	Mr. Chatchai Payuhanaveechai	Mrs. Arada Jaroon-ek	Total (people)
Real Estate Development Skill	-	/	/	2
Accounting and Finance Skill	-	/	/	2
Legal Skill	/	/	-	2
E-Commerce Skill	-	-	-	0
International Business Skill	/	/	-	2
Real Estate Related Business Skill	-	-	/	1
Sales and Marketing Skill	-	/	/	2
Administration and Management Skill	-	/	/	2

Principle 4 Ensure an Effective CEO and People Management

Apart from the emphasis on the recruitment and appointment of Company directors, the Company also recognizes the importance of recruiting and appointing senior executives and personnel development. This is a key mechanism that drives the organization to be in line with the policies and strategies set by the Board.

In recruiting executives and personnel, the Board of Directors determined specific skills, experiences, and qualifications of executives and employees in order to achieve success in recruiting qualified personnel according to the Company's recruitment plan.

The Nomination and Remuneration Committee was assigned by the Board of Directors to have the authority to determine the qualification criteria to recruit and appoint senior executives of the Company. This included the Assistant Managing Director, the Chief of Department, Co-Chief Executive Officer, the President, and the Chief Executive Officer.

The criteria for recruiting senior executives has two parts. The first part is managerial competency which includes leadership skills, strategic management skills, project management skills, risk management skills, and business management skills. The second part is functional competency which refers to the knowledge, skills, and characteristics that management requires in order to achieve its set goals. For example, data analysis skills, design skills, planning and management skills, etc.

Remuneration Policy and Criteria for the CEO and Senior Executives

The Nomination and Remuneration Committee also determined the remuneration structure and evaluated the performance of senior executives. The remuneration for executives included monetary remuneration such as salary, short-term bonuses, warrants to purchase the Company's ordinary shares, which were issued to directors, executives and employees (ESOP), and long-term remuneration. Non-monetary remuneration included health care benefits and personnel training, both inside and outside the organization.

At the end of the quarter and at the end of the year, the performance of senior executives, executives, and employees is evaluated against the set criteria in order to achieve the results that match the performance and are consistent with the Company's goals.

Principle 5 Nurture Innovation and Responsible Business Promotion

The business of the Company is involved with many stakeholders, managing benefits is areas where the Company is cautious and tries to be fair to all parties by strictly complying with relevant laws to protect the rights of all stakeholders, shareholders, employees, executives, trade partners, customers, and creditors which includes society.

5.1 Respect of Other Shareholder's Rights

The Company is committed to justice and fairness to other stakeholders without discriminating against any person. The Company does not use its own discretion or personal relationships to judge and provides equal opportunities, without discriminating against race, nationality, religion, or gender. The Company recognizes its responsibility toward society and the community. The Company considers that its main mission is to create projects and activities that are beneficial to society and the community. The Company has set a practice guideline for all stakeholders as follows.

1. Shareholders : The Company is committed to developing the Company's business so that it grows in order to compete in the long run and share profits with shareholders appropriately. The Company also presents information to the shareholders that is accurate, complete, transparent, timely and equitable.

2. Employees : The Company shall treat all employees equally and fairly, using the KPI to assess performance and a 360-degree evaluation for a true reflection on the operational results. The results of this assessment will be used to plan training, support further education of employees and consider fair remuneration. The Company also established a provident fund and employee welfare and supervises safety and hygiene in the workplace. This is as follows:

1) Recruit employees by considering the employee's knowledge and competence within the Company in order to fill higher ranks before recruiting anyone from outside the Company. If employees come from other companies, the Company shall recruit and select employees who are knowledgeable, competent, have a good attitude, and are able to work well with the Company based on the necessity and appropriateness of each department in order to maximize human resources.

2) Promote employee advancement by defining a clear direction for employee development and caring for all employees at every level in order for employees to be systematically and continuously trained in accordance with the defined direction as well as being able to effectively work in the current position and being ready to take on more responsibilities in the future.

3) Manage remuneration, salary, and welfare so that it is fair and equal with other leading companies. Always makes appropriate

improvements related to the current situations. Uses a merit system to promote and increase salaries based on the competence, performance and potential of each employee.

4) Promote teamwork and encourage employees to cooperate and help one another as if they were family. This is an important organizational culture of the Company which has enabled the Company's performance to have exponential growth throughout the years. The Company set up the following guidelines:

(1) The Recruitment Process

The Company clearly defines employee qualifications in the job description. Differences in race, skin color, gender, religion, nationality, background, political opinion, age, or disabilities shall not be used in making hiring decisions. The Company shall select properly qualified people according to the defined recruitment process. Besides this, if there is a vacancy or a new position, the Company's policy is to first recruit appropriate people from within the Company before selecting anyone from outside the Company unless no one from inside the Company is suitable for the job. The Company shall select and fill positions by recruiting and selecting people who are knowledgeable, competent, have a good attitude, and able to work well with the Company based on the necessity and appropriateness of each department in order to maximize human resources.

(2) Personnel Training and Development

The Company is aware of the importance of training and developing personnel at every level. The Company has a policy to consistently develop employees and increase their potential and ability by organizing employee training, by having beneficiaries support further education, providing equal opportunities for employees, and continually training employees, whether inside or outside the organization. This includes giving knowledge in regards to increasing the potential of employees, legal knowledge that is relevant to the business operations, Furthermore, the Company invests in personality development and professional etiquette to represent our corporate values effectively. Employees are regularly sponsored to attend external workshops focused on specialized professional skills, executive leadership, and compliance programs hosted by regulatory bodies for listed companies. These programs ensure that our team remains updated on the latest industry standards and legal requirements relevant to the Company's business. The ultimate goal of these investments is to increase overall efficiency by enabling employees to translate their knowledge into practical improvements in their work. Beyond technical skills, the Company actively fosters a culture of collaboration, strengthening teamwork and nurturing positive relationships between colleagues, supervisors, and subordinates. To ensure the effectiveness of these policies, the Company has systematically recorded and monitored employee training hours throughout the past period.

Year	Number of Employees	Amount of Training (Hours)	Amount of Training (Hours per Person)
2016	396	5,203.5	13.1
2017	706	8,930.0	12.6
2018	949	12,480.0	13.1
2019	1,243	6,901.0	5.55
2020	1,345	772.0	0.5 *
2021	1,659	99,150.0	59.76 **
2022	2,069	21,315.0	10.30
2023	1,328	26,946	20.2
2024	1,330	27,058	20.3
2025	694	14,839	21.3

* COVID-19 pandemic.

** 75% of total training was held via online platform.



The Company decided to develop and promote the employee's knowledge and create happiness in the workplace by organizing activities throughout the year in order to relieve employee stress and promote good relationships among the employees, increase work effectiveness, and reduce communication problems between the Company's departments (additional details in Section 1, Topic 3: Business Sustainability Drive, Topic 3.4.2 Social Performance: Employee Training).

Over the past year, the Company continued to prioritize employee education and the regular review of our corporate policies. To ensure comprehensive understanding and compliance across the organization, we implemented a self-review initiative via electronic communications. Through this program, employees were encouraged to study and reaffirm their commitment to key corporate frameworks, including Core Governance & Ethics: Corporate Governance Policy, Business Code of Conduct, Supplier Code of Conduct, and Anti-Corruption Policy, Risk & Internal Control: Internal Control Policy, Risk Management Manual and Factors, and the Charters of various Committees, Operational Standards: Articles of Association, Work Rules, and IT Security & Information Policies, Human Rights & Privacy: Human Rights Policy (including Comprehensive Due Diligence), HR Privacy Policy, and General Privacy Policy, Sustainability & ESG: Sustainable Supply Chain Management Manual, Sustainable Procurement Policy, and Energy Conservation & Resource Reduction Measures, Whistleblowing Policy and Insider Trading Policy. To ensure transparency and accessibility for all stakeholders, these policies have been published on our corporate website at: Origin Property Policies https://origin.co.th/corporate/about-origin-property/corporate-governance/cg-policy/companys-policies/

(3) Remuneration

The Company established fair remuneration for its employees and employees received proper remuneration based on their potential, position, and responsibilities. The Company has a policy to increase remuneration according to the fair regulations set out by the Company. The Company gives opportunities and fair remuneration in accordance to the short-term and long-term performance of the Company. Other than monthly salary, at the beginning of the year, the Company sets clear goals for employees by using the KPI index indicator to calculate bonuses each year, quarter or month depend on situation and company policies of the company at that time. The Company also provides social welfare to its employees, organizes activities for employees such as a New Year's Party, and randomly selects special prizes for many employees. A mid-year party was also held to give rewards to employees and create good relationships within the Company (additional details are under Corporate Social Responsibility topic).

(4) Healthcare and Safe Working Conditions

The Company organized working systems that focus on proper safety and hygiene in the workplace which was defined in the policies regarding safety standards at the construction site. Employees shall wear helmets at all times when entering construction sites in order to prevent accidents during operations. The workplace shall be clean and safe from dangers that may occur such as fires and disease. The Company provides health welfare (additional details can be found in Corporate Social Responsibility)

(5) Treatment of stakeholders

1. Customers : The Company pays attention to and is responsible to its customers. The Company serves the customers courteously and enthusiastically, ready to serve and welcome customers sincerely so that customers receive accurate information regarding the Company's products. The Company takes care of customers as close relatives with quick, accurate and reliable service, focusing on customer confidentiality and not using information for its own benefit or the wrongful benefit of others. The Company is also aware of the fundamental rights of consumers such as producing quality houses and after purchase services that meet the consumers' needs in order to bring utmost satisfaction. The Company is committed to research and development in order to create innovative condominiums, unique designs and the best functional unit plan designs. The Company organized a telephone call center, 02-030-0000, as a channel to answer any questions or complaints so that customers can contact the Company directly.

In 2025, the Company achieved a clean record regarding data protection, with no reported incidents or complaints concerning the breach of customer personal data.

2. Trade Partners : The purchase of goods and services from trade partners shall conform to the terms of trade. This includes treating the trade partners as agreed upon and adhering to any laws and good corporate governance principles (CG). The Company prepared standard operational procedures (SOP) in the procurement of designers, contractors, and project consultants in order to give bidding opportunities in accordance with the procedures and appropriately select suitable trade partners in accordance with the Company's Code of Business Conduct and including the announcement of business partner ethics to promote the concept of sustainable business operations and development to the Company's partners as well.

3. Competitors: The Company is committed to conducting business with responsibility and integrity toward our competitors. Our policy strictly prohibits entering into any agreements with competitors or other business operators that could lead to a monopoly or reduce market competition. We uphold the principles of fair play and ethical competition. This includes, Ethical Information Gathering: Refraining from seeking competitors' trade secrets or confidential information through dishonest or improper means. Professional Conduct: Avoiding any unethical tactics aimed at undermining or damaging our competitors. Fair Competition: Ensuring that all business rivalries are conducted within the established legal and ethical frameworks.

In 2025, the Company maintained a clean record with no commercial disputes or legal conflicts involving our competitors.

4. Creditors : The Company is committed to treating all creditors with responsibility, transparency, and fairness. Our core practices include:

- Fair and Equitable Treatment: We treat all creditors-whether trade suppliers or financial institutions-equally and fairly. We prioritize building mutual trust by ensuring that all parties receive fair returns and that all debts are repaid on time to maintain the Group's credibility.
- Strict Compliance with Agreements: We strictly adhere to all contractual terms and conditions, particularly with financial institutions. This includes honoring the intended use of funds, timely repayment of principal and interest, and fulfilling all guarantee requirements. We emphasize disciplined capital management to ensure financial stability and maintain sufficient liquidity to meet our obligations. Furthermore, we consistently provide creditors with accurate and transparent financial reports as agreed.

- Proactive Problem Solving: In the event that the Group is unable to meet any contractual conditions or financial covenants, we maintain a policy of immediate disclosure. We will notify our creditors promptly to discuss the situation and work together to find a mutually beneficial solution.

5. Community, Social and Human Rights: The Company places a high priority on its responsibility toward the community, society, and the environment, while firmly upholding human rights principles, as well as supporting community events to support society in the right agenda and opportunity, according to the Corporate Social Responsibility Program (CSR). The Company has always operated this way and will not be involved in any human rights violations or the abuse of intellectual property, however, the Company will care for the environment. The Board will monitor and acknowledge the company's overall human rights assessment results annually to identify and watch for emerging risks that may arise in operational processes or throughout the supply chain that could lead to human rights violations, and to ensure that the company has a continuous audit process in place that complies with international standards. (For more details, see the section on Social Responsibility, concerning policies and measures related to good corporate governance and risk assessment reports.)

6. Government Agencies or Public Sector: The company cooperates with government agencies or the public sector in complying with relevant regulations, rules, and legal requirements, and does not engage in offering, promising, giving, demanding, giving, or receiving any inappropriate money, property, or other benefits to government officials, government employees, government agencies, private entities, or those with official duties, whether directly or indirectly, and in any form whatsoever, in order to induce such agencies or individuals to acts or refrains from acting in the performance of their duties in order to obtain or maintain business benefits for the company, themselves, their family, friends, and acquaintances, or for the benefit of the business in an improper manner, including cases where government officials are hired as consultants or directors, the company will strictly comply with the regulations and laws related to the employment of individuals in such positions.

Principle 6 Strengthen Effective Risk Management and Internal Control

The Company assures investors that it will reveal the Company's important information in a correct, timely, and transparent manner. This includes financial information and business performance. The other information is supervised by the rules, regulations, or practices of the Company to keep the confidential information of the Company from being leaked to its competitors according to requirements of the Office of the Securities and Exchange Commission (SEC) and requirements of the Stock Exchange of Thailand (SET). In addition to disclosures via the Form of Annual Information Filing (56-1 Form). Most information is published on the website of the Stock Exchange of Thailand, the website of the Office of the Securities and Exchange Commission, and the Company's website. This allows the shareholders, customers, analysts, investors, and interested parties to access the information easily, equally and reliably.

The Company designated a unit and some personnel to coordinate and provide information to shareholders, those who are interested in investing in the Company, and the Stock Exchange of Thailand, as well as giving an opportunity to meet and ask questions of company management for clarification.

6.1 Financial Reporting

The Board of Directors is responsible for the preparation of the Company's consolidated financial statements and information that is to be presented to the shareholders in the Annual Report by monitoring the quality of financial reporting which includes the Company's Consolidated Financial Statements in order to be prepared according to the generally accepted accounting standards and audited by a certified auditor whose qualities are in accordance with the set requirements of regulatory agencies, is independent, and consistently selects and complies with the appropriate accounting policies. They also prepare the Company's Consolidated Financial Statement accurately, completely and truthfully by disclosing information adequately, completely, validly, and reliably.

The Board of Directors oversees the Company so that it has an internal audit unit which is responsible for the periodical audit of all

the Company's units in order to provide information records that are accurate, complete, and meet the operational standards and policies set by the Company in good faith and do not violate any relevant laws. The assessment results of the internal audit must be reported to the Board of Directors and the Audit Committee for acknowledgement and a regular follow up of the assessment results must be done.

The Board of Directors appointed 3 independent directors to serve on the Audit Committee to review the Company to ensure that the financial reports were accurate, clear and timely. The committee reviewed the Company's internal control and internal audit systems which were reasonable and effective and considered to be in compliance with various laws and regulations. The Company considered the disclosure of information to be clear, transparent and timely according to the requirements of a public company. In the case of connected transactions or transactions with potential conflicts of interest, the Company presented them to the Audit Committee to consider the appropriateness and reasonableness before conducting the next step.

Over the past years, the Company has maintained full compliance with all financial reporting requirements. There were no instances where regulatory bodies, such as the SEC or the SET, flagged the Company for late submission of quarterly or annual financial statements. Furthermore, the Company was not subject to any orders from the SEC to amend or revise its quarterly or annual financial reports.

6.2 Risk Management

The Board of Directors provided a Risk Management Committee to be responsible for considering and proposing policies, plans and the implementation of plans to the Board of Directors. The risk management policy covered all departments of the Company and covered the risk associated with the vision, goals, business strategy, finance, manufacturing, and other aspects of performance, as well as considered the likelihood and severity of risk, defined measures to remedy and clear the person in charge, and defined measures to report and monitor results.

In 2025, the Risk Management Committee played an important role as assigned by the Audit Committee and the Board of Directors in considering possible risk factors that may occur due to the rapid operational expansion of the Company as well as recommending complete preventive measures for the Company to be aware of risk management and to have thoroughly prepared preventive guidelines.

6.3 Internal Control

The Company's Board of Directors provided the Company with an internal control system that covers all aspects of finances, operations, and compliance with laws and regulations, and provided a mechanism of checks and balances that is powerful enough to protect and take care of the investments of shareholders and the assets of the Company. It provided a defined level of authority and the responsibilities of the executives and employees with written check and balance procedures. The Company's internal audit unit evaluated the internal control system, reviewed the operations of the business unit and supporting unit so that it was in compliance with the relevant rules and regulations. The internal audit unit is directly under the Audit Committee.

The Company employed KPMG Phoomchai Audit Company Limited as an independent internal control unit of the Company in order to support internal control operations to be more effective and efficient. The Internal Audit Department reports directly to the Audit Committee.

In 2025, the Company implemented a comprehensive internal audit plan across all operational departments. This included engaging specialized external auditors to review work systems and management processes within each unit to ensure maximum efficiency and compliance. The profile and name of the Head of Internal Audit are disclosed in "Part 2, Section 9: Internal Control."

6.4 Transactions of Directors

1) The Company established a policy for directors to disclose the trading of shares and the holding of securities of the Company at all times.
2) The Company established a policy for directors to report stakeholding to the Audit Committee.
3) The Company established a policy that significant connected transactions must be approved by the Audit Committee.

In 2025, the Board of Directors reviewed and updated policies regarding directors' reporting practices, in alignment with Good Corporate Governance principles. These updates included guidelines such as advance notice of securities trading and acknowledgment of Blackout Periods. Every quarter, the Company Secretary notifies all directors and executives of the policy and the specific prohibited trading window. This Blackout Period starts 30 days prior to the disclosure of financial statements and continues until 24 hours (1 day) after the public disclosure.

The following table presents the **"Changes in Securities Holdings of Directors and Executives (Direct and Indirect)"** during the past year:

Name		Position	Shareholding Proportion as of Dec 31, 2024 (%)	Shareholding Proportion as of Dec 31, 2025 (%)	Change (%)
1.	Mr. Chatchai Payuhanaveechai	Chairman of the Board, Member of the Risk Management Committee, Member of the Corporate Governance and Sustainability Committee	-	-	-
2.	Mr. Sahas Treetipbut	Independent Director, Chairman of the Audit Committee, Member of the Risk Management Committee, Member of the Nomination and Remuneration Committee	0.036	0.036	-
3.	Air Chief Marshal Bureerat Ratanavanich	Independent Director, Member of the Audit Committee, Chairman of the Nomination and Remuneration Committee	0.000	0.000	-
4.	Mr. Chinapat Visuttipat	Independent Director, Member of the Audit Committee, Chairman of the Corporate Governance and Sustainability Committee	-	-	-
5.	Mr. Niwat Lamunpandh	Director, Chairman of the Executive Committee	-	-	-
6.	Mr. Peerapong Jaroon-ek	Director, Chief Executive Officer, Member of the Nomination and Remuneration Committee	29.68	29.68	-
7.	Mrs. Arada Jaroon-ek	Director, President, Member of the Corporate Governance and Sustainability Committee	10.68	10.68	-
8.	Ms. Kanokpailin Wilaikaew	Director, Member of the Executive Committee, Chief Financial Officer	0.006	0.006	-
9.	Mr. Pitipong Trinurak	Co-Chief Executive Officer, Chief Business Development Officer	0.035	0.035	-
10.	Mr. Kreingkrai Kreebongkan	Co-Chief Executive Officer, Chief Construction Management Officer, Chief Product Design and Development Officer	0.004	0.004	-
11.	Mr. Apisit Soonthronchukiat	Chief Marketing and Sales Officer	0.005	0.005	-
12.	Ms. Jarunee Kunasit	Senior Accounting Director	-	-	-
13.	Peerapada Co., Ltd.	*Indirectly held by Mr. Peerapong Jaroon-ek and Mrs. Arada Jaroon-ek	25.21	25.21	-

Principle 7 Ensure Disclosure and Financial Integrity

7.1 Company Secretary

The Board requires that the Company have a Company Secretary. Miss Karima Jaroonsakunwong appointed to serve as a secretary of the Board and the Company Secretary so that the Company's management would be conducted with the highest efficiency according to the principles of good corporate governance. The main duties and responsibilities of the Company Secretary are as follows:

1) Provide advice and support the tasks of the Board of Directors related to laws and regulations.
2) Ensure the implementation of the principles of good corporate governance and monitor the policies and recommendations of the Board of Directors to be practiced effectively.
3) Be responsible for the preparation and storage of important documents.
4) Regulate the Company, the Board of Directors and the Management Team to comply with related laws and regulations.
5) Communicate with shareholders and take care of shareholders appropriately.
6) Communicate with the relevant regulatory authorities.
7) Regulatory Compliance Oversight: Responsible for ensuring that the Company's operations strictly adhere to the notifications of the Capital Market Supervisory Board, as well as the regulations, rules, and requirements of the Stock Exchange of Thailand (SET) and other relevant authorities. This includes communicating laws and regulations related to the capital market and the SET to the Company's internal departments to ensure organization-wide awareness and compliance.

7.2 Investor Relations

The Company provides investor relations to be responsible for providing and disseminating information on the movement of the Company for the benefit of all those involved. This includes employees, shareholders, customers, trade partners, creditors, and analysts equally, fairly and thoroughly via diverse communication activities.

Contact Information for Investor Relations

Miss Pitcha Kunachaichote

Investor Relations

Origins Property (Public) Company Limited

Address : 20th floor Bhiraj Tower at BITEC 4345 Sukhumvit Rd, Bangna sub-district, Bangna district, Bangkok 10260

Email : ir@origin.co.th

Website : https://origin.co.th/

Phone : (662) 030 0000

Fax : (662) 029 1939

Principle 8 Ensure Engagement and Communication with Shareholders.

The Company strictly adheres to the Good Corporate Governance Principles for Listed Companies regarding the Rights of Shareholders. This is in full alignment with the practice of treating all shareholders equally and fairly across all aspects of the business.

8.1 The Fundamental Right of Shareholders

The Company realized the importance of its shareholders and as a result respected the shareholders' rights and the equality of all shareholders as stated in the Company's regulations and other relevant laws. The fundamental rights that shareholders equally received consisted of the right to attend the Shareholders' Meeting, the right to assign a proxy to come to the meeting and cast a vote on behalf of the shareholder, the right to add meeting agenda items, the right to nominate directors, the right to vote for directors or remove an individual director. Each individual shareholder also has the right to cast a vote in order to appoint auditors, nominate the auditor's remuneration, and the right to vote on the activities of the Company. Shareholders also have the right to receive profits and dividends equally, the right to share opinions, the right to make inquiries in the Shareholders' Meeting,

the right to receive enough mass publications in a timely and equitable manner. The Company facilitates convenience towards shareholders so they are able to attend meetings and fully exercise their votes. In the case that any circumstances arise that will significantly impact the Company or other shareholders, the Company will disclose information at once. The Company closely looked after and carried out the policies, including other rules and regulations required by law, in order to protect the shareholder's right by the Board of Directors.

8.2 Meeting of Shareholders

1) In regards to organizing the Ordinary and the Extraordinary Shareholders' Meeting, the Company will appoint an appropriate date, time and place for the meeting that is convenient for all shareholders. The Shareholders' Meeting will not be held on any public holidays. The meeting will begin at a proper and convenient time for those who attend the meeting. All shareholders can submit registration evidence or a proxy form to the Company in advance in order to review the accuracy prior to the meeting. The Company will choose a convenient place for shareholders to attend the meeting. And to facilitate shareholders' participation in meetings, the Company promotes the integration of modern technology. Currently, we offer a Hybrid Meeting format, consisting of both Physical (in-person) and E-meeting (electronic) options. This approach is designed to enhance convenience while further strengthening the transparency of the meeting process.

- For Physical Meetings: The Company appoints independent inspectors or witnesses to verify the vote-counting process. The full names of these individuals are explicitly disclosed in the meeting records.
- For E-meetings: The Company clearly identifies the service provider and the platform used for the E-AGM. This includes specifying whether the system is ETDA-certified or operates in accordance with ETDA standards (in cases where formal certification has not yet been obtained).

Submission of Agenda Items, Questions, and Director Nominations

The Company provides channels for shareholders to propose agenda items, submit questions in advance of the shareholders' meeting, or nominate qualified candidates for directorship. This process is formally announced via the Stock Exchange of Thailand (SET) and disclosed on the Company's website around November of each year. In the minutes of the shareholders' meeting, the Company will provide clear justifications if any proposed agenda items or advance questions were not included or addressed. In the event that no shareholders propose an agenda or submit questions, the Company will formally declare this during the meeting. Similarly, if any nominated director candidates are not put forward for shareholder approval, the reasons will be provided; if no nominations are received, the Company will inform the meeting accordingly.

2) Meeting Agenda and Notice of the Shareholders' Meeting. The Notice of the Meeting includes comprehensive and sufficient information for each agenda item. All items are clearly categorized and presented separately for individual approval. In cases where related matters are grouped under a single agenda header such as the election of directors and the approval of director remuneration the Company ensures that each matter is voted on separately. For every agenda item, the Company specifies the objective and rationale, accompanied by the Board of Directors' opinions. This practice ensures that shareholders have the opportunity to thoroughly study all relevant information well in advance of the meeting date.

The Company proposes all forms of director remuneration including both monetary compensation and other benefits for shareholder approval on an annual basis. To support the shareholders' decision-making process, the Company explicitly details the remuneration for each position, categorized by type, such as: Monthly Remuneration (Fixed Fees), Meeting Allowances (Per meeting), Annual Bonuses or Gratuities

For the agenda item regarding the appointment of directors, the Company provides comprehensive profiles for each candidate proposed for election, which include:

1. Full Name,
2. Age,
3. Educational Background and Work Experience,
4. Current Directorships in other companies (clearly categorized into Listed Companies and Non-listed/General Companies),
5. Nomination Criteria and Procedures,
6. Type of Director proposed (e.g., Director / Independent Director / Non-Executive Director / Executive Director),
7. For re-appointment of existing directors: Meeting attendance record for the past year, and
8. Date, month, and year of the initial appointment as a director of the Company (at minimum, the month and year must be specified).

In the agenda for the appointment of auditors, the company provides clear and comprehensive details regarding the auditors' names, their affiliated firm, professional experience, competence, and independence, as well as the audit fees. The information includes:

1. The name of the audit firm,
2. The names of the proposed auditors,
3. The auditors' experience and information regarding their independence,
4. The proposed audit fees.

In the agenda for the approval of dividend payment, the company discloses the dividend policy, the proposed dividend rate, and supporting reasons and data as follows:

1. In the case of dividend payment:
   1.1 The company's dividend policy, specified as a percentage.
   1.2 The proposed dividend amount with supporting reasons.

2. In the case of omission of dividend payment:
   2.1 The company's dividend policy, specified as a percentage.
   2.2 The reasons for the omission, such as accumulated losses or a net loss, provided as supporting information for consideration.

In the agenda for the appointment of directors, the company proposes the names of directors for shareholders to vote on an individual basis. The full names of the directors and the voting results for each individual candidate are clearly disclosed.

Generally, the company does not add any agendas that were not specified in advance after the notice of the shareholders' meeting has been dispatched. However, should there be a proposal to add an agenda item after the notice has been sent, the company will notify the Stock Exchange of Thailand (SET) via a news release within the timeframe required by the laws relevant to that specific agenda.

The Company shall distribute the notice of the shareholders' meeting, along with supporting information for each agenda item, in advance of the meeting date in accordance with the periods prescribed by law, notifications, or relevant regulations. This includes policies to facilitate and encourage shareholder participation, as well as detailed procedures for attending the meeting. All meeting-related information is provided in both Thai and English on the Company's website (https://origin.co.th/) and the Stock Exchange of Thailand's website at least 30 days prior to the meeting date. Furthermore, the meeting notice is dispatched via mail to shareholders at least 28 days before the meeting and is published in a newspaper for three consecutive days, at least 7 days in advance. This ensures that all shareholders receive accurate and sufficient information within an appropriate timeframe.

In the event that a shareholder is unable to attend the meeting in person, the Company provides the opportunity to appoint an independent director or any other person as a proxy to attend on their behalf. This can be done using the proxy form sent along

with the meeting notice. The Company also provides comprehensive guidelines regarding the electronic meeting system (E-AGM), including descriptions of required identification documents or evidence for attendance, procedures for submitting documents and identity verification, and instructions on how to join the meeting via electronic media.

Both prior to and on the day of the shareholder meeting, the Company assigns staff and legal counsel representatives to verify the accuracy and completeness of proxy forms and supporting documents. Such documents include, for instance, copies of identification cards, passports, or government official identification cards for individual shareholders; and certificates of incorporation along with copies of identification cards of authorized directors for corporate shareholders. In years when the meeting is conducted via an electronic system (E-AGM), once the verification process is complete, the Company will send a Username, Password, and Web Link for system access to the shareholders and/or their proxies via email.

3) To facilitate shareholders, the Company provides duty stamps free of charge for proxies or Independent Directors to be affixed to the proxy forms.

4) The Company encourages all members of the Board of Directors and Chairpersons of all Sub-committees to attend the meeting, with the Chairman of the Board presiding over the session. Additionally, senior executives, external auditors (or their representatives), and legal advisors (or their representatives) are present to listen to opinions and collectively respond to any inquiries from shareholders.

5) Before the commencement of the shareholders' meeting, the Company informs the shareholders of the number and proportion of attendees, both in person and by proxy, to ensure that a quorum is constituted in accordance with the law. Additionally, the meeting facilitator explains the meeting procedures, as well as the voting and vote-counting methods for each agenda item. This includes specifying whether physical ballots or electronic systems are used, such as a Barcode system for onsite Annual General Meetings (AGM) or E-Voting for online AGMs (E-AGM). The meeting proceeds to consider and vote on each agenda item in the pre-determined order, without any sudden changes to significant information or additions of new agenda items. The Company ensures that all shareholders have equal rights to monitor its operations, ask questions, and express opinions or suggestions. Relevant directors and executives also attend the meeting to respond to shareholder inquiries.

In cases where the Company has more than one class of shares, the voting rights for each class are clearly disclosed. For instance, if the Company has only one class of ordinary shares, this section will be marked as "Not Applicable." However, if there are other classes of shares besides ordinary shares, such as preferred shares, the Company will disclose the specific voting rights associated with each class.

6) The Company provides additional channels for shareholders to access information via the Company's website (https://origin.co.th/). All relevant news and details, particularly the notice of the shareholders' meeting, are published in advance. This ensures that shareholders can conveniently and thoroughly download the agenda and supporting information.

7) **Following the meeting,** the Company discloses the resolutions of the shareholders' meeting along with the voting results on the next business day. This information is published on the Company's website (https://origin.co.th/) and/or the Stock Exchange of Thailand's website to ensure that both attending and non-attending shareholders are informed of the outcomes promptly and equitably.

8) The Company ensures that **the minutes of the shareholders' meeting** are recorded accurately, completely, promptly, and transparently. Key inquiries and significant opinions are documented for shareholder verification. The minutes include the full names and positions of the directors, members of sub-committees (specifically the Chairpersons of each sub-committee), and executives in attendance, notably the Chief Executive Officer (CEO).

The minutes also disclose that shareholders were given the opportunity to ask questions, with all questions and answers recorded. This includes the names of the enquirers and the respondents. In cases where a shareholder prefers to remain anonymous, the Company will record the entry as "an anonymous shareholder." If no questions are raised, the minutes will state: "The Chairman provided an opportunity for inquiries, but no questions were raised," to inform shareholders who were not present. Furthermore, the minutes will record whether or not there were any proposals for additional agenda items, pre-submitted questions, or director nominations prior to the meeting.

The Company clearly records the resolutions of the shareholders' meeting along with the voting results for every agenda item requiring a vote. These records include the resolution for each agenda and the number of votes received, categorized into "Approve," "Disapprove," "Abstain," and/or "Void" (as applicable).

Subsequently, the Company publishes the minutes of the shareholders' meeting on its website for shareholders' review. The minutes are also submitted to the Stock Exchange of Thailand (SET) within 14 days of the meeting date, as well as to other relevant authorities, such as the Ministry of Commerce, within the timeframe prescribed by law, notifications, or relevant regulations. Shareholders are entitled to review and request amendments to the minutes within 30 days from the date of publication. In the event of a request for amendment or addition, the Company will consider the request and notify the shareholder of the outcome accordingly.

9) To enhance convenience for shareholders in receiving dividends (if declared), the Company facilitates dividend payments via bank transfer. This ensures that shareholders receive their dividends on time and mitigates risks such as damaged or lost checks, or delays in postal delivery.

The Company promotes and encourages shareholders to exercise their rights and refrains from any actions that would violate or infringe upon their fundamental rights.

For the year 2025, the Company held a total of one shareholders' meeting via electronic media (E-AGM), utilizing the electronic meeting system provided by OJ International Co., Ltd. in accordance with the Emergency Decree on Electronic Meetings, B.E. 2563 (2020). Shareholders were able to register for the meeting and submit questions or suggestions throughout the session. During the said meeting, no additional agenda items were added beyond those specified in the notice, a fact which is disclosed in every set of minutes. Furthermore, the voting and vote-counting procedures were announced prior to the meeting. For each agenda item, the Chairman provided an equal opportunity for shareholders to ask questions or express opinions for no less than one minute before voting. The results for "Approve," "Disapprove," and "Abstain" were disclosed for at least one minute per agenda and recorded in the minutes.

Additionally, in the past year, the Company did not convene any meetings for debenture holders. In the event that a debenture holders' meeting is held, the Company does not provide any incentives whether in the form of cash, gifts, or other benefits-to specific debenture holders to influence their voting in any particular direction.

8.3 Responsibility to the Shareholders

The Board of Directors is responsible for overseeing executives and employees in order to ensure that they work with integrity and awareness in performing their duties with responsibility. That way the shareholders can trust and accept that every decision is made fairly and takes into account the interests of shareholders, both major and minor.

Moreover, shareholders are able to exercise their right to maintain their benefits whether by giving comments or suggestions, and voting on key decisions. This includes the election of directors, the remuneration of directors, appropriation of profit and dividends which includes the appointment and remuneration of the auditor at the Shareholders' Meeting, provided that the Company discloses correct information according to the facts that can be verified, and set the remuneration of directors. The Board of

Directors shall propose to the shareholders to approve on a yearly basis and to present a policy on the remuneration of directors for consideration of the shareholders.

In 2025, the Company had no record of non-compliance or violations regarding treasury stock regulations, any actions hindering communication between shareholders, or the non-disclosure of shareholder agreements. Furthermore, the Company was not subject to any fines, criminal complaints, or civil legal actions by regulatory authorities, such as the Securities and Exchange Commission (SEC) or the Stock Exchange of Thailand (SET), concerning the following matters:

1. Equitable Treatment in Share Buybacks: Ensuring all shareholders are treated fairly and equally regarding treasury stock programs.
2. Shareholder Communication: Any actions preventing or restricting shareholders from communicating with one another.
3. Disclosure of Shareholder Agreements: Failure to disclose shareholder agreements that significantly impact the Company or other shareholders.

6.1.1 Policies and Guidelines for the Board of Directors

Since the Company operates a real estate business which includes other related management, the Board of Directors must have knowledge and expertise in various fields to drive and plan business operations with the Management Team. This can be seen from the Board Skill Matrix in section **6.1 Overview of Corporate Governance Policy.**

1. Qualifications and Appointment of Directors

The Company defines the qualifications of directors in accordance with the corporate governance code. The Nomination and Remuneration Committee considers the qualifications of directors from their profile, knowledge, and expertise, and then proposes them to the Shareholders' Meeting for approval. These requirements are also stipulated in the Charters of the Board of Directors and each Sub-committee. Further details are provided in Attachment 5.

2. Remuneration for Directors and Executives

Remuneration of the Board of Directors and executives is in accordance with the policy and the shareholder approval framework which is based on the proposal of the Nomination and Remuneration Committee (details of the remuneration for directors and executives are in section 7.4.2 Remuneration Policy for Managing Directors and Executives and 8.1.2 Remuneration for Directors).

3. Independence of the Board

Since the Board of Directors is the representative of the shareholders, the Board of Directors is responsible to perform their duties and be completely independent from the Management Team for the best interests of the Company and the shareholders as a whole. There is a clear separation of duties and responsibilities between the Board of Directors and the Management Team. The Board of Directors is responsible for setting policies and supervising the Company's operating systems in accordance with the policies, laws and ethics.

4. Director Development and New Director Orientation

The Board of Directors has established a policy to encourage continuous knowledge enhancement for all directors. Furthermore, an orientation for new directors is conducted upon every new appointment to provide essential information regarding the Company's business goals, overall business operations, and the roles and responsibilities of directors and to ensure a deeper understanding of the Company's business, new directors are provided with key documents, including the Annual Report (Form 56-1 One Report), minutes of meetings, Board and Sub-committee Charters, and various corporate policies. These materials are designed to ensure that directors clearly understand the Company's expectations regarding their roles, duties, and legal responsibilities, as well as the Company's corporate governance policies and practices. This comprehensive onboarding process ensures that all directors are well-prepared to perform their duties effectively and possess a thorough understanding of the Company's diverse operations.

The Company encourages the Board of Directors and senior management to attend seminars that are beneficial to their duties as well as regularly meeting and exchanging opinions with the Board of Directors and senior executives of different organizations. The courses that Company directors should at least attend are the courses of the Thai Institute of Directors Association (IOD). These include the Directors Certification Program (DCP), the Directors Accreditation Program (DAP), the Audit Committee Program (ACP), the Executive Development Program (EDP), and internal training or seminars by directors who are specialized in law and finance, etc. As presented in the Progress Report, Section 1.10: New Director Orientation and Section 1.11: Director and Senior Management Development.

5. Evaluation Performance of Directors

The Company requires an evaluation of the performance of the Board of Directors (both the Board as a whole and individuals) and subcommittees at least once a year, both individual and the committee board as a whole, so that the boards can jointly consider and further improve their own performance (details regarding the performance evaluation of directors are in section 6.1, Overview of Corporate Governance Guidelines).

6. Supervision of Subsidiaries and Affiliated Companies

The Company established a policy to supervise subsidiaries and affiliated companies to operate their business in the same direction and be aligned with the strategy and goals of the Company (The details regarding the supervision of subsidiaries and affiliates are in Section 8.1.3, Supervision of the Operations of Subsidiaries and Affiliated Companies).

6.1.2 Policies and Guidelines for Shareholders and Stakeholders

In addition to the good corporate governance policy, the Company also has other practice guidelines for shareholders and stakeholders. The Company supports the engagement of shareholders and stakeholders as follows:

1. Prior to the scheduled Annual General Meeting of Shareholders, the Company set criteria for minority shareholders to propose additional agenda items in advance of the Shareholders' Meeting. The Board of Directors will consider matters proposed by the shareholders as meeting agenda items. In the case where the Board of Directors rejects the proposed matters to be on the agenda, the Board of Directors must report the reasons to the Shareholders' Meeting.

2. Prior to the scheduled Annual General Meeting of Shareholders, the Company stipulated rules for minor shareholders to nominate persons for the office of director. The Board of Directors must ensure that the criteria is disclosed to shareholders in advance.

3. Prior to the scheduled Annual General Meeting of Shareholders, the Company allowed shareholders to submit questions in advance of the meeting date. The criteria for submitting questions was set in advance and was disseminated on the Company's website as well.

6.2 Code of Business Conduct

The Company established a Code of Business Conduct which is enforced for directors, executives and employees of the Company and all affiliated companies at all levels, whether such persons have signed acknowledgement or not. This Code of Conduct is an additional part of the Company's Articles of Association, regulations and notifications of the Company. If any messages in the Code of Conduct contradict the Articles of Association, or the regulations and notifications of the Company, the Code of Conduct shall be adhered to instead. The Company will notify the Code of Conduct to all employees during the new employee orientation for new directors, executives and employees. The Code of Conduct is also disseminated in the intranet system and the website of the Company to be easily accessible.

The Board of Directors must consider and review the Code of Conduct annually to determine whether there is anything that requires improvement or correction in accordance with the good corporate governance policy. The essence of the Company's

Code of Conduct is as follows:

- Must support the Company's policy and strictly comply with the Article of Associations, orders, agreements, notifications or circular notices of the Company which was announced to all employees.
- Must perform duties with honesty and fairness, as well as quickly reporting events that may cause damage to the Company's reputation and assets.
- Must perform duties with commitment and determination, uphold the rules, regulations and corporate governance of the Company. Must be a good role model for employees so that the Company is progressive and is in accordance with common decency.
- Must provide business documents, accounts, finances, and various reports and submit them to government agencies and other persons. They must be done carefully, in good faith, and must be recorded in accordance with the accounting method of the Company in compliance with the specified standards.
- Do not interrupt or take any actions that obstruct the proper operations of the Company's authorized personnel or issue any orders that cause employees to act in a wrong way or unethically.
- Do not break any civil or criminal laws that cause damage to oneself or others, whether intentionally or not.

For more information regarding the good corporate governance policy and the Code of Business Conduct, please visit the website: http://investor.origin.co.th/storage/download/company-policies/company-document/20200630-ori-policies-cg-policy-2020. -en.pdf

6.3 Major Changes and Developments of the Corporate Governance Code and Corporate Governance System in the Past Year

6.3.1 In February 2025, the Company approved, reviewed, and updated its corporate governance policies, practices, and systems

6.3.2 Other Practices in Accordance with Good Corporate Governance Principles

In 2025, the Company was rated excellent for the Corporate Governance Report of Thai Listed Companies from Institute of Directors Association (IOD) for the sixth year. This resulted from the commitment of the Board of Directors, all executives, and employees. The Company's best good practice guidelines other than the requirements are as follows:

- The Company must hold more than 6 meetings per year. In the past year, the Board of Directors held 8 meetings. A quorum must be more than 75% of the Board of Directors. The average attendance rate of the Board of Directors is more than 90%.

- Considered good corporate governance in accordance with the CG CODE. In 2025, the Company complied with the corporate governance principles but there were certain principles that the Company had not yet implemented. And It is as follows:
  1. Elect directors through cumulative voting: The Company still uses a majority vote to elect directors. Each shareholder has voting rights equal to the number of shares they hold. However, the Company provided complete information and profiles of all directors with opportunities for shareholders to nominate persons to be directors in advance at the Annual General Meeting of Shareholders.
  2. During the past year, the Company had no record of legal violations or non-compliance that resulted in criminal actions, civil sanctions, or administrative actions (such as late submission of financial statements). Furthermore, there were no actions that violated the regulations of regulatory authorities, such as the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC)

7 Corporate Governance Structure and Information about the Boards, Subcommittees, Executives

7.1 Corporate Governance Structure

In 2025, the Company's management structure was approved by the Board of Directors' Meeting No. 5/2024 which was held on November 14, 2024. It is as follows:



As of December 31, 2025, the structure of the Company's directors consists of the Board of Directors and 5 subcommittees, namely, the Audit Committee, the Nomination and Remuneration Committee, the Executive Committee, the Risk Management Committee and the Corporate Governance and Sustainability Committee.

7.2 Information about the Boards

7.2.1 Board Composition

The Company's policy regarding the "Composition and Appointment of the Board of Directors" is as follows:

1. Appointment by Shareholders: The appointment of directors shall be considered and approved by the shareholders.
2. The Board of Directors shall consist of a Chairman, a Vice Chairman (if any), and directors, in a number appropriate to the Company's business size and operational efficiency. The Board shall comprise at least five (5) members. At least two-thirds (2/3) of the total number of directors must be Independent Directors. At least one-half of the total number of directors must reside in the Kingdom of Thailand. Each director may hold a directorship in no more than five (5) listed companies.
3. The Board of Directors shall elect one director to serve as the Chairman, and may elect a Vice Chairman and other positions as deemed appropriate.
4. In the event that the Chairman is not an Independent Director. Independent Directors shall constitute no less than one-half of the Board; or If the proportion of Independent Directors is less than one-half, one Independent Director shall be appointed to jointly consider and determine the Board meeting agendas.

5. The appointment of directors must comply with the Company's Articles of Association and relevant laws. The process must be transparent and based on a thorough review of the candidates' educational backgrounds and professional experiences, provided in sufficient detail to facilitate informed decision-making by the Board and shareholders.
6. The Board structure shall emphasize diversity, including gender, age, race, nationality, professional skills, and specialized expertise aligned with the Company's business strategy. This includes a commitment to having at least two (2) female directors.

Qualifications of the Board of Directors

The qualifications of the directors recruited by the Company must align with the Company's business strategies, as follows:

1. Directors must possess the requisite knowledge, capabilities, and integrity, upholding high business ethics. They must be able to dedicate sufficient time to contribute their expertise and perform their duties for the Company effectively.
2. Directors must possess the qualifications and not have any prohibited characteristics under the Public Limited Companies Act and other relevant laws. Furthermore, they must not exhibit characteristics indicating a lack of suitability to be entrusted with the management of a public-owned business, as prescribed by the Capital Market Supervisory Board.
3. A director may hold directorships in other listed companies; however, the total number shall not exceed five (5) listed companies. This must strictly comply with the guidelines set by the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET).
4. A director shall not engage in any business of the same nature as and in competition with the Company's business. This includes not becoming a partner in an ordinary partnership, an unlimited liability partner in a limited partnership, or a director of a private or other company operating a business of the same nature and in competition with the Company, whether for their own benefit or the benefit of others, unless the shareholders' meeting is notified prior to the appointment resolution.
5. Independent Directors must meet the independence criteria prescribed by the Capital Market Supervisory Board. They must be able to protect the interests of all shareholders equitably, prevent conflicts of interest, and attend Board meetings to provide independent and unbiased opinions.

7.2.2 Information on Individual Directors and Controlling Persons

The Board of Directors

Name	Position
1. Mr. Chatchai Payuhanaveechai	Chairman of the Board of Directors, Member of the Executive Committee, Member of the Corporate Governance and Sustainability Committee
2. Mr. Niwat Lamunpandh	Director
3. Mr. Peerapong Jaroon-ek	Director, Chief Executive Officer, Member of the Nomination and Remuneration Committee
4. Mrs. Arada Jaroon-ek	Director, President, Member of the Corporate Governance and Sustainability Committee
5. Mr. Sahas Treetipbut	Independent Director, Chairman of the Audit Committee, Chairman of the Risk Management Committee, Member of the Nomination and Remuneration Committee
6. Air Chief Marshal Bureerat Ratanavanich	Independent Director, Member of the Audit Committee, Chairman of the Nomination and Remuneration Committee
7. Mr. Chinapat Visuttipat	Independent Director, Member of the Audit Committee, Chairman of the Corporate Governance and Sustainability Committee
8. Ms. Kanokpailin Wilaikaew	Directors, Member of the Executive Committee,
9. - The recruitment process to replace the resigned director is currently underway. - (Mr. Mayta Chanchamcharat resigned, effective December 1, 2025)	

Miss Karima Jaroonsakunwong is the Board Secretary.

The authorized directors of the Company are Mr. Peerapong Jaroon-ek, Mrs. Arada Jaroon-ek, Miss Kanokpailin Wilaikaew, and Mr. Niwat Lamunpandh. Any two of these four directors are authorized to jointly sign and affix the Company's common seal.

As of the end of 2025, the Company established a strategic plan to enhance Good Corporate Governance. The objective is to appoint an Independent Director as the Chairman of the Board by 2028 through qualification adjustments and a leadership transition plan. This initiative aims to strengthen the Checks and Balances mechanism and elevate the quality of decision-making for the maximum benefit of all shareholders. Currently, the Board of Directors consists of nine (9) seats, with one (1) position currently undergoing the recruitment process to replace a director who resigned this past December. Every director possesses professional skills, specialized expertise, and represents diversity in gender and age, without restrictions on race or nationality. Furthermore, no director holds a directorship in more than five (5) listed companies.

The Company has three (3) Independent Directors, representing 33.33% of the Board. One (1) additional director is currently undergoing qualification adjustments to be appointed as an Independent Director by 2028. In total, there are five (5) Independent and Non-Executive Directors, accounting for 55.56% of the Board. This structure enables the Board to provide independent oversight of management's performance. There are four (4) Executive Directors. Additionally, there are two (2) female directors, representing 22.22% of the total board members. None of the directors serve as representatives of major shareholders, business partners, or customers.

In governing the Company's operations, beyond compliance with relevant laws, objectives, and the Company's Articles of Association, as well as the resolutions of the Extraordinary General Meeting of Shareholders No. 8/2014 held on November 10, 2014, the Board of Directors' Meeting No. 8/2025 held on November 14, 2025, resolved to approve the revision of the Board of Directors' Charter as follows:

(1) Period of Holding the Position

At each Annual General Meeting, one-third of the directors are required to retire from their position. If the number of directors is not divisible by three, the number of directors closest to one-third are required to retire from their position. Directors who retire from their position in the first and second year after the registration of the Company will be chosen by random draw. After that, directors who have held the position for the longest period of time will retire. Directors that retire may be re-elected by the shareholders.

Besides retirement by rotation, directors will be removed from their position due to:

1. Death
2. Resignation
3. Unqualified or disqualified for legal reasons Loss of qualifications or possession of prohibited characteristics as specified in this Charter, the Public Limited Companies Act, the Securities and Exchange Act (including any amendments), or relevant notifications of the Office of the Securities and Exchange Commission (SEC);
4. Removal by a resolution of the shareholders' meeting. Such resolution requires a vote of not less than three-fourths (3/4) of the shareholders present and eligible to vote, who collectively hold at least one-half of the total shares held by the shareholders present and eligible to vote;
5. Removal by a court order.

7.2.3 Roles, Duties, and Responsibilities of the Board of Directors

The Company has defined the "**Scope of Authority, Duties, and Responsibilities of the Board of Directors**". Beyond acting as the shareholders' representatives, the Board's authority and responsibilities are governed by law, the Company's Articles of Association, and shareholders' resolutions, including the following:

1. Perform duties in compliance with laws, objectives, the Company's Articles of Association, Board resolutions, and shareholders' resolutions with accountability, prudence, and integrity (Duty of Care and Loyalty).
2. Review, monitor, and approve the Vision, business strategies, business direction, policies, goals, operational plans, and budgets of the Company and its subsidiaries, as prepared by the Executive Committee and Management.

3. Oversee the administration and management of the Executive Committee, Chief Executive Officer (CEO), Management, or any persons assigned such duties to ensure they align with the defined policies, plans, and budgets effectively and efficiently.
4. Continuously monitor the Company's performance to ensure consistency with operational plans and budgets.
5. Ensure that the Company and its subsidiaries implement appropriate and efficient accounting systems, internal control systems, and internal audit systems.
6. Ensure the preparation of financial statements at the end of the fiscal year, audited by the auditor, and present them to the shareholders' meeting for consideration and approval.
7. Review and approve the selection, nomination, and remuneration of the auditor as proposed by the Audit Committee, prior to presenting to the Annual General Meeting (AGM) for approval.
8. Establish a written Corporate Governance policy and ensure its effective implementation to ensure fairness to all stakeholders.
9. Determine the enterprise-wide Risk Management policy and oversee the systems or processes to manage risks, including mitigation measures and control methods to minimize impacts on the Company's business.
10. Approve the appointment of qualified individuals without prohibited characteristics under the Public Limited Companies Act B.E. 2535, the Securities and Exchange Act B.E. 2535 (including amendments), and relevant regulations, to fill vacancies arising from reasons other than retirement by rotation. Also, endorse the appointment of directors to replace those retiring by rotation and determine their remuneration for shareholders' approval.
11. To consider and determine the management structure, with the authority to appoint the Executive Committee, the Chief Executive Officer (CEO), and other sub-committees as appropriate. This includes defining the scope of authority and duties of the Executive Committee, the CEO, and various sub-committees appointed to assist and support the Board of Directors in performing its duties. However, the delegation of authority within the defined scope must not be in a manner that enables the CEO or the sub-committees to consider and approve transactions in which they may have a conflict of interest, a vested interest, or any other conflicts of interest with the Company or its subsidiaries (if any); except for the approval of transactions that comply with the policies and criteria previously considered and approved by the Board of Directors.
12. Approve asset acquisition or disposal transactions (Material Transaction: MT) and/or related party transactions (RPTs), except where shareholder approval is required by law or regulations of the Capital Market Supervisory Board and the SET.
13. To ensure the establishment of a written Corporate Governance Policy and an Anti-Corruption Policy covering all forms of corruption for the Company, its subsidiaries, and/or associated companies, in accordance with good governance principles. These policies shall, at a minimum, comply with the guidelines prescribed by the Stock Exchange of Thailand (SET) and/or the Office of the Securities and Exchange Commission (SEC). Furthermore, such policies must be implemented effectively to ensure that the Company, its subsidiaries, and/or associated companies maintain accountability and provide fair treatment to all groups of stakeholders.
14. To consider and appoint representatives to serve as directors and executives in subsidiaries and/or associated companies that operate core businesses, at least in proportion to the shareholding percentage in such subsidiaries and/or associated companies. This requirement is subject to any restrictions under other laws or conditions of joint ventures with the public sector, or any other cases as prescribed by the Securities and Exchange Law, notifications of the Capital Market Supervisory Board, or regulations of the Stock Exchange of Thailand. In this regard, the directors and executives of the aforementioned subsidiaries and/or associated companies who are appointed or nominated must possess the qualifications, roles, and responsibilities as stipulated by the relevant laws, and must not possess any untrustworthy characteristics as per the notification of the Securities and Exchange Commission (SEC) regarding the determination of untrustworthy characteristics for company directors and executives.
15. Directors are responsible for reporting their own conflicts of interest and those of their related persons to the Company. Additionally, a reporting requirement shall be established for High-Level Executives and their related persons to notify the Board of Directors regarding any trading of the Company's shares at least one business day in advance of the transaction. The Company Secretary shall be assigned to report every change in shareholding and provide a summary of securities holdings to the Board of Directors.

16. To monitor and supervise the management and operations of the Company, its subsidiaries, and/or associated companies to ensure compliance with the Company's policies, relevant business laws, as well as the Securities and Exchange Law, notifications of the Capital Market Supervisory Board, and regulations of the Stock Exchange of Thailand.
17. To delegate authority to one or more directors or any other person to act on behalf of the Board of Directors, under the Board's supervision. The Board may grant such authority as it deems appropriate and within a specified timeframe, and reserves the right to cancel, revoke, change, or amend such delegation at its discretion. However, such delegation of authority must not enable the authorized person to consider and approve transactions in which they or any person with a potential conflict of interest, vested interest, or any other conflicts of interest may have with the Company, its subsidiaries, and/or associated companies, as defined by the notifications of the Capital Market Supervisory Board, the Stock Exchange of Thailand, and/or any other relevant regulatory authorities. An exception is made for the approval of transactions that strictly comply with the policies and criteria previously considered and approved by the Board of Directors. The authority to approve important transactions of the Board of Directors is summarized as follows:
    - Spending from the investment budget and operating expenses shall not exceed 10% of the annual budget or not exceed 10,000,000 Baht (whichever one is less).
    - Purchasing land for property development projects in accordance with the Board of Directors approved budget. It shall not exceed 400,000,000 Baht.
    - Hiring contractors to develop real estate projects in accordance with the Board of Directors approved budget. It shall not exceed 400,000,000 Baht.
    - Purchasing construction materials and other materials for property development according to the Board of Directors approved budget. It shall not exceed 60,000,000 Baht.
    - Hiring a construction consultant to oversee a project in accordance with the Board of Directors approved budget. It shall not exceed 20,000,000 Baht
18. Anti-competitive agreement performance governance between the Company and Britania Company Limited ("BRI") ("Anti-competitive Agreement")
    A. When an opinion is submitted from Audit Committee, Board of Directors shall be responsible for the governance of Anti-competitive Agreement performance between the Company and BRI by considering the Audit Committee's opinion for the consideration.
    B. In the case that Board of Directors, by Directors with no conflict of interest, consider that the agreement amendments will not lead to competition between the Company and/or the companies in the Company Group (as defined in Anti-competitive Agreement) with BRI and/or BRI Company Group (as defined in Anti-competitive Agreement), the Board of Directors may still consider amending the agreement. However, if the Board of Directors considers that the amendment will lead to business competition, the Board of Directors will consider not amending the Agreement.
    C. In the event of termination of the Agreement under the conditions set forth in Anti-competition Agreement, when the Board of Directors by the Directors with no conflict of interest has considered that the event is in accordance with the provision in the Anti-competitive Agreement, the Board of Directors shall issue a notice to the other party upon acknowledgement of the Agreement termination and notify SET of the termination thereafter.
19. Supervision of compliance with non-competition agreement between the Company and Primo Service Solution Company Limited ("PRI") ("Non-Competition Agreement")
    A. When opinions are sent from the Audit Committee, the Board of Directors is responsible for overseeing compliance with the non-competition agreement between the Company and PRI by considering the opinions of the Audit Committee.
    B. In the case where directors who have no conflict of interest considered that the contract amendment would not cause competition between the Company and/or the Company Group's subsidiaries (according to the definition set out in the non-competition agreement) with PRI and/or PRI group's subsidiaries (according to the definition set out in the non-competition agreement), the Board of Directors may consider amending the contract further. If the Board of Directors considers that the contract amendment will create business competition, the Board of Directors will consider not to amend the contract.

C. In the case that the contract termination occurs according to the conditions specified in the non-competition agreement, when the directors who have no conflict of interest considered that the contract termination was as specified in the non-competition agreement, the Board of Directors shall prepare a written notice to the other contracting party when being aware of the contract termination and inform the contract termination to the Stock Exchange.

20. Supervision of compliance with non-competition agreement between the Company and Origin Hotel Company Limited ("OHT") ("Non-Competition Agreement")
    A. When opinions are sent from the Audit Committee, the Board of Directors is responsible for overseeing compliance with the non-competition agreement between the Company and OHT by considering the opinions of the Audit Committee.
    B. In the case where directors who have no conflict of interest considered that the contract amendment would not cause competition between the Company and/or the Company Group's subsidiaries (according to the definition set out in the non-competition agreement) with OHT and/or OHT group's subsidiaries (according to the definition set out in the non-competition agreement), the Board of Directors may consider amending the contract further. If the Board of Directors considers that the contract amendment will create business competition, the Board of Directors will consider not to amend the contract.
    C. In the case that the contract termination occurs according to the conditions specified in the non-competition agreement, when the directors who have no conflict of interest considered that the contract termination was as specified in the non-competition agreement, the Board of Directors shall prepare a written notice to the other contracting party when being aware of the contract termination and inform the contract termination to the Stock Exchange.

Based on the monitoring of compliance with the Non-Compete Agreement in 2025, the Company confirms that there are no conflicts of interest and no business competition between the Company and its group companies (BRI, PRI, OHT) that would violate the intent of the agreement. Furthermore, the Company remains committed to creating synergy within clearly defined business scopes, aiming to generate long-term added value for its shareholders.

Roles and Responsibilities of the Chairman

1. To supervise, monitor, and ensure that the Board of Directors performs its duties effectively and achieves the organization's primary objectives and goals.
2. To ensure that all directors participate in fostering an ethical corporate culture and promoting good corporate governance.
3. To determine the agenda for Board meetings, ensuring that significant matters and those within the Board's authority are appropriately included.
4. To allocate sufficient time for the management to present matters and for directors to thoroughly discuss key issues. This includes encouraging directors to exercise prudent judgment and express their opinions independently.
5. To oversee and ensure transparent information disclosure and management in cases involving conflicts of interest.
6. To promote and foster effective cooperation among the Board of Directors, the Management, and the Company Secretary, ensuring that all parties work together smoothly and efficiently.
7. To act as the representative of the Board of Directors in communicating the Company's significant information, as well as building and maintaining positive relationships with shareholders and stakeholders.
8. To serve as the Chairman of the Meeting, ensuring that sufficient time is allocated for each agenda item to allow directors to discuss and express their opinions independently on key issues, while taking into account the fair interests of shareholders and all concerned parties.

Board of Directors' Meetings

1. The Board shall convene at least six times per year, with a predetermined annual schedule. Extraordinary meetings may be convened as necessary to address urgent matters. Each director is required to attend no less than three-quarters (75%) of the total number of meetings held during the year.
2. The Chairman of the Board and the Chairman of the Executive Committee are responsible for overseeing and approving

the meeting agendas. In the event that the Chairman is not an independent director and the Board consists of independent directors totaling less than half of the entire Board, an independent director shall be appointed to jointly participate in determining the meeting agenda.

3. A quorum for a Board meeting requires the presence of at least half of the total number of directors, which must include at least one independent director. If the Chairman is absent or unable to perform their duties, the Vice-Chairman shall preside over the meeting. In the absence of a Vice-Chairman, or if they are unable to perform their duties, the directors present shall elect one among themselves to act as the Chairman of the meeting. Resolution and Decision-making: Decisions of the Board shall be reached by a majority vote.
4. Each director is entitled to one vote on any matter brought before the Board. However, any director who has a conflict of interest in a particular matter is prohibited from exercising their voting right on that subject. In the event of an equality of votes (a tie), the Chairman of the meeting shall cast an additional deciding vote to resolve the matter.
5. To ensure transparency and objectivity, any director who holds a significant interest in a matter under deliberation must excuse themselves and leave the meeting room during the discussion and voting process for that specific agenda item.
6. The Company Secretary is responsible for distributing the notice of the meeting, along with the agenda and all relevant supporting documents, to all directors at least seven days in advance. This notice period is intended to allow directors sufficient time to review and study the information prior to the meeting. Furthermore, a tentative annual meeting schedule is communicated to the Board at the end of the preceding year or the beginning of the current year. Meetings are typically scheduled for the third week of the designated month, though dates may be adjusted or additional meetings convened as deemed appropriate.
7. Resolutions shall be passed by a majority vote. Any director who objects to a resolution may request that their dissent be formally recorded in the minutes of the meeting.
8. In considering any matter, directors have the right to request access to or review relevant documents. Furthermore, they may request that relevant members of the management team attend the meeting to provide additional information and detailed explanations.
9. The Company Secretary is responsible for recording and preparing the minutes of the meeting within 14 days. They are also tasked with maintaining the minutes and all supporting documents. Additionally, the Company Secretary shall provide support and follow up to ensure that the Board's actions comply with the law, the Company's Articles of Association, and shareholder resolutions, while coordinating effectively with all relevant parties.

7.3 Subcommittees

7.3.1 Audit Committee

As of December 31, 2025, the board of the Audit Committee was composed of 3 independent committee members. They are as follows:

Name	Position
1. Mr. Sahas Treetipbut	Independent director and Chairman of the Audit Committee
2. Air Chief Marshal Bureerat Ratanavanich	Independent director and Audit Committee
3. Mr. Chinapat Visuttipat	Independent director and Audit Committee

The Secretary of the Audit Committee is Ms. Kanokpailin Wilaikaew.

However, Mr. Sahas Treetipbut and Mr. Chinapat Visuttipat is an Audit Committee member who is competent and has adequate experience to review the credibility of the Company's Financial Statements.

In accordance with the principles of corporate governance, and in addition to conducting business in compliance with relevant laws, the Company's objectives and articles of association, as well as the resolutions of the Extraordinary General Meeting of Shareholders No. 8/2014 held on November 10, 2014 and as subsequently amended by the Board of Directors' Meeting No. 8/2025

on November 14, 2025 the Board has resolved to approve the revised Audit Committee Charter as follows:

(1) Period of Holding the Position

The Audit Committee members hold the position for the same length of time as members of the Board of Directors. Audit Committee members who retire by rotation may be re-elected. In the case that a position on the Audit Committee is vacant due to any reason other than retire by rotation, a well-qualified person shall be appointed as a replacement in order to have a sufficient number of members on the Audit Committee as defined by the Board of Directors. The authorized person will perform the duties of the Audit Committee member that was replaced for the remainder of the previous Audit Committee member's term. The Audit Committee members shall hold office for a term of three (3) years each, with a maximum limit of three (3) consecutive terms. Furthermore, the term of office as an Audit Committee member must be consistent with the term of office as a member of the Board of Directors.

(2) Scope of authority, Duties and Responsibilities of the Audit Committee

1. Authority of the Audit Committee

1.1 In the performance of its duties, the Audit Committee shall have access to information and receive cooperation from management. The Committee shall also have the authority to examine and investigate relevant persons in order to obtain additional clarity and information within the scope of its authority and responsibilities

1.2 The Audit Committee shall have the authority to engage external experts, such as accounting or financial advisors, to provide opinions in support of its considerations or to assist with audit activities, as deemed necessary by the Committee. The Company shall be responsible for any expenses incurred in this regard.

2. Duties of the Audit Committee

2.1 To review and ensure that the Company's financial reports are accurate, complete, and prepared in accordance with applicable accounting standards, financial reporting standards, and relevant legal requirements, with sufficient and transparent disclosure. The Committee's responsibilities in this area shall include:

1) Reviewing the Company's key accounting policies and any significant changes thereto, in order to assess their appropriateness, potential impact on the Company, and compliance with generally accepted accounting standards.
2) Assessing the reasonableness and impact of material transactions presented in the financial statements, including non-recurring or unusual items and the assumptions used by management in preparing financial estimates.
3) Reviewing other information related to financial reporting, such as the external auditor's report, internal audit reports, risk management reports, and governance-related disclosures.
4) Reviewing the disclosures included in quarterly and annual financial statements, as well as any other relevant reports, including management discussion and analysis (MD&A), pending litigation, and potential future obligations.
5) Reviewing management's procedures for disclosing information to analysts and the media, to ensure that such disclosures are consistent with information released to the public.

2.2 To review and ensure that the Company maintains an appropriate and effective internal control system and internal audit function, as well as to assess the independence of the internal audit unit. The Audit Committee shall also be responsible for approving the appointment, transfer, or dismissal of the Head of Internal Audit. The Committee's responsibilities in this regard shall include:

1) Reviewing reports prepared by the internal audit unit, external auditor, and, if applicable, regulatory authorities, and monitoring the Company's implementation of recommendations contained therein-particularly those related to operational risks, information technology risks, and anti-corruption controls.
2) Granting approval for the appointment, reassignment, or dismissal of the Head of Internal Audit, and evaluating the independence of the internal audit function. The Committee shall also hold at least one meeting annually with the Head of Internal Audit without management present, to discuss any constraints that may impair the function's independence.
3) In cases where internal audit services are outsourced to an external provider, the Audit Committee shall review and approve the selection and remuneration of such provider.

4) Reviewing and evaluating the annual internal audit plan to ensure alignment with the Company's risk profile and business objectives.
5) Monitoring the execution of the internal audit plan, as approved by the Audit Committee, and ensuring that internal audit activities are carried out as intended.
6) Assessing the overall performance of the internal audit unit or the external provider delivering internal audit services.
7) Reviewing the level of cooperation and coordination between the internal audit unit and the external auditor.

2.3 To review and ensure the Company's compliance with the Securities and Exchange Act, the regulations of the Office of the Securities and Exchange Commission (SEC), and other applicable laws and regulations relevant to the Company's business operations.

2.4 To review related-party transactions or transactions that may involve a conflict of interest, to ensure that they are conducted in compliance with applicable laws and the regulations of the Office of the Securities and Exchange Commission (SEC), and to ensure that such transactions are reasonable and in the best interests of the Company.

2.5 To consider, select, nominate, and recommend the appointment or dismissal of the external auditor, as well as to propose the auditor's remuneration to the Board of Directors for further recommendation to the shareholders' meeting.

2.6 To review the independence of the external auditor-particularly with respect to the auditor's relationship with the Company and its subsidiaries, as well as any non-audit services provided by the audit firm. The Audit Committee shall also arrange to meet with the external auditor at least once a year without the presence of management.

2.7 To discuss and request the external auditor to highlight key audit matters and report such issues to the Audit Committee during its deliberation on the audited financial statements. The Committee shall also discuss with the external auditor the scope, methodology, and timeline of the audit; the impact of any significant changes in the Company's accounting policies (if applicable); material audit adjustments proposed by the auditor; and management's responses to the auditor's recommendations.

2.8 To review any irregularities identified by the external auditor, including issues and recommendations presented in the auditor's Management Letter to management, and to discuss with management the appropriate corrective actions and remediation plans.

2.9 In situations where a company's auditor identifies or reports potential violations of the Securities Act (No. 4) B.E. 2551 by a director, manager, or other responsible individual, the company is obligated to conduct an investigation and report the preliminary findings to the Securities and Exchange Commission (SEC) within 30 days of the auditor's notification.

2.10 To prepare the Audit Committee's report for disclosure in the Company's annual report, which shall include at a minimum the information required under the regulations of the Office of the Securities and Exchange Commission (SEC).

2.11 To review and ensure that the Company has an appropriate and effective risk management process in place. The Audit Committee shall assess the adequacy and suitability of the Company's strategic risk integration to support sustainable growth and long-term value creation.

2.12 To support the Risk Management Committee and the Board of Directors in overseeing the Company's overall risk management framework, ensuring that risk management practices are aligned with the Company's operations. The Audit Committee shall also consider risks affecting all relevant stakeholders and parties comprehensively.

2.13 To review and ensure that management continuously implements and improves corporate governance policies and practices in a manner that is appropriate and aligned with the Company's business. The Committee shall also oversee the establishment of systems and the development of mechanisms for integrating corporate governance principles into management processes, with the goal of fostering sustainable organizational growth.

2.14 To review the Company's operational practices to ensure alignment with its anti-corruption policy and measures. The Committee shall also review the self-assessment based on the guidelines of the Thai Institute of Directors (IOD) to ensure that the Company's anti-corruption framework is adequate and effective.

2.15 To review the summary of findings from fraud investigations and to consider appropriate preventive measures. The Committee shall also review the Company's internal procedures for whistleblower reporting and the handling of complaints.

2.16 To review and approve the internal audit charter at least annually to ensure it accurately reflects the internal audit activity's purpose, mandate and responsibility, and appropriate for the Company's environment.

2.17 Oversight of compliance with the non-compete agreement between the Company and its listed subsidiaries (the "Non-Compete Agreement").

(a) In cases where an opinion is requested by the Executive Committee, the Audit Committee shall oversee compliance with the Non-Compete Agreement between the Company and its subsidiaries listed on the Stock Exchange of Thailand, taking into consideration the Executive Committee's opinion and the details provided.

(b) In performing its duties under (a), the Audit Committee shall submit the matter to the Board of Directors for consideration, together with its opinion as to whether the proposed actions by the Executive Committee would result in any business competition between the Company and/or its affiliated companies (as defined under the Non-Compete Agreement), and the listed subsidiaries and/or affiliated companies of the listed subsidiaries (as defined in the same Agreement). The Audit Committee may, at its discretion, engage an independent expert to conduct a supplementary review and analysis as deemed necessary, with all related expenses to be borne by the Company.

2.18 To perform any other duties as assigned by the Board of Directors.

3. Responsibility of the Audit Committee

The Audit Committee is accountable to the Board of Directors for the duties delegated to it by the Board. However, overall responsibility for all corporate activities in relation to external parties remains with the Board of Directors as a whole.

In 2025, the Audit Committee performed its oversight duties to ensure the Company's strict compliance with the non-competition agreements between the Company and its listed subsidiaries. In collaboration with the Executive Committee, the Audit Committee reviewed and verified information to ensure that the Group's business operations remained within the defined scope and were free from any conflicts of interest.

The Audit Committee is of the opinion that, during the past year, there were no actions or requests for contract amendments that constituted business competition. The deliberation process was conducted with transparency, based on comprehensive data analysis, and with primary consideration for the best interests of the Company and its shareholders, in accordance with the principles of Good Corporate Governance."

7.3.2 Nomination and Remuneration Committee

The resolution of the Board of Directors meeting No.2/2015, held on February 28, 2015, approved the appointing of the Nomination and Remuneration Committee and the scope of that committee's duties, authority and responsibilities. They are as follows:

As of December 31, 2025, the Nomination and Remuneration Committee was composed of 4 committee members. They are as follows:

Name	Position
1. Air Chief Marshal Bureerat Rattanavanich	Chairman of the Nomination and Remuneration Committee
2. Mr. Sahas Treetipbut	Nomination and Remuneration Committee
3. Mr. Peerapong Jaroon-ek	Nomination and Remuneration Committee

The Secretary of the Nomination and Remuneration Committee is Miss Karima Jaroonsakunwong.

The Board of Directors' Meeting No. 2/2015 held on February 28, 2015 as subsequently reviewed by the Board of Directors' Meeting No. 5/2024 on November 14, 2024 has reviewed and updated the Charter and the Scope of Duties and Responsibilities of the Nomination and Remuneration Committee as follows:

(1) Period of Holding the Position

The rotation of retirement regulations of the Board of Directors is applied to the board of the Nomination and Remuneration Committee. The Nomination and Remuneration Committee members who retire by rotation may be re-elected. In the case that a position on the Nomination and Remuneration Committee is vacant due to reasons other than retirement by rotation, a well-qualified person shall be appointed to fill the vacancy in order to have a sufficient number of Nomination and Remuneration Committee members as defined by the Board of Directors. An authorized person will resume the duties of the Nomination and Remuneration Committee member they replaced for the remainder of the previous Nomination and Remuneration Committee member's term.

(2) The Scope of authority, Duties and Responsibilities of the Nomination and Remuneration Committee

The Board of Directors has delegated to the Nomination and Remuneration Committee the authority, duties, and responsibilities to recruit key personnel essential to the Company's operations. This includes determining appropriate remuneration based on the performance of directors and executives. The key duties and responsibilities of the Nomination and Remuneration Committee are as follows:

Nomination

1. Establish policies, criteria, and procedures for the recruitment of the Board of Directors, Sub-committees, and Chief Executive Officer (including the top four executive positions).
2. Determine the criteria and procedures for the recruitment and appointment of senior executives in collaboration with the Chief Executive Officer.
3. Review the structure, size, and composition, as well as define the qualifications for the Board of Directors and Sub-committees to ensure alignment with the Company's strategies and changing circumstances.
4. To recruit, select, and nominate qualified candidates with the appropriate knowledge and expertise for the positions of Company Directors, Sub-committee members, and the Chief Executive Officer (including the top four executive positions). This process includes a thorough background check to ensure that the candidates possess all the qualifications required by relevant laws and do not have any characteristics prohibited by laws related to the Company's business operations. Furthermore, the Committee shall ensure that shareholders are provided with sufficient information regarding the nominated candidates to support their decision-making process.
5. Oversee the preparation of a Succession Plan to ensure preparedness for the succession of the Chief Executive Officer and senior executives in the event of retirement, resignation, or inability to perform duties, thereby ensuring business continuity. The Nomination and Remuneration Committee shall report the progress of the Succession Plan to the Board of Directors for acknowledgment on a regular basis, at least once a year. This includes supervising the organization's human resources management and development to ensure an appropriate headcount, knowledge, skills, experience, and motivation.
6. Review the criteria and procedures for the recruitment of directors for proposal to the Board of Directors prior to the recruitment of directors whose terms are due to expire.
7. Assess the independence of each Independent Director to ensure that the Company's Independent Directors possess all the required qualifications.
8. In the event that the Nomination and Remuneration Committee nominates retiring directors for re-election, the Committee shall evaluate the performance of said directors. Their performance results, contributions, as well as their attendance record at Board and shareholder meetings, shall be presented to the shareholders for consideration.
9. Consider the format and develop development plans for the Board of Directors, Sub-committees, and the Chief Executive Officer. This is to enhance the knowledge of both current and newly appointed personnel, ensuring a clear understanding of the Company's business, roles and responsibilities, and significant developments such as economic and industry conditions, as well as rules and laws relevant to the Company's business operations.
10. Perform other tasks as assigned by the Board of Directors, subject to the approval of the Nomination and Remuneration Committee.

Remuneration

1. Review and establish policies and criteria for determining the remuneration and other benefits (whether in the form of cash, securities, or otherwise) for the Board of Directors, Sub-committees, and senior executives. These shall be proposed to the Board of Directors' meeting and/or the Shareholders' meeting for further consideration and approval, as the case may be. The directors' remuneration should be comparable to industry standards. Furthermore, the criteria for determining the Chief Executive Officer's remuneration must be aligned with the Company's primary objectives and goals, as well as its long-term interests.
2. Establish policies and criteria for the performance evaluation of the Board of Directors, the Audit Committee, and senior executives to determine annual remuneration, and present them to the Board of Directors for approval.
3. Disclose the policies and criteria for determining remuneration and other benefits, and prepare a remuneration report to be included in the Company's annual report.
4. Perform other tasks as assigned by the Board of Directors, subject to the approval of the Nomination and Remuneration Committee.
5. The Nomination and Remuneration Committee is responsible for reviewing and proposing amendments to its scope of authority, duties, and responsibilities to the Board of Directors for consideration, ensuring they remain consistent with changing circumstances.

7.3.3 Executive Committee

As of December 31, 2025, the Company's Executive Committee was composed of 7 members. They are as follows:

Name	Position
1. Mr. Niwat Lamunpandh[1]	Chairman of the Executive Committee
2. Mr. Peerapong Jaroon-ek	Executive Director
3. Mrs. Arada Jaroon-ek	Executive Director
4. Mr. Pitipong Trinurak	Executive Director
5. Mr. Kreingkrai Kreebongkan	Executive Director
6. Ms. Kanokpailin Wilaikaew	Executive Director

Remarks: [1] He was appointed as Chairman of the Executive Committee on February 28, 2025.

The Secretary of the Executive Committee is Miss Karima Jaroonsakunwong.

(1) Period of Holding the Position

Executive committee members are not restricted by retirement. In the case that a position on the Executive Committee is vacant, the Board of Directors shall appoint a well-qualified person to be a member of the Executive Committee in order to have a sufficient number of members on the Executive Committee as defined by the Board of Directors.

(2) The Scope of authority and Responsibilities for the Executive Committee

The resolution of the Board of Directors for the Public Company Meeting No.1/2014, held on November 10, 2014, and the resolution of the Board of Directors for the Public Company Meeting No.6/2021, held on July 8, 2021, approved the following scope of duties, authority, and responsibilities of the Executive Committee.

1. The Executive Committee has the duty to manage the Company's operations in accordance with the Company's purpose. The operations must be in accordance with the policies and regulations that are relevant to the Company's operations or any order that the Board of Directors have defined. The Executive Committee is responsible for considering all agenda items that are proposed to the Board of Directors for consideration or approval.

2. The Executive Committee is responsible for making the vision statement, business strategies, the direction of business, business policies, targets, guidelines, operation plans, and budget for the Company and its subsidiaries in order to be proposed to the Board of Directors for approval.
3. The Executive Committee monitors and follows up on the business operations and management guidelines of the Company to be effectively aligned with the Board of Directors' instructions.
4. The Executive Committee has the authority to approve the Company's capital expenditures for investments or business operations in order to secure loans and have credibility with financial institutions in order to borrow money. This includes being a guarantor for the Company's ordinary business transactions. The budget framework must be in accordance with the approval of the Board of Directors.

   Thus, the authority of the Executive Committee for the approval of transactions is described as follows:
   - Spending from the investment budget or operating expenses shall not exceed 10% of the annual budget or not exceed 10,000,000 Baht (whichever one is less).
   - Purchasing land for property development projects in accordance with the Board of Directors approved budget. It shall not exceed 400,000,000 Baht.
   - Hiring contractors to develop real estate projects in accordance with the Board of Directors approved budget. It shall not exceed 400,000,000 Baht.
   - Purchasing construction material and other materials for property development according to the Board of Directors approved budget. It shall not exceed 60,000,000 Baht.
   - Hiring a construction consultant to oversee a project in accordance with the Board of Directors approved budget. It shall not exceed 20,000,000 Baht
5. The Executive Committee must report the results of the following operations to the Board of Directors.
   - Prepare quarterly reports regarding the Company's performance within the timeframe specified by the Stock Exchange of Thailand.
   - Prepare a report of the auditors concerning the financial statements which includes the annual budget and the quarterly financial status within the timeframe specified by the Stock Exchange of Thailand.
   - Any other reports that the Executive Committee deems necessary.
6. The Executive Committee meeting considers any actions in accordance with the duties and responsibilities specified in the scope of duties and responsibilities of the Executive Committee. The meeting must consist of no less than two thirds of all the executive directors. This will be considered a quorum in order to be able to perform any such actions.
7. In regards to casting votes, each Executive Committee member has 1 vote. In the case that there is an even number of votes cast, the Chairman of the Executive Committee shall cast another vote to reach a decision.
8. The resolution of any agenda items in the Executive Committee meeting must be approved and agreed upon (as the case may be) by more than half of all the votes from the Executive Committee members that attend the meeting.
9. Set up an appropriate Executive Committee meeting schedule when necessary. Any Executive Committee member can call for a special meeting outside the schedule. However, other Executive Committee members must be informed far enough in advance in order to be able to attend the required meeting.
10. The Executive Committee will appoint a person or a group of people to consider all the matters that must be proposed to the Board of Directors or carry out any duties that benefit the performance of the Board of Directors or act on behalf of the Board of Directors within the authority of that board member.
11. The Executive Committee has the authority to pass authority on and/or assign others to act on behalf of Executive Committee members within the limits of authority and laws and regulations defined by the Board of Directors. The authorized person must not approve any transactions related to themselves, the Executive Committee members, or anyone who has a conflict of interest according to the laws and regulations of the Stock Exchange of Thailand, stakeholders, or anyone who may be benefit or have a conflict of interest with the Company or its subsidiaries.

12. The Executive Committee is responsible to supervise compliance with the non-competition agreement between the Company and Britania Company Limited (“BRI”) or Primo Service Solution Company Limited (“PRI”) or Origin Hotel Company Limited (“HOT”) (“Non-Competition Agreement”) in the following cases:
    (A) The Company wishes to amend the contract. or will engage in business that may violate the contract which requires an amendment to the contract, or
    (B) BRI or PRI or HOT proposes to amend the contract

    If the Executive Committee considers that the request to amend the contract according to (A) or (B) above will not cause business competition between the Company and/or the Companies Group’s subsidiaries (as defined in the non-competition agreement) with the BRI and/or BRI Group’s subsidiaries, PRI and/or PRI Group’s subsidiaries, and HOT and/or HOT Group’s subsidiaries (as defined in the non-competition agreement), the Executive Committee shall request opinions from the Audit Committee and prepare relevant details to present the matter to the Board of Directors for further consideration.

    However, if the Executive Committee considers that the request to amend the contract according to (A) or (B) above may cause business competition with BRI and/or BRI Group’s subsidiaries, including PRI and/or PRI Group’s subsidiaries, and HOT and/or HOT Group’s subsidiaries (according to the definition set out in the non-competition agreement), the Executive Committee must not submit the matter to request opinion from the Audit Committee and in the case of (B) the Executive Committee has the authority to reject contract amendment proposal to BRI.

13. Perform the duties assigned by the Board of Directors.

In 2025, the Executive Committee performed its duties in overseeing and ensuring that the Company and its subsidiaries strictly complied with the terms of the non-competition agreements between the Company and Britania Public Company Limited (BRI), Primo Service Solution Public Company Limited (PRI), and Origin Hotel Public Company Limited (OHT), in order to prevent any potential conflicts of interest.

In this regard, the Executive Committee hereby certifies that, throughout the past fiscal year, the Company and its subsidiaries did not engage in any business that competes with one another, nor did they take any action that constitutes a breach of the aforementioned non-competition agreements. Furthermore, there were no requests for contract amendments from any party that would lead to business competition within the Group. All considerations were made primarily to protect the best interests of the Company and its shareholders.

7.3.4 Risk Management Committee

The resolution of the Board of Directors Meeting No.10/2015, held on November 10, 2015, approved the Risk Management Committee and the following scope of authority, duties and responsibilities.

As of December 31, 2025, the Risk Management Committee was composed of 3 directors. They are as follows:

Name	Position
1. -Currently under recruitment- (Mr. Mayta Chanchamcharat resigned, effective from December 1, 2025)	Chairman of Risk Management Committee
2. Mr. Sahas Treetipbut	Menber of Risk Management Committee
3. Mrs. Arada Jaroon-ek	Menber of Risk Management Committee
4. Mr. Chatchai Payuhanaveechai	Menber of Risk Management Committee

The secretary of the Risk Management Committee is Mrs. Krisana Eamvorasombat

The Board of Directors' Meeting No. 5/2024, held on November 14, 2024, reviewed the Charter and the Scope of Duties and Responsibilities of the Nomination and Remuneration Committee as follows:

(1) Period of Holding the Position

The Risk Management Committee members are able to hold a position on the committee for 3 years in accordance with the guidelines of the Board of Directors. Any Risk Management Committee member that retires from rotation can be re-elected.

(2) Scope of authority, Duties and Responsibilities of the Risk Management Committee

1. Establish enterprise-level risk management policies and risk management frameworks for the Company and its affiliated entities, and present them to the Board of Directors for approval.
2. Oversee the management of material enterprise risks that may impact corporate policies, operations, or the Company's reputation and image, ensuring that such risks are maintained within acceptable levels and managed at an appropriate cost.
3. Consider and review risk management approaches and tools to ensure efficiency and appropriateness for the nature and size of each risk in the transactions the Company conducts.
4. Consider and endorse risk assessment criteria, risk appetite thresholds, and trigger points, as well as risk mitigation plans across all major risk categories, including: Strategic Risk, Operational Risk, Financial Risk, Reputational Risk, Compliance Risk (legal and regulatory), Information Technology (IT) Risk, Sustainability Risk (ESG Risks), and other key risks, such as Fraud and Corruption risk.
5. Consider and comment on the assessment of corporate risk management, the enterprise risk management and mitigation plans, and ensure that the Company has adequate and appropriate risk management in various important areas, including corruption risks, and follow up on the results of corporate risk management in cases where the risk assessment results exceed the acceptable level/Trigger Point specified by the Company.
6. Promote risk awareness and develop employee understanding of risk concepts and the Company's risk management processes through effective communication and training initiatives.
7. Seek consultation with external experts, as deemed necessary, to ensure the effective discharge of duties under this Charter, with all related expenses borne by the Company.
8. Exercise authority to invite executives or other relevant individuals to attend meetings, in order to provide clarifications, explanations, or additional information on risk management and responsibilities, as deemed appropriate by the Committee.
9. Oversee the reporting of material risk management activities to the Board of Directors, and prepare the "Risk Management Committee Report," ensuring that it provides a sufficiently detailed and appropriate summary of key activities undertaken during the year and is duly disclosed in the Company's Annual Report, and to discharge any other duties as may be delegated or assigned by the Board of Directors.

7.3.5 The Corporate Governance and Sustainability Committee (the Corporate Governance Committee or CG Committee)

The resolution of the Board of Directors meeting No.1/2014, held on January 28, 2021, approved the appointing of CG Committee and the scope of that committee's duties, authority and responsibilities. They are as follows:

As of December 31, 2025, CG Committee was composed of 3 committee members. They are as follows:

Name	Position
1. Mr. Chinapat Visuttipat	Chairman of the Corporate Governance and Sustainability Committee
2. Mr. Chatchai Payuhanaveechai	the Corporate Governance and Sustainability Committee
3. Mrs. Arada Jaroon-ek	the Corporate Governance and Sustainability Committee

Ms. Saranya Rurkwararuk is the Corporate Governance Committee Secretary.

The resolution of the Board of Directors for the Public Company Meeting No.1/2021, held on January 28, 2021, approved the following scopes of authority, duties and responsibilities for The Good Corporate Governance Committee.

(1) Period of Holding the Position

1) Members of the Corporate Governance and Sustainability Committee shall serve a term of office of three years each, in accordance with their term as directors of the Company.
2) Members of the Corporate Governance and Sustainability Committee who retire by rotation may be re-appointed to the position.
3) In the event that a member of the Corporate Governance and Sustainability Committee completes their term of office or is unable to serve until the end of the term, resulting in the number of committee members falling below three, the Board of Directors shall appoint a new member to fulfill the requirement specified in this Charter to ensure the continuity of the Committee's performance. The person appointed to replace the member in such cases shall hold office only for the remaining term of the member they replace.
4) Any member wishing to resign from the position shall submit a resignation letter to the Chairman of the Board of Directors.
5) In addition to retirement by rotation as mentioned above, members of the Corporate Governance and Sustainability Committee shall vacate their office upon the following circumstances:
   (1) Death;
   (2) Resignation;
   (3) Disqualification or possession of prohibited characteristics under the law on public limited companies, or possessing characteristics indicating a lack of suitability to be entrusted with the management of a publicly held business as prescribed by the Securities and Exchange Commission ("SEC");
   (4) The Board of Directors resolves to remove the member from office.
6) The Nomination and Remuneration Committee shall determine the remuneration for the Corporate Governance and Sustainability Committee based on their workload and responsibilities. The proposed remuneration shall be submitted to the Board of Directors for endorsement before being presented to the Shareholders' Meeting for further consideration and approval.

(2) The Scope of authority, Duties and Responsibilities of The Corporate Governance Committee

The Corporate Governance and Sustainability Committee is a sub-committee of the Board of Directors, which possesses the authority, duties, and responsibilities to oversee the Company's corporate governance and sustainability as follows:

1) Review and establish guidelines, and recommend policies, strategies, and operational frameworks, including setting goals for becoming an organization of good governance and sustainability. This includes establishing clear and measurable Key Performance Indicators (KPIs) (such as percentage of energy or water consumption reduction) and monitoring progress toward these goals. Furthermore, the Committee shall recommend Business Codes of Conduct and Ethics, as well as Anti-Corruption policies and measures, to the Board of Directors and Management. These recommendations aim to establish standardized organizational policies and practices, ensuring the Company fulfills its objective of building trust and creating long-term value for all stakeholders.
2) Oversee and monitor the progress of implementation regarding policies and action plans for Board Diversity.
3) Oversee, provide counsel, and review the implementation of corporate governance and sustainability initiatives. This includes fostering engagement in various projects under the corporate governance and sustainability framework with relevant internal and external stakeholders to meet international standards. Furthermore, ensure that sustainability strategies and policies encompass the Company's entire value chain.
4) Oversee and ensure that the Company establishes transparent mechanisms to facilitate shareholders in proposing meeting agenda items or submitting questions in advance, and ensure disclosure of reasons in cases where such agendas or questions are not accepted for consideration.
5) Promote and monitor the regular participation of all directors in knowledge enhancement activities related to their duties, particularly regarding the Company's significant business and sustainability (ESG) issues.

6) Provide counsel, encourage, and support both resources and personnel to promote the dissemination of corporate governance and sustainability strategies and culture. This ensures understanding among management and employees at all levels and fosters practical implementation throughout the organization and its subsidiaries, in a consistent and unified direction.
7) Support and provide counsel to the Company in participating in corporate governance and sustainability assessments or rankings, in order to continuously develop and elevate the Company's sustainability performance standards.
8) Conduct an annual self-assessment of the Corporate Governance and Sustainability Committee's performance and prepare a summary of operations, including information on corporate governance and sustainability management, for presentation to the Executive Committee or the Board of Directors at least once a year.
9) Review and update the Corporate Governance and Sustainability Committee Charter at least once a year, and present any proposed changes to the Board of Directors for consideration and approval.
10) Perform any other duties as assigned by the Board of Directors or in accordance with policies established by the Board of Directors.

7.4 Executives or Top Management

7.4.1 Top Management

As of December 31, 2025, Top Management[1] was composed of 7 people. They are as follows:

Name	Position
1. Mr. Peerapong Jaroon-ek	Chief Executive Officer (CEO)
2. Mrs. Arada Jaroon-ek	President
3. Mr. Pitipong Trinuruk	Co-Chief Executive Officer (CO-CEO), Chief Business Development Officer
4. Mr. Kreingkrai Kreebongkan	Co-Chief Executive Officer (CO-CEO), Chief Design Officer, Chief Construction Officer
5. Ms. Kanokpailin Wilaikaew	Chief Financial Officer
6. Mr. Apisit Soonthronchukiat	Chief of Marketing and Sales Officer
7. Ms. Jarunee Kunasit	Senior President Accounting

Remarks: [1] According to the definition of 'Executive' as specified in the Notification of Securities and Exchange Commission KorJor. 17//2551 regarding the definition of the issuance and offerings of securities

The resolution of the Board of Directors Meeting No. 5/2014, held on August 14, 2014, and meeting No. 7/2015, held on August 10, 2015, approved the following scopes of authority, duties, and responsibilities for the Chief Executive Officer. They are as follows:

1. Monitor and oversee the Company's business operations or the Company's daily tasks to ensure that they are in accordance with the Company's objectives, policies, or any orders required by the Board of Directors and the board of the Executive Committee.
2. Oversee and manage the Company and the daily operations for the benefit of the Company in accordance with the Company's objectives, regulations, operation policy plans, and the Company's budget that was approved by the Board of Directors and/or the board of the Executive Committee and/or shareholders.
3. Propose the vision, business strategies, the direction of the Company, business policies for the Company and its subsidiaries, and budget plans. This includes the Company's business structure to the board of the Executive Committee to consider and propose them to the Board of Directors and also attend the meeting concerning the consideration of matters with the board of the Executive Committee and/or the Board of Directors.
4. Oversee and perform duties in the organization according to the operation policy plans and approve the budget from the board of the Executive Committee and/or the Board of Directors. Monitor and assess operations regularly. Report the managing director's performance and the progress of the Company's operations to the board of the Executive Committee, the Board of Directors, and the board of the Audit Committee.

5. Propose important agenda items to the board of the Executive Committee and the Board of Directors or the Shareholders' Meeting in order to consider, approve, or agree upon appropriate matters.
6. Issue regulations or records for the Company's operations to be in accordance with the policies and benefits of the Company and preserve discipline within the Corporation.
7. Cooperate with the head of internal audit unit and the internal Audit Committee to operate the business and manage the Company's risk so that it is in accordance with the Company's objectives and regulations and also in accordance with good corporate governance principles.
8. Consider and approve the payment of operating expenses in the normal course of the Company's business. Each limit is in accordance with the approval authority table that was approved by the Board of Directors.
   Thus, the authority of the Chief Executive Officer for the approval of important matters is described as follows:
   - Spending from the investment budget, operation expenses shall not exceed 7% of the annual budget or not exceed 7,000,000 Baht (whichever one is less).
   - Purchasing land for property development projects is to be in accordance with the Board of Directors' approved budget. It shall not exceed 200,000,000 Baht.
   - Hiring contractors to develop real estate projects in accordance with the Board of Directors' approved budget. It shall not exceed 200,000,000 Baht.
   - Purchasing construction material and other materials for property development according to the Board of Directors' approved budget. It shall not exceed 30,000,000 Baht.
   - Hiring a construction consultant to oversee a project in accordance with the Board of Directors' approved budget. It shall not exceed 10,000,000 Baht.
   - The amount of investment in current business does not exceed 100,000,000 Baht/time, with progress being notified and reported to the Board of Directors and/or sub-committees on a monthly basis.
9. Approve important investments specified in the annual expense budget approved by the Board of Directors.
10. Appoint operation teams that have good governance, are beneficial, effective, and transparent and have the authority to appoint a person or a group of people while acting under the control of the Chief Executive Officer and have the authority that the Chief Executive Officer deems appropriate for an appropriate period of time. The Chief Executive Officer may cancel, remove, or change the appointed person as required.
11. Perform the duties assigned by the Board of Directors, the board of the Executive Committee, and/or the Shareholders' Meeting.

Therefore, the authorized person must not propose any agenda items relevant to, or have any conflicts of interest with the Chief Executive Officer, themselves or with anyone according to the regulations of the Securities Exchange Commission or the Stock Exchange of Thailand or any other related sector identified. This includes any stakeholders who may have conflicts of interest with the Company and its subsidiaries, and/or related companies. The Chief Executive Officer is not authorized to approve such matters. However, such matters must be submitted as an agenda item for the Board of Directors and/or the Shareholders' Meeting to approve (depending on each case). Unless it was a transaction for general ordinary business operation purposes and in general business conditions according to the regulations of the Office of Securities and Exchange Commission and the Stock Exchange of Thailand, or any other related sectors described.

In addition, the number of directorships held by the Chief Executive Officer in other listed companies should not exceed five in total. This must comply with the guidelines of the Securities and Exchange Commission ("SEC") and the Stock Exchange of Thailand ("SET"), consistent with the qualifications of the directors.

7.4.2 Remuneration Policy for Executives and Directors

1) Monetary Remuneration

Remuneration for the Executive Committee and executives between 2023 and December 31, 2025 is described as follows:

(Unit: Baht)	2023		2024		2025	
	Number of persons	Compensation (million Baht)	Number of persons	Compensation (million Baht)	Number of persons	Compensation (million Baht)
Compensation (salary and bonus)	8	49.6	8	38.32	9	40.05

* Mr. Piti Jarukamjorn resigned, effective from July 31, 2025.

** Excluding Mr. Niwat Lamunpandh, as directors who also hold executive positions shall not receive any remuneration as a committee member.

2) Other Remuneration

In addition to paying monetary remuneration to directors and executives as mentioned above, the Company pays non-monetary remuneration with the following details:

1. **The Company issued and offered warrants to purchase the Company's ordinary shares** as follows:
   - The resolution of the Annual General Meeting of Shareholders' Meeting for 2018, held on April 26, 2018, approved the issuance and offered warrants to purchase the Company's ordinary shares (ORI-WC) in an amount of 8,000,000 units for the directors, executive directors, and employees of the Company and/or subsidiaries. Therefore, the warrants were exercised for the first time in September 2018 in an amount of 23,000 units.
   - The resolution of the Annual General Meeting of Shareholders' Meeting for 2019, held on April 25, 2019, approved the issuance and offered warrants to purchase the Company's ordinary shares (ORI-WD) in the amount of 8,000,000 units for the directors, executives, and employees of the Company and/or subsidiaries. Therefore, the warrants were exercised for the first time in September 2019.

2. **Provident Fund**

The Company established a provident fund in which employees voluntarily allocate money into the fund. The employees contribute 2 - 15% of their monthly salary and the Company pays a contribution at the rate of 2-7% of the salary in accordance with the age range of the executive and employee. The Company established a provident fund in accordance with the Provident Fund Act B.E. 2530 (including amendments) on July 1, 2013. A provident fund was established for the Company and all subsidiaries under the management of Kasikorn Asset Management: K Master Pooled Fund and TISCO Master Pooled Fund.

Provident fund contributions for Company executives in 2023-2025 are as follows:

(Unit: Baht)	2023		2024		2025	
	Number of persons	Compensation (million Baht)	Number of persons	Compensation (million Baht)	Number of persons	Compensation (million Baht)
Provident fund contributions	8	2.28	8	3.11	9	2.44

3. **Vehicles for Directors and Executives**

The Company provided vehicles for the Company's directors and senior executives in order to facilitate convenience and safe traveling and reduce pollution in the environment. The Company chose to use hybrid vehicles.

4. **Other Benefits for Employees**

The Company provides various benefits to employees by focusing on their well-being, developing employees' quality of life, and encouraging employees to work happily, have peace of mind, and have stability in life such as health care. The Company provided health insurance benefits, life insurance, and dental benefits which included annual health check-ups in accordancewith the age range of the employee. The Company also provides birthday gifts for employees, grants and gifts to employees who

gave birth, grants and gifts for auspicious ceremonies, weddings, funerals for members of our employees' family, and recreational benefits to strengthen the relationships of employees within the organization. This includes annual travelling activities and quarterly parties.

7.5 Personnel Information

7.5.1 Personnel

As of December 31, 2023, December 31, 2024 and December 31, 2025, the Company and its subsidiaries had a total of 1,328, 1,330 and 694 employees, respectively, excluding directors, executive directors, and executives. The Company still maintain the proportion in each department to be appropriate for business operations. It can be divided according to line of work, summarized as follows:

Line of work (unit: person)	December 31, 2023	December 31, 2024	December 31, 2025
Sales and Marketing Department	435	410	189
Project Development and Construction Management Department	359	289	120
Customer Relations Department	194	307	160
Accounting and Finance Department	169	161	104
Administrative Office Department	171	163	121
Total	**1,328**	**1,330**	**694**

In the past year, a total of 235 positions were recruited and hired according to the approved manpower, all of whom were employees at the operational level and middle managers.

7.5.2 Employee compensation (excluding executives)

Employee compensation details (excluding executives) * For the years 2023, 2024, and 2025 compensation was paid to employees totaling 413.09 million baht. Employee compensation consists of salary, wages, bonuses, social security payments, and provident fund contributions, etc., with the following details:

unit : million baht

Compensation	2023	2024	2024
Salary and bonus	675.59	565.47	396.08
Provident fund contributions	10.12	16.42	10.23
Social security fund contributions	10.66	9.80	6.78
Total	**696.37**	**591.69**	**413.09**

Remark : * Employee Compensation (Excluding Executives) Excludes Britania Public Company Limited / Primo Service Solution Public Company Limited and their subsidiaries.

The ratio of female to male employee compensation stood at 57.15%.

The Company sets employee remuneration in accordance with the current and future performance and goals of the Company in order to motivate all employees to be committed and join together to perform their duties in order to achieve the vision, mission strategy, and expectations of the shareholders. The Company sets fair employment conditions for its employees and allows employees to receive appropriate remuneration in accordance with their performance, position, and responsibilities.

In addition, the Company has a policy to consider increasing remuneration according to the criteria set by the Company with fairness, providing fair opportunities and remuneration for employees in accordance with the performance of the Company, whether short-term or long-term. In addition to the monthly salary, the Company sets clear goals with employees by using the

Key Performance Indicator (KPI) to calculate the annual special remuneration (bonus). and/or monthly special compensation or quarterly, The Company also provides other benefits and organized activities for employees such as a New Year celebration and has random draws to give special prizes to a large number of employees. The Company also has mid-year and end-of-the-year parties as a reward for employees and to create good relationships within the organization.

7.5.3 Provident Fund

The Company has set up a provident fund according to Provident Fund Act B.E 1987 (including additions) since July 1, 2013. The Company also set up a provident fund for the Company and all subsidiaries under the management of Kasikorn Asset Management with K Master Pooled Fund investment policy and TISCO Master Pooled Fund. The Company organized the disclosure of information and prepared a report regarding the compliance with the Investment Governance Code (I Code) in which the management company has disclosed information and prepared a report on the implementation of the Investment Governance Code: I Code) with details as of December 31, 2025 as follows.

Company/Subsidiary Name	PVD	Total number of employees	Number of employees participating in PVD	Proportion of employee participation in PVD (percent)	Company contribution amount (Baht)
Origin Property Public Company Limited	Has	99	67	67.68	3,945,923.00
Origin Condominium Company Limited Group	Has	471	147	31.21	5,286,477.00
Park Luxury Company Limited Group	Has	100	61	61.00	1,814,063.00
Origin Hotel Public Company Limited Group	Has	35	14	40.00	570,266.00
Britania Public Company Limited Group	Has	285	101	35.43	2,622,120.00
Primo Service Solution Public Company Limited Group	Has	1,311	179	13.65	3,838,789.07
Total		**2,301**	**569**	**248.97**	**18,077,638.07**

The fund performed its duties and responsibilities and the Company realized that investments must also take into account the benefits to society, the environment and good governance [Environmental Social and Governance (“ESG”)] and also adhere to the principles of good investment governance. The establishment of the investment governance policy comes together with policies regarding the environment, society, and governance in order to adapt the investment process beginning with analysis, securities selection, and building an investment portfolio.

7.5.4 Personnel Development Policies

The Company realized the value of its employees and believes that they are the key to successfully achieving the Company’s goals. The Company emphasized skill development and employee attitudes to continually improve their abilities in order to create creative concepts and worthwhile innovation for the Company. This is one of the Company’s key strategies.

Besides that, the Company continually promoted and organized seminars and training courses and organized activities to bring people closer together, enhance good relationships between management and employees in every position in order to improve the quality of work so that it reflects the Company’s professional work. The Company also emphasized new opportunities for the new generation to step up in responsibilities, take part in the management process, and drive the Company to success by stressing the importance of working in small groups in order to decrease communication problems, help employees respond quickly to customers inside and outside the Corporation, and enable the Company to achieve its goals.

Summary of Personnel Development Information

Unit: Hours per person per year

Year	Number of Employees	Amount of Training (Hours)	Amount of Training (Hours per Person)
2016	396	5,203.5	13.1
2017	706	8,930.0	12.6
2018	949	12,480.0	13.1
2019	1,243	6,901.0	5.55
2020	1,345	772.0	0.5 *
2021	1,659	99,150.0	59.76 **
2022	2,069	21,315.0	10.3
2023	1,328	26,946.0	20.2
2024	1,330	27,058	20.3
2025	694	14,839	21.3

* COVID-19 pandemic.

** 75% of total training was held via online platform.

7.5.5 Labor Disputes

All Over the past (2011-2024) the Company has completely complied with government labor laws and has not had any significant labor disputes. The Company has no knowledge of any labor disputes that may be happening or will happen in the future.

7.6 Important Personnel Information

7.6.1 The Company Secretary

The resolution of the Board of Directors at Meeting No. 6/2023, held on December 15, 2023, approved Ms. Kanokpailin Wilaikaew to be the Company Secretary (the details of the Company Secretary are in attachment 1).

Scope of Authority, Duties and Responsibilities of the Company Secretary:

1. Organize the meeting of the Board of Directors in accordance with the Company's regulations.
2. Inform relevant executive directors about the resolutions and policies of the Board of Directors so that they acknowledge them and perform them accordingly.
3. Give initial advice and recommendations to the Board of Directors on issues regarding the law, regulations of the Company's Articles of Association and always practice good governance. Follow up on implementation and ensure that people are following through correctly and with continuity. This includes a report on significant changes to the Board of Directors.
4. Record the Board of Directors meeting and follow up on the implementation in accordance with the resolutions of the meeting of the Board of Directors.
5. Prepare and keep the following important documents:
   5.1 Registration of the Company's Directors
   5.2 Invitation letter to the Board of Directors meeting and minutes of the Board of Directors' meeting
   5.3 Invitation letter to shareholder meeting and minutes of shareholders' meeting
   5.4 Company's Annual Report
   5.5 Stakeholder's Report relating to the directors and executive directors
6. Supervise the activities of the Board of Directors and carry out other matters as provided by the law or assigned by the Board of Directors.
7. Regulatory Compliance Oversight: Responsible for ensuring that the Company's operations strictly adhere to the notifications of the Capital Market Supervisory Board, as well as the regulations, rules, and requirements of the Stock Exchange of

Thailand (SET) and other relevant authorities. This includes communicating laws and regulations related to the capital market and the SET to the Company's internal departments to ensure organization-wide awareness and compliance.

7.6.2 Head of Internal Audit Unit

Name - Surname	:	Ms. Peerapa Piemudomsuk *
Position	:	Internal Audit Manager
Education	:	Bachelor's Degree - Thaksin University, Faculty of Business Administration in Accounting
		Bachelor's Degree - Thammasat University, Faculty of Law
		*additional details are provided in Attachment 3

7.6.3 Investor Relations

Name - Surname	:	Ms. Pitcha Kunachaichote
Agency	:	Investor Relations
Address	:	20th Floor, Bhiraj Tower at Bitec, 4345 Sukhumvit Road
		Bangna, Bangna, Bangkok, 10260
Email	:	ir@origin.co.th
Website	:	https://origin.co.th/
Telephone	:	(662) 029 1936
Fax	:	(662) 398 9994

7.6.4 Auditor

The auditors of the Company and its subsidiaries are EY Office Company Limited. The total audit fee of the Corporation for the fiscal year that ended on December 31, 2016 and December 31, 2017 was 1.83 million Baht and 2.00 million Baht, respectively. This excluded other service fees (non-audit fees).

In 2018, the 2018 Annual General Meeting of Shareholders, held on April 26, 2018, approved the appointment of EY Office Company Limited as the company auditor and approved the audit fee for 2018 in the total amount of 2,300,000 Baht. This excluded other service fees (non-audit fees).

In 2019, the 2019 Annual General Meeting of Shareholders, held on April 25, 2019, approved the appointment of EY Office Company Limited as the company auditor and approved the audit fee for 2019 in the total amount of 2,050,000 Baht. This excluded other service fees (non-audit fees).

In 2020, the 2020 Annual General Meeting of Shareholders, held on August 27, 2020, approved the appointment of EY Office Company Limited as the company auditor and approved the audit fee for 2020 in the total amount of 2,050,000 Baht. This excluded other service fees (non-audit fees).

In 2021, the 2021 Annual General Meeting of Shareholders, held on April 29, 2021, approved the appointment of EY Office Company Limited as the company auditor and approved the audit fee for 2021 in the total amount of 2,050,000 Baht. This excluded other service fees (non-audit fees).

In 2022, the 2022 Annual General Meeting of Shareholders, held on April 29, 2022, approved the appointment of EY Office Company Limited as the company auditor and approved the audit fee for 2022 in the total amount of 2,050,000 Baht. This excluded other service fees (non-audit fees).

In 2023, the 2023 Annual General Meeting of Shareholders on April 27, 2023 resolved to approve the appointment of EY Office Company Limited as the auditor company and approve the audit fee for the year 2023 in the total amount of 2,050,000 Baht, excluding other service fees (non-audit fee).In 2024, the 2024 Annual General Meeting of Shareholders on April 25, 2024 resolved to approve the appointment of EY Office Company Limited as the auditor company and approve the audit fee for the year 2024 in the total amount of 2,050,000 Baht, excluding other service fees (non-audit fee).

In 2025, the 2025 Annual General Meeting of Shareholders on April 29, 2025 resolved to approve the appointment of EY Office Company Limited as the auditor company and approve the audit fee for the year 2025 in the total amount of 2,150,000 Baht, excluding other service fees (non-audit fee).

The Company and its subsidiaries incurred audit fees (excluding non-audit fees) for the years 2023-2025 as follows:

Item	2023		2024		2025	
	Audit Fee	Auditor	Audit Fee	Auditor	Audit Fee	Auditor
Company	2.05	EY Office Limited	2.05	EY Office Limited	2.15	EY Office Limited
Subsidiaries	26.90	1. EY Office Limited 2. Biz Audit and Consult Co., Ltd. 3. Audit Society Co., Ltd.	24.66	1. EY Office Limited 2. C & A Audit Office Co., Ltd. 3. PRA Audit Co., Ltd.	23.62	1. EY Office Limited 2. C & A Audit Office Co., Ltd. 3. PRA Audit Co., Ltd.
Total	**28.95**		**26.71**		**25.77**	

8 Significant Performance of Corporate Governance Report

8.1 Summary of the Board' Directors Performance in the Past Year

8.1.1 Nomination, Development and Evaluation of the Board of Directors' Performance

In 2025, each director -evaluated the performance of the Board of directors and subcommittees in accordance with the criteria in order to consider their performance over the past year. Additional information is in **Part 2, Corporate Governance, Clause 6.1 Overview of the policies and Corporate Governance Principles.**

1. Independent Directors

Qualifications of Independent Directors

The Board of Directors determined the qualifications of independent directors based on the related Notification of the Capital Market Supervisory Board as follows:

1) Must hold no more than 0.5 percent of the total voting shares of the Company, its parent company, subsidiary, associate, major shareholder, or controlling person of the Company. The calculation shall include shares held by related persons of such independent director.

2) Must not be, and must not have been, a director participating in management, employee, staff, salaried advisor, or controlling person of the Company, its parent company, subsidiary, associate, same-tier subsidiary, major shareholder, or controlling person, unless having ceased to hold such position for not less than two years prior to appointment as an Audit Committee member.

3) Must not be a person having a relationship by blood or legal registration in the nature of a parent, spouse, sibling, or child, including spouse of a child, of any executive, major shareholder, controlling person, or person to be nominated as executive or controlling person of the Company or its subsidiaries.

4) Must not have, and must not have had, any business relationship with the Company, its parent company, subsidiary, associate, major shareholder, or controlling person in a manner that could interfere with independent judgment, and must not be, and must not have been, a significant shareholder or controlling person of any person having a business relationship with the Company, its parent company, subsidiary, associate, major shareholder, or controlling person, unless having ceased to hold such position for not less than two years prior to appointment.

5) Must not be, and must not have been, an auditor of the Company, its parent company, subsidiary, associate, major shareholder, or controlling person, and must not be a significant shareholder, controlling person, or partner of an audit firm of which an auditor of the Company, its parent company, subsidiary, associate, major shareholder, or controlling person is a member, unless having ceased to hold such position for not less than two years prior to appointment.

6) Must not be, and must not have been, a provider of any professional services, including legal advisor or financial advisor, who received service fees exceeding Baht 2 million per year from the Company, its parent company, subsidiary, associate, major shareholder, or controlling person, and must not be a significant shareholder, controlling person, or partner of such professional service provider, unless having ceased to hold such position for not less than two years prior to appointment.

7) Must not be a director who has been appointed as a representative of a director of the Company, major shareholder, or shareholder who is related to a major shareholder of the Company.

8) Must not be engaged in a business which is of the same nature and in significant competition with the business of the Company or its subsidiaries, or must not be a significant partner in a partnership or a director participating in management, employee, staff, salaried advisor, or hold more than 1 percent of the total voting shares of any other company which is engaged in a business of the same nature and in significant competition with the business of the Company or its subsidiaries.

9) Must not have any other characteristics that would prevent the expression of independent opinions regarding the Company's operations.

As of the end of 2025, the Company's Board of Directors comprised 9 members, including 3 independent directors, representing a ratio of one-third (33.33%) (with one position currently in the recruitment process to replace a director who resigned during the year). More than one independent director has served for a tenure exceeding 9 years. In considering the necessity of retaining an independent director for more than 9 years, the Company evaluates their ability to exercise independent judgment from the management and major shareholders, their specific skills and expertise, their profound understanding and continuity in the business, as well as their past performance and efficiency.

As of December 31, 2025, the Board of Directors consists of the following members:

Name	Position	Date of Appointment
1. Mr. Chatchai Payuhanaveechai	Chairman of the Board of Directors	Appointed to the position on May 13, 2021, replacing Ms. Kanokpailin Wilaikaew, and subsequently appointed as Chairman on February 28, 2025, replacing Mr. Laksana-noi Pungrassamee.
2. Mr. Laksana-noi Pungrassamee*	Chairman of the Board of Director, Independent Director	Resigned, effective from February 28, 2025.
3. Mr. Sahas Treetipbut	Independent Director, Chairman of the Audit Committee	Appointed to the position on February 6, 2014.
4. Air Chief Marshal Bureerat Ratanavanich	Independent Director, Audit Committee	Appointed on February 6, 2014.
5. Mr. Chinapat Visuttipat	Independent Director, Audit Committee	Appointed on July 28, 2016, replacing Ms. Sirintra Jariyakun.
6. Mr. Niwat Lamunpandh	Director, Chairman of the Executive Committee	Appointed on October 10, 2014.
7. Mr. Peerapong Jaroon-ek	Director, Chief Executive Officer	Appointed on December 16, 2009.
8. นางอารดา จรูญเอก	Director	Appointed on December 16, 2009.
9. Ms. Kanokpailin Wilaikaew	Director	Re-appointed on April 28, 2025.
10. Mr. Mayta Chanchamcharat**	Director	Resigned, effective from December 1, 2025. The recruitment process for a successor is currently underway.

Remarks: * Mr. Laksana-noi Pungrassamee was appointed to the position on February 6, 2014.
** Mr. Mayta Chanchamcharat was appointed to the position on May 9, 2015.

Qualifications of the Audit Committee

The members of the Audit Committee must be appointed by the Board of Directors and/or the Shareholders' Meeting. Every member of the Audit Committee must be an independent director who possesses all the qualifications required under the notifications of the Securities and Exchange Commission (SEC). In addition, they must meet the following specific qualifications:

1) Must be appointed by the Board of Directors and/or the Shareholders' Meeting.

2) Must be independent directors fully meeting the qualifications prescribed by the SEC.

3) Must not be a director assigned by the Board of Directors to make decisions on the operation of the Company, its parent company, subsidiary, associate, same-tier subsidiary, major shareholder, or controlling person.

4) Must not be a director of the parent company, subsidiary, or same-tier subsidiary which is a listed company.

5) Must have sufficient knowledge and experience to perform their duties as an Audit Committee member as assigned, and must be able to dedicate sufficient time to perform their duties effectively to the Audit Committee's activities.

6) There shall be at least one Audit Committee member who possesses adequate knowledge and experience to review the credibility of financial statements and maintain ongoing awareness of changes affecting financial reporting, and who is capable of posing relevant questions and interpreting and evaluating the responses received.

During the year 2025, no independent directors or audit committee members had any business relationship or provided professional services exceeding the criteria established by the Company. Further details are provided in the Audit Committee Charter, as set out in Attachment 5.

Independence of the Chairman of the Board

The Company requires the Chairman of the Board to be an independent director. The Board of Directors' Meeting appointed Mr. Lucksananoi Punkrasamee, an Independent Director, as the Chairman of the Board. This was in line with the guidelines of the 2017 good corporate governance principles. The Chairman of the Board is independent and agrees to build the confidence for the shareholders that the Company will manage its operations with fairness and transparency.

2. Nomination and Appointment of Directors and Executives

The nomination and appointment of directors, sub-committee members, and senior executives (including the top four executives ranking below the Chief Executive Officer) must undergo a background check and background certification by the data subjects. This process is part of the nomination and suitability assessment conducted by the Nomination and Remuneration Committee before being proposed to the Board of Directors for further approval.

The nominated directors and executives are required to certify their own profiles, which must include the following details:

1. First name - Last name and Age
2. Position / Type of directorship proposed: (e.g., Director / Independent Director / Non-Executive Director / Executive Director, etc.)
3. Educational
4. Work experience
5. Shareholding proportion
6. Directorships in other companies: (Must clearly distinguish between Listed Companies and Non-listed Companies/ Other Companies)
7. Date of appointment as a director of the Company: (Must specify at least the month and year)

In this regard, the sources for recruiting new directors may include professional search firms, the Director Pool database, or nominations submitted directly to the Company. These candidates are then reviewed and selected by the Nomination and Remuneration Committee before being proposed to the Board of Directors for appointment or for endorsement to be further proposed to the Shareholders' Meeting for approval on a case-by-case basis

In 2025, the Company appointed a new Chairman of the Board to replace the resigning director. Mr. Chatchai Payuhanaveechai was appointed as the Chairman of the Board, succeeding Mr. Laksana-noi Pungrassamee. Furthermore, the Board of Directors, through the rigorous screening of the Nomination and Remuneration Committee, followed the formal director recruitment criteria. This process involved a thorough and cautious evaluation of suitability, qualifications, educational background, and professional expertise, ensuring alignment with the Company's business strategies and the overall Board composition. Past performance and efficiency were also taken into high consideration. Consequently, the Board proposed the appointment of Ms. Kanokpailin Wilaikaew as a new director, which was subsequently approved by the 2025 Annual General Meeting of Shareholders (AGM). Ms. Kanokpailin possesses all the requisite qualifications that are well-aligned with the Company's strategic business direction.

Additionally, the Board proposed the re-appointment of two directors who were due to retire by rotation, namely (1) Air Chief Marshal Bureerat Ratanavanich and (2) Mr. Sahas Treetipbut, to serve as directors for another term. This proposal was approved by the resolution of the 2025 Annual General Meeting of Shareholders. Both directors possess full qualifications and the appropriate expertise for the Company's business operations. Furthermore, throughout their previous terms, all directors have performed their duties as members of the Board and/or sub-committees with excellence and efficiency, providing independent opinions in full compliance with relevant regulations.

The Company has established the qualifications for its sub-committees, which include the Nomination and Remuneration Committee, the Risk Management Committee, the Executive Committee, and the Corporate Governance and Sustainability Committee. The specific details for each are defined in their respective committee charters, as set out in Attachment 5.

In this regard, the appointment of directors, sub-committee members, and senior executives (including the top four executives ranking below the Chief Executive Officer) must undergo a formal recruitment and suitability assessment by the Nomination and Remuneration Committee before being proposed to the Board of Directors for further consideration and approval.

Nomination of the Top Management / Chief Executive.

The criteria for selecting the Company's Top Management / Chief Executive consist of two main components. The first component is Managerial Competency, which includes leadership skills, strategic management skills, project management skills, risk management skills, and business administration skills. The second component is Functional Competency, referring to the specific knowledge, skills, and attributes required for executives to perform their duties and achieve designated goals, such as data analytical skills, design skills, and planning and management skills.

1) The Top Management / Chief Executive must possess profound expertise, knowledge, and extensive experience in the Company's core business operations.

2) Possess strong leadership and vision, with the ability to formulate strategies and drive the Company toward achieving long-term goals in alignment with Environmental, Social, and Governance (ESG) sustainability principles.

3) Possess a strong understanding of organizational management, including skills in strategic management, project management, risk management, and business administration. This also encompasses the ability to efficiently manage people, budgets, and resources. Furthermore, they must exhibit Functional Competency, which refers to the specialized knowledge, skills, and attributes required to perform their duties and achieve the set objectives, such as data analytical skills, design skills, and planning and management skills.

4) Possess a deep understanding of business, with the ability to navigate market shifts and technological advancements, including effective risk management.

5) Maintain a high standard of integrity and a transparent professional track record, with no history of behavior indicating dishonesty or corruption.

6) Must not possess any prohibited characteristics as specified by the Securities and Exchange Commission (SEC) (e.g., not being a bankrupt person, or never having been convicted of a crime involving dishonest acts against property).

7) Demonstrate fairness by treating all stakeholders equitably and ensure no conflict of interest exists with the Company.

In addition, the top four management ranking below the Chief Executive Officer (CEO), including the person holding the highest position in Accounting and Finance (CFO), must possess specific qualifications in accordance with the criteria set by the Securities and Exchange Commission (SEC) as follows:

1) The CFO and the Chief Accountant must possess specific qualifications regarding Continuing Professional Development (CPD) in accordance with the criteria set by the SEC.
2) They must report the securities holdings of themselves, their spouses, and their minor children to the relevant regulatory authorities as required.
3) They may hold directorships in no more than five (5) other listed companies.

The Company has established a recruitment process in alignment with Corporate Governance (CG) principles as follows:

1) Definition of Qualifications: The Nomination Committee defines the required qualifications and establishes a Board Skill Matrix to identify necessary skills and expertise.
2) Sourcing and Selection: Candidates are recruited from both internal sources, through the Succession Plan, and from external sources.
3) Background Check and Assessment: Candidates undergo a thorough background check and a "Fit and Proper" test to evaluate their suitability and integrity.
4) Review and Approval: The Nomination and Remuneration Committee reviews the candidates' qualifications and suitability before proposing them to the Board of Directors for final consideration and approval of the appointment.

In 2025, the Company appointed one Top Management, Mr. Kreingkrai Kreebongkan, to the position of Co-Chief Executive Officer. The recruitment of the Company's senior executives must undergo a rigorous review and consideration process by the Nomination and Remuneration Committee. Detailed information regarding the nomination and recruitment of the highest-level executive is disclosed in **Part 2: Corporate Governance, under Section 6.1: Corporate Governance Policy Overview and Section 7.3.2: Nomination and Remuneration Committee.**

8.1.2 Meeting Attendance and Remuneration for Individual Directors

1. Meeting Attendance

The Board of Directors' Meetings

Company directors must attend board meetings regularly to be informed and jointly decide on the business operations of the Company by holding meetings at least 6 times a year. The meeting schedule is set in advance every year and each director are informed from the previous year in order to allocate time to attend the meetings. There may also be additional special meetings to consider matters of urgent importance.

The Board of Directors has established a policy to determine the annual meeting schedule in advance. For the year 2025, a total of eight (8) meetings were scheduled. The Company Secretary typically notifies all directors of the following year's meeting schedule every November. To ensure efficient planning, the 2025 meeting framework was communicated to the Board in advance, with sessions scheduled to take place within the second week of the month or by the final deadline stipulated by the Stock Exchange of Thailand (SET) for financial statement disclosures. To provide the Board with sufficient time to review and analyze relevant information, the Company Secretary distributes the agenda and supporting documents to each director at least seven (7) days (or no less than five working days) prior to the meeting date. Following each meeting, the Company Secretary immediately summarizes the key discussion points and resolutions for the Board and the CEO. Furthermore, the Secretary is responsible for preparing comprehensive and accurate minutes, which are distributed to the Board of Directors within 14 days of the meeting's conclusion.

In considering various matters, the Chairman of the Board of Directors who chairs the meeting allocates sufficient time to the meeting and gives the directors the opportunity to freely express their opinions and vote at the Board of Directors' meeting. The resolution of the majority shall be considered with one director having one vote and directors who have an interest will not attend the meeting and/or not exercise their voting rights on that matter. In the case of equal votes, the chairman of the meeting will cast one additional vote as the deciding vote.

In the meetings of the board of directors, the management attends the meeting to provide useful information and to know the policy directly, as well as being able to put it into practice effectively, except in some agendas where only company directors are meeting or only non-executive company directors are meeting for independence in considering various matters. In addition, the Company's board of directors places importance on managing conflicts of interests of those involved carefully, fairly and transparently, including complete disclosure of information on such matters. In the case that any company director has an interest in the matter being considered, such director must not participate in decision making on that matter.

The attendance of the Board of Directors' meetings for 2023, 2024 and 2025 is summarized as follows:

List of Directors	2023		2024		2025		Remarks
	Number of Meetings Attended	%	Number of Meetings Attended	%	Number of Meetings Attended	%	
1. Mr. Chatchai Payuhanaveechai	5/(6)	83.33%	5/(5)	100%	8/(8)	100%	Appointed on May 13, 2021 in replacement of Ms. Kanokpailin Wilaikaew and was appointed as the Chairman of the Board, effective February 28, 2025
2. Mr. Lucksananoi Punkrasamee*	6/(6)	100%	5/(5)	100%	2/(2)	100%	Appointed on February 6, 2014
3. Mr. Sahas Treetiphbut	6/(6)	100%	5/(5)	100%	8/(8)	100%	Appointed on February 6, 2014
4. Air Chief Marshal Bureerat Ratanavanich	6/(6)	100%	5/(5)	100%	8/(8)	100%	Appointed on October 10, 2014
5. Mr. Niwat Lamunpandh	6/(6)	100%	5/(5)	100%	8/(8)	100%	Appointed on October 10, 2014
6. Mr. Peerapong Jaroon-ek	6/(6)	100%	5/(5)	100%	8/(8)	100%	Appointed on December 16, 2009
7. Mrs. Arada Jaroon-ek	6/(6)	100%	5/(5)	100%	8/(8)	100%	Appointed on December 16, 2009
8. Mr. Chinapat Visuttipat	6/(6)	100%	5/(5)	100%	8/(8)	100%	Appointed on July 28, 2016 in replacement of Ms. Sirinthra Jariyakhun
9. Ms. Kanokpailin Wilaikaew	-	-	-	-	4/(4)	100%	Appointed to the position on April 28, 2025 (New Appointment)
10. Mr. Mayta Chanchamcharat **	6/(6)	100%	5/(5)	100%	7/(8)	87.5%	Appointed on October 10, 2015

Remarks: * Mr. Laksananoi Phungrasamee resigned, effective February 28, 2025.

** Mr. Mayta Chanchamcharat resigned, effective December 1, 2025. The nomination process to appoint a successor for the vacant position is currently underway.

In 2025, the Company held one (1) shareholder meeting, which was the 2025 Annual General Meeting of Shareholders (AGM). The meeting was attended by 100% of the Board of Directors.

Furthermore, during the past year, there were no instances where independent or non-executive directors resigned due to concerns regarding the Company's corporate governance. Additionally, there were no cases of a collective resignation by the Audit Committee or the Independent Directors.

Meetings of Subcommittees of the Company

Names	Subcommittees Meetings in 2025				
	Audit Committee (5) times	Nomination and Remuneration Committee (1) times	Risk Management Committee (4) times	Executive Committee (0) times	Corporate Governance Committee(1) times
1. Mr. Chatchai Payuhanaveechai			4/(4)		1/(1)
2. Mr. Sahas Treetiphbut	5/(5)	1/(1)	4/(4)		
3. Air Chief Marshal Bureerat Ratanavanich	5/(5)	1/(1)			
4. Mr. Niwat Lamunpand					
5. Mr. Mayta Chanchamcharat			3/(4)		
6. Mr. Chinapat Visuttipat	5/(5)				1/(1)
7. Mr. Peerapong Jaroon-ek		1/(1)			
8. Mrs. Arada Jaroon-ek			4/(4)		1/(1)
9. Ms. Kanokpailin Wilaikaew					
10. Mr. Pitipong Trinurak					
11. Mr. Kriengkrai Kreebongkan					

2. Remuneration of Individual Directors

The Company determined the remuneration through the consideration made by the Nomination and Remuneration Committee who adhered to the remuneration practice guidelines based on the size of the business and the responsibilities of the directors. Then, comparing them with other listed companies on the Stock Exchange of Thailand that have a similar size of market capitalization in order to be used as supporting information. Remuneration was determined in monetary form. This included meeting allowances, monthly remuneration, bonuses, etc. Other remuneration included ESOP. The director's remuneration was approved by the Shareholders' Meeting.

1) Monetary Remuneration

The Annual General Meeting of Shareholders for 2025, held on April 28, 2025, approved the remuneration of the Board of Directors and subcommittees. This became effective in April 2024. The remuneration of the directors and subcommittees for 2023 and 2025 are summarized as follows:

Monthly Remuneration of the Board of Directors

Position	2023	2024	2025
Chairman of the Board	30,000	30,000	30,000
Director	15,000	15,000	15,000

Meeting allowances for different subcommittees

Committee	Chairman of the Board			Director		
	2023	2024	2025	2023	2024	2025
Board of Directors	40,000	40,000	40,000	25,000	25,000	25,000
Audit Committee	30,000	30,000	30,000	20,000	20,000	20,000
Nomination and Remuneration Committee	15,000	15,000	15,000	10,000	10,000	10,000
Risk Management Committee	15,000	15,000	15,000	10,000	10,000	10,000
Corporate Governance and Sustainability Committee	15,000	15,000	15,000	10,000	10,000	10,000
Executive Director	-	-	-	-	-	-

Bonuses for Directors

The 2019 Annual General Meeting of Shareholders, held on April 25, 2019, approved a framework for the payment of annual bonuses to the Company's directors at a rate between 0.2% - 0.6% of the amount of the dividend payment announced by the Company each year. The above framework of payment was used to pay bonuses to the Company's directors each year beginning from 2019 onwards.

The Board of Directors, along with the approval of the Nomination and Remuneration Committee, approved bonuses for all directors for 2019, the total did not exceed 5,458,500 Baht or 0.45% of the Company's dividend payment in 2019. The total approved bonuses for all directors in 2020 did not exceed 5,409,000 Baht, which was 0.40% of the dividend payment in 2020. And approved bonuses for all directors for 2021, the total did not exceed 6,635,000 Baht or 0.50% of the Company's dividend payment in 2021. In 2022, the Board of Directors approved the bonuses for all directors for the year 2022 in the total did not exceeding 8,835,000 baht or 0.50% of Company's dividend payment in 2022. In 2023, the Board of Directors approved bonuses for all directors for 2023, totaling an amount not exceeding 2,257,792.55 baht, or equivalent to 0.2 percent of the amount of dividends paid by the Company in 2023. And in 2024, the Board of Directors approved bonuses for all directors for 2024, totaling an amount not exceeding 206,145 baht, or equivalent to 0.4 percent of the amount of dividends paid by the Company in 2024.

For the year 2025, the Board of Directors approved a special remuneration (bonus) for all directors in a total amount not exceeding THB 515,352. This amount represents 0.3% of the total dividends paid from the 2025 operating results, which is scheduled for payment in 2026.

Position	2023	2024	2025
Chairman of the Board	405,403	30,992	92,763
Director	1,851,390	29,204	84,518

The summary of the directors' monetary remunerations for the years between 2023 and 2025 are as follows:

Remuneration of Directors	2023	2024	2025
	Monetary Remuneration (Baht)	Monetary Remuneration (Baht)	Monetary Remuneration (Baht)
1. Mr. Lucksananoi Punkrasamee[1]	2,225,300.00	1,001,403.00	130,922.00
2. Mr. Chatchai Payuhanaveechai[2]	1,542,450.00	653,565.00	714,204.00
3. Mr. Sahas Treetipbut	1,747,450.00	768,565.00	619,204.00
4. Air Chief Marshal Bureerat Ratanavanich	1,667,450.00	723,565.00	539,204.00
5. Mr. Niwat Lamunpandh	1,537,450.00	613,565.00	409,204.00
6. Mr. Mayta Chanchamcharat[3]	1,597,450.00	673,565.00	414,204.00
7. Mr. Chinapat Visuttiphat	1,647,450.00	703,565.00	524,204.00
8. Mr. Peerapong Jaroon-ek[4]	-	-	-
9. Mrs. Arada Jaroon-ek[4]	-	-	-
10. Ms. Kanokpailin Wilaikaew[4/5]	-	-	-
Total	**11,965,000.00**	**5,137,793.00**	**3,351,146.00**

Remarks: [1] Resigned, effective February 28, 2025.
[2] Appointed as Chairman of the Board on February 28, 2025, succeeding Mr. Lucksananoi Punkrasamee.
[3] Resigned, effective December 1, 2025.
[4] Executive Directors are not entitled to meeting allowances.
[5] Newly appointed by the resolution of the 2025 Annual General Meeting of Shareholders (AGM) on April 28, 2025.

Summary of Individual Board Remuneration for 2025. Categorized as follows:

Names	Board of Directors meetings (8) times	Audit Committee (5) times	Nomination and Remu-neration Committee (1) time	Risk Management Committee (4) times	Executive Committee (0) time	Corporate Governance Committee (1) time	Monthly Remu-neration	Bonus from 2024 operating results, paid in 2025	Total
1. Mr. Lucksananoi Punkrasamee	40,000	-	-	-	-	-	60,000	30,922	130,922
2. Mr. Chatchai Payuhanaveechai	305,000	-	-	40,000	-	10,000	330,000	29,204	714,204
3. Mr. Sahas Treetipbut	200,000	150,000	20,000	40,000	-	-	180,000	29,204	619,204
4. Air Chief Marshal Bureerat Ratanavanich	200,000	100,000	30,000	-	-	-	180,000	29,204	539,204
5. Mr. Niwat Lamunpandh	200,000	-	-	-	-	-	180,000	29,204	409,204
6. Mr. Mayta Chanchamcharat	175,000	-	-	45,000	-	-	165,000	29,204	414,204
7. Mr. Chinapat Visuttiphat	200,000	100,000	-	-	-	15,000	180,000	29,204	524,204
8. Mr. Peerapong Jaroon-ek	-	-	-	-	-	-	-	-	-
9. Mrs. Arada Jaroon-ek	-	-	-	-	-	-	-	-	-
10. Ms. Kanokpailin Wilaikaew	-	-	-	-	-	-	-	-	-
11. Mr. Pitipong Trinurak	-	-	-	-	-	-	-	-	-
12. Mr. Kriengkrai Kreebongkan	-	-	-	-	-	-	-	-	-

2) Other Remuneration

The resolution of the Extraordinary General Meeting of Shareholders for 2017, held on April 4, 2017, approved the issuance and offered warrants to purchase the Company's ordinary shares in an amount of 13,500,000 units for the directors, executives, and employees of the Company and/or its subsidiaries. Directors shall receive warrants to purchase the Company's ordinary shares on April 4, 2017. The total numbers of issued warrants were 2,150,000 units.

The resolution of the Extraordinary General Meeting of Shareholders for 2018, held on April 26, 2018 approved the issuance and offered warrants to purchase the Company's ordinary shares in the amount of 8,000,000 units for the directors, executives, and employees of the Company and/or its subsidiaries. Therefore, no directors will receive an allocation of warrants to purchase the Company's ordinary shares.

In 2025, None.

8.1.3 Supervision of Subsidiaries and Affiliates Operations

By resolution of the Board of Directors meeting No. 4/2557, held on July 29, 2014, the Company set a policy on supervision and management of its subsidiaries and affiliates, with an objective to establish measures and mechanisms, directly and indirectly, that allow the Company to supervise and manage its subsidiaries and affiliates. This includes the monitoring of its subsidiaries and affiliates to comply with the measures and mechanisms as units of the Company and in accordance with the Company's policies, as well as public company law, securities law, as well as related announcements, regulations and guidelines of the Capital Market Supervisory Board, Office of SEC and SET in order to safeguard interests of the Company's investments in its subsidiaries and affiliates.

In the case that a policy requires any transaction or action which is significant or affects the financial position and operating results of its subsidiaries and affiliates, the policy requires approval by the Board of Directors of the Company or resolution at the Shareholders' Meeting of the Company (depending on the case). Then the Board of Directors has the task of organizing a meeting of the Board of Directors of the Company and/or the Company's Shareholders' Meeting to consider such matters before its subsidiaries and/or affiliates will hold a meeting of their board of directors and/or shareholders for approval and/or before the transaction or action of the matter. In this regard, the Company shall disclose and comply with rules, conditions and procedures in regard to the matters being approved as required by the law on public companies, securities law, as well as the announcements, regulations and guidelines of the Capital Market Supervisory Board, the Office of SEC and SET mutatis mutandis (as far as it does not contradict or be inconsistent with) completely and accurately.

Moreover, according to the resolution of the Board of Directors' Meeting No. 1/2024 on 29 February 2024, based on the proposal of the Audit Committee, approval was requested for the review of the policy on the expenses of the Company and its subsidiaries/ affiliates. The criteria set forth require that the price or rate charged between entities must be supported by reference evidence, be a reasonable market price, and emphasised to ensure that related party transactions and related transactions are transparent and fair for the interest of the Company

1. Any transactions or actions of its subsidiaries and/or affiliates in the following cases must be approved by the Board of Directors of the Company or the Company's Shareholders' Meeting (as applicable):

(1) Subjects that must to be approved by the Board of Directors of the Company:

(a) To appoint or nominate a director or executive in the subsidiaries and/or affiliates, at least in proportion to the shares held by the Company in its subsidiaries and/or affiliates. The directors and executives nominated or appointed by the Company shall have discretion to vote in the meeting of the board of directors of the subsidiaries and/or affiliates in matters relating to general administration and normal business operations of the subsidiaries and/or affiliates, as viewed appropriate by the directors and executives of the subsidiaries and/or affiliates for the best benefit of the subsidiaries and/or affiliates, except in matters that the directors and management have a special interest in.

The nominated director or executive in the paragraph above must be a person in the list of directors and executives of the issuer of securities (White List) and have the qualifications, roles and responsibilities, and also have good character and not lack credibility as announced by the Securities and Exchange Commission with respect to Definition of Lack of Credibility of Directors and Executives of the Company.

(b) To approve annual dividends and interim dividends (if any) of the subsidiaries.

(c) To amend regulations of the subsidiaries, except for amendments in a significant matter as clause (2) (f).

(d) To consider and approve the annual budget of the subsidiaries.

The items from (e) to (m) are the items considered significant and if there is any transaction, it will make a significant impact on the financial position and operating results of the subsidiaries. So, it must first be approved by the Company's Board of Directors. This shall be the case that the calculated size of the transactions the subsidiaries will enter into, compared to the size of the Company [by adopting the basis for calculation as stipulated in the Notification of the Capital Market Supervisory Board and the Stock Exchange of Thailand regarding the acquisition or disposition of assets and/or the connected transactions (as the case may be) to apply by analogy], then is in the criteria to be considered for approval by the Board of Directors. The cases are as follows:

(e) In the case that the subsidiary agrees to enter into a transaction with a related party to the subsidiary or the transaction is related to the acquisition or the disposition of assets of the subsidiary.

(f) Transfer or relinquish benefits, as well as waiving a claim to those who cause damage to the subsidiary.

(g) Sale or transfer of all or major parts of the business of the subsidiary to another person.

(h) Purchase or acquisition of the business of other companies to the subsidiary.

(i) Enter into, amend or terminate contracts related to the lease of all or a significant part of the business of the subsidiary, a delegation to another person to manage the business of the subsidiary or merger of the subsidiary to someone else.

(j) Lease or lend out all or significant parts of the business or assets of the subsidiary.

(k) Borrow, lend, give credit, guarantee, make legal commitments to the subsidiary to get an increased financial burden, or provide financial support to other people in any other way than the usual business of the subsidiary.

(l) Liquidation of the subsidiary.

(m) Any other transaction than ordinary business transactions of the subsidiary that significantly affect the subsidiary.

(2) Subjects to be approved by the General Meeting of Shareholders of the Company:

(a) In the case that the subsidiary agrees to enter into a transaction with a related party of the subsidiary or transaction related to the acquisition or disposition of assets of the subsidiary. This shall be the case that the calculated size of the transaction the subsidiary will enter into, compared to size of the Company (by adopting the basis for calculation as stipulated in the related notification of the Capital Market Supervisory Board and the Stock Exchange of Thailand to apply by analogy), is in the criteria to be considered for approval by the Shareholders' Meeting of the Company.

(b) Capital increase by issuing new shares of the subsidiary, and allocation of shares, and share capital reduction, which is not in proportion to the original shares of the shareholders, that will result in proportion of voting right of the Company, directly and/or indirectly, at the Shareholders' Meeting of the subsidiary, reduced more than ten percent (10) of the total number of votes at the Shareholders' Meeting of such a subsidiary, or result in the proportion of voting right of the Company, directly and/or indirectly, at the Shareholders' Meeting of the subsidiary, reduced less than fifty percent (50)

of total votes at the Shareholders' Meeting of such subsidiary.

(c) Any other action resulting in proportion of voting rights of the Company, directly and/or indirectly, in the Shareholders' Meeting of the subsidiaries in any classes, reduced more than ten percent (10) of the total votes at the Shareholders' Meeting of the subsidiary, or resulting in the proportion of voting rights of the Company, directly and/or indirectly, in the Shareholders' Meeting of the subsidiary, in any classes, reduced less than fifty percent (50) of total votes at meetings of shareholders of the subsidiary in any transaction other than usual business of the subsidiary.

(d) Liquidation of the subsidiary: This must be the case that the calculated size of business of the subsidiary to be liquidated, compared to the size of the Company (by adopting the basis for calculation as stipulated in the Notification of the Capital Market Supervisory Board and the Stock Exchange of Thailand regarding the Acquisition or Disposition of Assets to apply by analogy), then is in the criteria to be considered for approval by the Shareholders' Meeting of the Company.

(e) Any transactions other than ordinary business of the subsidiary and transactions that affect the subsidiary significantly. This shall be the case that the calculated size of the transaction, compared to size of the Company (by adopting the basis for calculation as stipulated in the Notification of the Capital Market Supervisory Board and the Stock Exchange of Thailand regarding the Acquisition or Disposition of Assets to apply by analogy), then is in the criteria to be considered for approval by the Shareholders' Meeting of the Company.

(f) Amend the regulations of the subsidiary on topics that could significantly affect the financial position and the results of operations of the subsidiary. This includes, but is not limited to the amendment of regulations of the subsidiary that affects Company's voting rights at the meeting of the board of directors of the subsidiary and/or the Shareholders' Meeting of the subsidiary, or the payment of dividends of the subsidiary and so on.

For 2025, the Company maintains the same policy as stated above.

2. The Board of Directors shall ensure that the subsidiaries have an internal control system, a risk management system and an anti- corruption system. This includes measures to monitor the performance of subsidiaries and affiliates that are appropriate, effective and strong enough to ensure that operations of its subsidiaries and affiliates comply with other policies of the Company and this policy, including legislation and notification on good governance of listed companies, including relevant regulations and guidelines of the Capital Market Supervisory Board, Office of SEC and SET truly, and follow up the subsidiaries and/or affiliates to disclose the connected transactions and/or the acquisition or disposition of assets, and/or any other transactions that are significant to the Company, and various operations to conform to the rules of governance and management of the subsidiaries and as defined in the policies and regulations of the Company completely and accurately.

The aforementioned policy remains in effect for the year 2025.

In the event that the Company enters into a connected transaction that requires disclosure or shareholder approval under the regulations of the Stock Exchange of Thailand (SET), the Company shall disclose all relevant details and the rationale for such transaction to the shareholders prior to its execution. The Company strictly complies with the Securities and Exchange Act B.E. 1992, including its amendments effective since August 31, 2008. Specifically, Section 89/12 mandates that the Securities and Exchange Commission (SEC) shall prescribe the details and oversee connected transactions of listed companies. Consequently, the Capital Market Supervisory Board issued Notification No. TorChor. 21/2008 regarding Rules on Connected Transactions, requiring listed companies to strictly adhere to the regulations set forth by the SET.

During the past year, there were no instances of non-compliance or violations regarding regulations governing connected transactions or the acquisition and disposal of assets.

8.1.4 Monitoring the Compliance of the Corporate Governance Policy and Guidelines

The Company places a high priority on good corporate governance. To this end, relevant policies and guidelines have been established within our Corporate Governance Policy and Business Code of Conduct. We actively promote practical implementation across the organization to build trust and confidence among all stakeholder groups.

In 2025, the Company monitored and ensured compliance with good corporate governance practices, covering the following key areas:

1) Employee Welfare and Non-discrimination: Ensuring fair treatment and equal opportunity for all staff,
2) Anti-Unfair Competition: Upholding ethical business practices and fair market competition,
3) Environmental, Health, and Safety (EHS): Maintaining high standards for environmental care and workplace safety, and
4) Information Security: Safeguarding corporate and stakeholder data through robust information technology security.

The results of the monitoring process indicate that the Company has fully complied with the established guidelines in each area.

Furthermore, the Company continues to monitor compliance across four additional areas of corporate governance, as follows:

1. The Prevention of Conflicts of Interest

The Company set a policy to prevent conflicts of interest based on the good corporate governance principles regarding any decision to enter into transactions. Company transactions must be entered for the best interest of the Company and its shareholders, Directors, Executives, and Employees. Any action that may cause a conflict of interest should be avoided.

And in 2021and 2022, Britannia Public Company Limited (“BRI”) and Primo Service Solutions Public Company Limited (“PRI”), a subsidiary of the Company, issued on offering of newly-issued ordinary shares in the initial public offering (IPO), along with in 2023, Origin Hotel Company Limited has registered to transform into a public limited company in order to prepare before being listed on the stock exchange. Furthermore, in order to comply with relevant regulations of the Securities and Exchange Commission Office (the “SEC Office”), the Company and subsidiary signed non-compete agreement, to set out clear business boundaries between the Company and subsidiary, and to prevent business operations that may result in a conflict of interest in the future. The Company has clearly defined the process of consideration in the Company’s approval authority table, including the revision the Charter of the Executive Board, Audit Committee and the Board of Directors to comply with Non-Compete Agreement.

In 2025, the Company consistently monitored and reviewed compliance with its Conflict of Interest Prevention Policy to ensure that all business operations were conducted within the prescribed framework and in the best interests of the shareholders. Upon review of the activities of directors, executives, and employees, no transactions were found to be in conflict of interest or in violation of the regulations set by the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET). Furthermore, the Company has communicated the Conflict of Interest Prevention Policy to all directors, executives, and employees, and has disclosed the policy on the Company’s website at: https://origin.co.th/corporate/about-origin-property/corporate-governance/cg-policy/companys-policies/

Additional information is in **Part 2, Corporate Governance Section 7, Corporate Governance Structure and Information of the Board of Directors, Subcommittees, Executives, and Other Employees.**

2. Insider Trading for Personal Gain

The Company has established policies and guidelines regarding the prevention of insider trading, along with procedures for monitoring and supervising directors, executives, and employees. These measures are designed to prevent the unauthorized use of non-public, inside information for personal gain, with the following key details:

1) The Company will educate directors and executives of the Company and subsidiaries regarding their duty to report the Company's securities holding of themselves, their spouses, and underaged children to the SEC in accordance with Section 59 and the penalties under Section 275 of the Securities and Exchange Act B.E. 2535 (including additional amendments). This includes the report of the acquisition or disposal of the Company's securities by themselves, their spouses and underaged children to the SEC Office in accordance with Section 246 and the penalties under Section 298 of the Securities and Exchange Act B.E. 2535 (including additional amendments).

2) The Company's directors and executives, including spouses and underaged children are required to prepare and disclose a report on securities holding and the change in securities holding of the Company to the SEC in accordance with Section 59 and the penalties under Section 275 of the Securities and Exchange Act B.E. 2535 (including additional amendments). The report must be delivered to the Company Secretary before submitting them to the SEC every time. Therefore, a security holding report must be prepared and submitted within 30 days from the date of being appointed as a director or executive. The report of changes in securities holding must be prepared and submitted within 3 business days from the date of purchase, sale, transfer, or acceptance of transfer of such securities via the SEC system (https://market.sec.or.th/public/idisc/th/r59)

3) Directors, executives, and employees of the Company and subsidiaries who have received significant inside information which affects the price of the Company's securities must be cautious in trading the Company's securities during the 1 month period before the financial statements or inside information are disclosed to the public and during the 24 hours after the Company's inside information has been disclosed to the public. Any personnel related to inside information must not disclose such information to others until such information has been notified to the Stock Exchange of Thailand. In regards to the penalty measure of the violation of information disclosure, the Company and its subsidiaries consider it a disciplinary offense according to the regulations of the Company and subsidiaries. Appropriate punishment will be considered depending on the case. This includes verbal admonitions, a written warning, and probation, as well as termination of employment on the grounds of dismissal or discharge, as the case may be.

4) Directors, executives, and employees of the Company and subsidiaries are prohibited from using inside information of the Company and subsidiaries that have not been disclosed to the public that may have an impact on changes in the price of the Company's securities, whether acknowledging them because of the position. Directors, executives, and employees must not buy or sell or offer to buy or offer to sell, or persuade others to buy or sell or offer to buy or offer shares or other securities (if any) of the Company, either directly or indirectly, in a manner that is likely to cause damage to the Company, either directly or indirectly, and whether such actions will be done for personal gain or benefit others, or to reveal such facts to allow others to do so whether any benefits are received or not.

5) Directors, executives and employees of the Company and subsidiaries, or former directors, executives and employees who have resigned are prohibited from disclosing inside or confidential information of the Company and subsidiaries, as well as any confidential information of the trade partners of the Company and the subsidiaries that was acknowledged by their duties to third parties for acknowledgment. Even when the disclosure of such information will not cause any damage to the Company, subsidiaries or the trade partners of the Company and subsidiaries.

6) Directors, executives and employees of the Company and subsidiaries or former directors, executives and employees are responsible for keeping the confidential and/or inside information of the Company and subsidiaries. This includes the responsibility to use the inside information of the Company and subsidiaries for the benefit of the business operations of the Company and subsidiaries only. Therefore, directors, executives and employees of the Company and subsidiaries must not use confidential and/or inside information of the Company and subsidiaries for the benefit of other companies in which they are shareholders, directors, executives, employees, or staff.

In 2025, the Company participated in the Listed Company Value Enhancement Program (JUMP+). On November 14, 2025, the Board of Directors approved the JUMP+ Strategic Plan, which was developed by the management in accordance with the criteria prescribed by the program. Under this framework, the Company proposed an “Insider Trading Prevention Enhancement Plan” to strengthen Good Governance and promote Fair Disclosure. A key component of this plan involves the formal announcement and maintenance of a list of “insiders” or designated persons who have access to sensitive information related to transactions that could potentially impact the Company’s share price.

The Company has set a target to enhance its insider trading prevention by expanding the scope of Anti-Corruption oversight to include Critical Tier 1 Suppliers. This initiative involves mandating the enforcement, monitoring, and performance evaluation of anti-corruption policies among these key business partners.

Target

To ensure that all Critical Tier 1 Suppliers those conducting business directly with the Company establish their own Anti-Corruption policies, and to consistently monitor and evaluate their compliance with such policies.

Key Roadmap

2026 - Establish a framework for Critical Tier 1 Suppliers to develop relevant policies and guidelines.

2027 - Implementation and announcement of policies by Critical Tier 1 Suppliers, and the commencement of monitoring processes.

2028 - Achieve 90% coverage in monitoring and performance evaluation.

Risk Management

Non-compliance with established policies by suppliers.

Risk Description

There is a risk that Critical Tier 1 Suppliers may fail to effectively implement the certified Anti-Corruption and Anti-Bribery policies and guidelines in their actual operations, or may lack sufficient internal controls. This could lead to loopholes for bribery or corruption within their business processes.

Between August and December 2025, the Company developed the framework for the Insider Trading Prevention Enhancement Plan. During this period, training sessions and meetings were conducted for the project team, which included directors, executives, and relevant department heads, representing approximately 10% of the total workforce. In addition, the Company consistently monitored compliance with its Insider Trading Prevention Policy among all directors, executives, and employees. To ensure widespread awareness, the Company’s various policies have been officially announced on the corporate website and communicated directly to all directors, executives, and staff members.

In 2025, there were no reported instances of directors or executives using inside information for personal gain or engaging in securities trading during the Blackout Period. Furthermore, no cases were found involving unfair practices or the exploitation of investors through the use of inside information by the Company’s directors or executives. The Company, its directors, and its executives were not subject to any fines, criminal complaints, or civil actions by regulatory authorities, such as the Securities and Exchange Commission (SEC) or the Stock Exchange of Thailand (SET).

Details are disclosed in Part 2, Corporate Governance, Clause 6.1 Overview of Corporate Governance Policy: https://investor.origin.co.th/th/corporate/corporate-governance/companys-policies

3. Anti-Corruption

The Company and its subsidiaries have a policy to conduct business by giving importance to anti-corruption, adhering to morality and ethics, operating the business with transparency and being responsible to all stakeholders. The Company established Business Ethics and a Code of Conduct practice guidelines for the Board of Directors, the Management team and employees as part of "Corporate Governance" of the Company.

Therefore, in order to show the commitment to fight against corruption in all forms, the Company expressed its intention to become a member of Thailand's Private Sector Collective Action Coalition Against Corruption. The Board of Directors deemed it appropriate to determine the anti-corruption policy in writing to be a stringent practice guideline for directors, executives, and employees of the Company. The Company has approved the mentioned project in 2020 In 2022, the Company submitted new 71 items of assessment to renew its certification. The Thai Private Sector Anti-Corruption Coalition Committee has resolved to renew the certification for the first time for the Company to continue being a member for a period of 3 years.

The Company and its subsidiaries have established an Anti-Corruption Policy and Procedures, which cover any acts aimed at seeking unlawful benefits, whether through bribery, political contributions, gifts, hospitality, charitable donations, or other expenses. This policy prohibits the offering, promising, pledging, demanding, giving, or accepting of money, assets, or any other inappropriate benefits, whether directly or indirectly, to or from government officials, state employees, government agencies, private entities, or any person in charge. Such prohibitions apply regardless of the form of the benefit, intended to induce an individual or entity to act or refrain from performing their duties in order to acquire or retain business advantages for the Company, oneself, family, friends, or acquaintances, or for any improper business gain. This specifically includes actions resulting from the misuse of power, legal violations, or any activities indicative of corruption, except where such actions are expressly permitted by law, local customs, or trade traditions.

In addition, the Company communicated the anti-corruption policy/measures to employees and related persons for acknowledgement in order to be used as practice guidelines. The Company also improved different relevant processes to raise the standard of practices by organizing the CAC "Friends Get Friends" project to share knowledge and understanding on the anti-corruption measures for the Company's trade partners.

In 2025, the Company monitored and reviewed compliance with the Anti-Corruption Policy to ensure that all directors, executives, and employees strictly adhered to its requirements. The key performance results are summarized as follows :

1) The Internal Audit Department conducted audits of the operational systems across all departments to ensure compliance with corporate regulations and evaluated risk factors that could potentially lead to corruption. The department reported its findings directly to the Audit Committee on a quarterly basis.

2) In 2025, the Company submitted an application for the renewal of its certification with the Thai Private Sector Collective Action Against Corruption (CAC). The Company has successfully passed the assessment and has officially been re-certified as a member of the CAC.

Company	Current Status	Implementation
ORIGIN	2nd Recertification: September 30, 2025	3rd Recertification: Q1-2028



Furthermore, the Company remains committed to strictly adhering to the assessment standards and is currently preparing its data management systems for the next cycle of certification renewal.

3) The Company consistently implements the "CAC Friend get Friend" project by promoting and providing knowledge to suppliers within its supply chain. This initiative aims to collectively foster a transparent business environment.

In 2025, the Company participated in the Listed Company Value Enhancement Program (JUMP+). On November 14, 2025, the Board of Directors approved the JUMP+ Strategic Plan, which was developed by the management in alignment with the program's prescribed criteria. As part of this initiative, the Company proposed the "Anti-Corruption Enhancement Plan." The primary goal is to extend the scope of anti-corruption oversight to Critical Tier 1 Suppliers. This involves mandating the enforcement, monitoring, and performance evaluation of the suppliers' anti-corruption policies as follows:

Key Roadmap	Year	Expected Outcomes
Establish a governance framework and require Critical Tier 1 Suppliers to develop Anti-Corruption policies and guidelines.	2026	A formalized governance framework is in place, and Critical Tier 1 Suppliers have established their Anti-Corruption policies and guidelines.
Mandate the implementation and announcement of policies by Critical Tier 1 Suppliers, and commence the initial compliance monitoring process.	2027	Critical Tier 1 Suppliers are informed of the new requirements and have officially announced their policies. The Company begins its first phase of monitoring.
Conduct comprehensive monitoring and performance evaluations, targeting at least 90% coverage.	2028	At least 90% of Critical Tier 1 Suppliers are assessed and verified to have Anti-Corruption policies and practices that align with the Company's criteria.

Supply Chain Risk Management: Policy Non-Adherence by Suppliers

Risk Description

Critical Tier 1 Suppliers may fail to implement the established anti-corruption guidelines they have formally acknowledged. Insufficient internal controls within their operations create vulnerabilities that increase the exposure to bribery and corruption risks, which could adversely affect the Company's integrity and operational standards.

Risk Impact

1. The Company may face legal prosecution, significant regulatory fines, or sanctions if fraudulent activities are conducted on its behalf. Such incidents could severely damage the Company's brand integrity and erode stakeholder trust.
2. Operational inefficiencies and inflated business costs resulting from corruption and lack of transparent processes can lead to direct financial losses and reduced profitability.

Risk Mitigation Measures

1. Proactively communicate and ensure a comprehensive understanding of the Company's Anti-Bribery and Corruption (ABC) policies among all Critical Tier 1 Suppliers. This includes providing guidance on expected ethical standards and compliance requirements.
2. Implement a structured annual audit and assessment program for Critical Tier 1 Suppliers to monitor compliance, evaluate internal control effectiveness, and ensure adherence to agreed-upon anti-corruption practices.
3. Explicitly define policy violations as a material breach of contract. The Company reserves the right to exercise contract termination or impose sanctions if a supplier fails to comply with anti-corruption and ethical standards.

The Company conducts an annual review and reports the findings within the Audit Committee's Report. For the fiscal year 2025, the Company reported zero incidents of internal bribery or corruption. Furthermore, there were no instances of fraudulent activities involving the Board of Directors. The Company also confirms that there were no news reports, administrative fines, criminal accusations, or civil actions initiated by regulatory bodies (such as the SEC, the SET, or the NACC) concerning fraud or corrupt practices.

4. Whistleblowing

The Company established a whistleblower protection policy to protect and provide fairness to employees who blow the whistle or report **fraud or non-compliance with the law, rules, regulations, Article of Association, and Code of Business** Conduct of the Company and its subsidiaries (Whistleblower Policy) by defining whistleblowing methods and general communication channels.

Whistleblowing or Reporting Complaints

The Company has measures that enable all stakeholders to report complaints to the Company through various channels in order to enhance the efficiency of care for all stakeholders.

Customers, trade partners and the general public can report complaints or comments to the Company in accordance with the regulations through the process of filing complaints B.E. 2552 through various channels:

Mail to : The Audit Committee or the Chief Operating Officer
Origin Property Public Company Limited
20th Floor Bhiraj Tower BITEC
4345 Sukhumvit Rd. Bangna sub-district
Bangna district, Bangkok 10260

E-mail to : Chief Operating Officer
Whistleblower@origin.co.th

Website : http://www.origin.co.th > Whistleblower

The employees can report a direct complaint or give suggestions to the Board of Directors and executives through email on the Company's system or with the Company's communication box in order to report directly to senior executives

Direct Contact to the Board of Directors

The stakeholders who wish to contact the Company's Board of Directors directly (not through the Management of the Company), can report a complaint through email at: whistleblower@origin.co.th. In this, the Company defined policies or guidelines to protect whistleblowers as well as the whistleblowing data protection confidentiality policy.

The Company will review the complaint and go through a fact finding procedure in order to find further solutions.

Communication Channels

The Board of Directors assigned the Management Team to monitor the communication and information disclosure to be accurate, complete and timely for investors, the media and other stakeholders, using various types of media such as publications, newspapers, radio, television, conferences and press releases. This includes using the website and emails which are able to receive and send information accurately and quickly, including investor relations who are responsible for such matters as well.

Summary of Whistleblower Reports over the Past 3 Years (2023-2025) - Details according to Section 2, Topic 9.1 Internal Control: 5 Monitoring Systems.

8.2 Summary of the Audit Committee's Performance in the Past Year

8.2.1 Performance of the Audit Committee Report

8.2.2 Assessment Results of the Audit Committee

(Details are disclosed in Attachment 6: Audit Committee Report)

8.3 Summary of the Performance of Other Subcommittees

8.3.1 Number of Meetings and Attendance

(Details are disclosed in Part 2, Clause 8.1.2: Meeting Attendance and Remuneration for Individual Directors)

8.3.2 Performance of the Subcommittees

(Details are disclosed in Attachment 6: Audit Committee Report)

9 Internal Control and Related Party Transactions

9.1 Internal Control

Origin Property Public Company Limited believes that an effective Internal Control system and Risk Management process are important foundations for driving the organization towards sustainable growth and building confidence among all stakeholder groups amidst highly volatile economic conditions and the real estate industry.

In 2025, the Company elevated its corporate governance standards by participating in the JUMP+ (Corporate Value Up Plan) project of the Stock Exchange of Thailand, which focuses on increasing operational efficiency and transparent information disclosure alongside maintaining integrity standards according to the guidelines of the Thai Private Sector Collective Action Against Corruption (CAC), for which the Company has continuously received recertification.

The Board of Directors recognizes the importance of having a good internal control system and has assigned the Audit Committee and the Risk Management Committee to oversee and review the internal control system to cover all dimensions, including Operation, Reporting, and Compliance. This follows the international standards of COSO (The Committee of Sponsoring Organizations of the Treadway Commission) to support the achievement of strategic goals according to the JUMP+ plan and create stable long-term value for shareholders.

Regarding the internal control of subsidiaries, the Company has required subsidiaries to establish internal control systems consistent with the Company's internal control guidelines. Additionally, the Company has audited the operations of subsidiaries, finding that they have provided adequate internal control in all 5 areas, similar to the Company's operations.

9.1.1 Opinion of the Board of Directors regarding the Company's internal control system

In the Board of Directors Meeting No. 1/2026 on February 27, 2026, with the entire Audit Committee in attendance, the Board assessed the Company's internal control system according to the internal control system adequacy assessment form of the Office of the SEC. Based on the assessment of the Company's internal control system in 5 components according to the concept of COSO, which consists of:

1. Control Environment
2. Risk Assessment
3. Control Activities
4. Information and Communication
5. Monitoring Activities

The Audit Committee and the Board of Directors are of the opinion that the Company has an adequate internal control system appropriate for the business size and current circumstances. The Company has established an operational structure with a segregation of duties for cross-checking, developed personnel to efficiently implement the system, and has monitoring processes to prevent Company assets from being used improperly or without authority by directors or executives, including sufficient transactions with persons who may have conflicts of interest and related persons. (Details appear in the Internal Control System Adequacy Assessment Form, Attachment 7). The key points are summarized as follows:

1) Control Environment

Control Environment The control environment is a crucial fundamental component of the Company's internal control system; therefore, a good control environment has been established as follows:

- Appointment of sub-committees to oversee various matters related to good corporate governance, namely the Audit Committee, Risk Management Committee, Nomination and Remuneration Committee, and Corporate Governance and Sustainable Development Committee. All committees consist of directors with appropriate qualifications according to the requirements of the SET and the SEC, who are experts with diverse experience and understanding of the Company's business (e.g., real estate development, accounting and finance, laws and regulations). They have no conflicts of interest with the Company. Every sub-committee performed its duties strictly according to its charter and reported its operations to the Board of Directors.

- Preparation of charters for the Board of Directors and all sub-committees, covering objectives, composition, qualifications, powers, and responsibilities clearly in writing, with a review at least once a year to ensure alignment with the Company's structure, business, or changing government/regulatory requirements.

- Application of best practices and good corporate governance guidelines (e.g., from SET, SEC, IOD) to develop and improve the Board structure. The organization structure, duties, and responsibilities were defined, including written policies, operating procedures, and the Table of Authority manual to allow the Management to operate efficiently without conflicts of interest under the Board's supervision.

- The Company adheres to ethical business conduct and fairness to partners/stakeholders by preparing manuals for Good Corporate Governance, Business Ethics, and Supplier Code of Conduct, as well as various written policies (e.g., Anti-Corruption, Risk Management, Whistleblowing, IT Security, Human Rights, Personal Data Protection). These are distributed to directors and all employees and announced on the website www.origin.co.th. Policies and manuals are reviewed annually to align with current operations and situations, with directors and senior executives acting as role models.

- The Audit Committee oversees the development and implementation of the internal control system to ensure efficiency, adequacy, and appropriateness. The members have knowledge and experience from various professions beneficial to the business, are independent from the Management, and meet the qualifications of the Public Limited Companies Act, SET, SEC, and Company regulations.

- The organization structure is defined so that the Internal Audit department reports directly to the Audit Committee. Internal Audit monitors and evaluates the performance of various units for compliance with regulations and guidelines, monitors legal cases and whistleblowing complaints, and reports directly to the Audit Committee quarterly.

- The Company focuses on motivating and retaining capable personnel while promoting development for higher positions and has a succession planning process for key positions.

2) Risk Assessment

- The Board of Directors established the Risk Management Committee to oversee and develop the organization-wide risk management process systematically. It supports and oversees all units to participate in risk assessment by considering both external and internal factors to assess probability and impact, and defining risk management guidelines to maintain risks at an acceptable level.

- The Company defined a Risk Management Policy and Framework manual specifying roles and responsibilities for the Board and Management, assessment guidelines/criteria, risk categorization, prioritization criteria, and risk management measures. This manual is reviewed at least once a year and proposed for Board approval.

- The Company emphasizes integrating risk management with operational processes and sustainability issues (ESG). Roles, responsibilities (Risk Owners), risk appetite, and risk indicators were defined for monitoring. Results are reported to the Management, Risk Management Committee, and the Board at least once a quarter, or when significant situations occur, to ensure quick and appropriate responses.

- Annual plans with clear, measurable goals under the vision were defined alongside risk management. Risks were identified/reviewed considering internal and external factors across Strategic, Operational, Financial, Compliance, IT, Corruption, and ESG risks. Monitoring results are reported at least quarterly.

- A process for monitoring and evaluating risk management plan performance is defined. Management reports risk assessment and management results to the Risk Management Committee and the Board every quarter or when significant changes occur.

3) Control Activities

- The Company defined appropriate policies and operating procedures for each work system covering core activities and provided regular performance reports. The management structure segregates responsibilities for cross-checking. Powers, approval limits, and authority for each level were defined in writing and disseminated through the internal website.

- Policies and criteria for Related Party Transactions with related persons or those with potential conflicts of interest were defined according to SET and SEC regulations, with reviews to ensure correct compliance.

- The Company joined the Thailand Private Sector Collective Action Against Corruption (CAC) and was first certified in 2020, with its second recertification in 2025. Anti-corruption policies/measures were communicated, processes improved, and annual knowledge-sharing projects held for major partners.

- The Table of Authority clearly defines powers and approval limits, especially for Related Party Transactions, which are checked against SET criteria for the best interest of the Group and shareholders.

- The Company will investigate suspicious behavior of directors or managers reported by auditors according to the Securities Act (No. 4) B.E. 2551 and report preliminary results to the SEC and auditors within 30 days.

- In 2025, there were no such cases. The Company uses an ERP (Enterprise Resource Planning) system for financial data and has a secure, confidential Whistleblowing channel.

4) Information and Communication

- Information systems are continuously developed to cover all work processes. Internal communication is fast and high-quality, ensuring employees understand objectives, risks, and controls. Ethics, IT security, and PDPA policies are emphasized for strict compliance. A Business Continuity and Recovery Plan is in place for emergencies.

- Communication channels include Email, Digital Media, LED screens, My Origin system, and Line groups for easy and fast access.

- Whistleblowing channels are provided for the general public and employees to report illegal acts, unethical conduct, or fraud via the website or mail, with messages sent directly to the Audit Committee Chairman.

- Standard Operating Procedures (SOPs), manuals, and forms are stored in the My Origin system with access control by the IT unit. In 2025, some manuals were being updated following an internal management restructuring.

- External parties can communicate impacts or suggestions via the Call Center (020-300-000). A special Whistleblower channel is available for stakeholders via the website or letter to the Audit Committee or COO.

5) Monitoring Activities

- In 2025, there were 5 Board meetings and weekly Executive Meetings. Annual self-assessments (individual and group) for the Board, sub-committees, and senior executives use SET assessment forms to improve performance.

- The Company monitors compliance with business ethics and anti-corruption policies. A Whistleblowing policy allows stakeholders to report fraud, illegal acts, or ethics violations directly to the Audit Committee Chairman via:

1) Mail : Chairman of the Audit Committee,
Origin Property PCL,
Bhiraj Tower at BITEC, 20th Floor,
No. 4345 Sukhumvit Rd, Bang Na, Bangkok 10260.
2) Email : Whistleblower@origin.co.th
3) Website : www.origin.co.th

Reports are kept confidential; reporters do not need to reveal their identity, but doing so allows for feedback or more details.

The Audit Committee has monitored and reviewed various issues to ensure that the Company has implemented appropriate and sufficiently prudent measures, as well as established measures to prevent recurrence and improved deficiencies/weaknesses in the internal control system.

- The Company provides for an internal audit function reporting directly to the Audit Committee to ensure that the internal control system assists the Company in achieving its defined goals. This includes auditing the operations of every unit to ensure compliance with requirements and regulations, assisting in identifying deficiencies and weaknesses, and providing recommendations for developing the operational system to be efficient and effective in accordance with good corporate governance guidelines and anti-corruption policies/measures. The Internal Audit unit is responsible for reviewing/auditing the operations of various units to evaluate the internal control system to ensure that the established internal control system is adequate and appropriate, and reporting audit results, recommendations, and corrective action guidelines. Completion deadlines are specified for use in monitoring the progress of management's corrections/improvements. The Internal Audit unit summarizes and presents such reports to the Audit Committee and the Board of Directors on a quarterly basis.

In addition, to ensure that internal audit operations are efficient and cover significant business activities, in 2025, the Audit Committee considered and approved the use of an external service provider (Internal Audit Outsource) by engaging KPMG Phoomchai Business Advisory Ltd. The Audit Committee considered them to be experts in internal auditing, possessing independence, and having experience in internal auditing within businesses/industries of the same nature as the Company. They performed internal audit duties to review the adequacy of the internal control system and audit operations in the Company's significant operational processes as follows: After-Sales Service Management Process, Procurement and Payment Process, Human Resources Management Process, and Accounting and Financial Operational Control Process, in order to evaluate internal controls and provide recommendations regarding the adequacy and efficiency of the internal control system.

- The Audit Committee has the authority to consider the appointment, removal, and transfer of the Head of Internal Audit, as well as consider and approve the internal audit plan, oversee, provide advice, and support internal audit operations to be efficient, independent in performing duties, and possess sufficient and appropriate necessary resources. Furthermore, the Audit Committee can engage specialized experts, such as in accounting and finance, to provide opinions for consideration or to assist in audit work as the Audit Committee deems necessary, with the Company responsible for the incurred expenses.

- The Audit Committee considered, selected, and proposed the appointment of the annual auditor for 2025 and considered the remuneration for proposal to the Board of Directors. The consideration included the auditor's independence (specifically regarding the relationship between the Company/subsidiaries and the audit firm and services other than auditing), professional skills and expertise, understanding and experience regarding the Company's business, and the ability to provide useful and practical advice.

In the Audit Committee Meeting No. 1/2025 on February 27, 2025, the Audit Committee considered and selected the auditor and considered the audit fee for the year 2025. The Audit Committee deemed it appropriate to select EY Office Limited (by Mr. Poonnard Paocharoen, Certified Public Accountant No. 5238; Ms. Kosum Cha-em, Certified Public Accountant No. 6011; or Ms. Wilai Sunthornwanee, Certified Public Accountant No. 7356) as the auditor for the year 2025 with an audit fee of 2,150,000 Baht (Two Million One Hundred and Fifty Thousand Baht net). This decision was based on the consideration that EY Office Limited has consistently provided useful advice to the Company and has no relationship or interest with the Company/subsidiaries/executives/major shareholders or persons related to

such individuals in any way. They possess independence in auditing and in expressing opinions on the Company's financial statements.

Furthermore, the Company compared the audit fee rate set by EY Office Limited with the audit fee rates of 8 other companies in the same business. It was determined that the audit fee of EY Office Limited is within a reasonable range. Therefore, it was proposed to the Board of Directors, and the Shareholders' Meeting approved the appointment as the Company's auditor for the year 2025.

Summary of the Board of Directors' Opinion on the Company's Internal Control System

The Board of Directors considered and approved the evaluation of the internal control system in 5 components, namely: Control Environment, Risk Assessment, Control Activities, Information and Communication, and Monitoring Activities of the Company and its subsidiaries according to the internal control system adequacy assessment form of the Office of the Securities and Exchange Commission (SEC). The Board is of the opinion that the internal control system of the Company and its subsidiaries is adequate and appropriate, and has provided an internal control system capable of protecting the assets of the Company and its subsidiaries from being used improperly or without authority by directors or executives, including transactions with persons who may have conflicts of interest and related persons. Regarding internal control in other topics, the Board considers that from the overall evaluation of the internal control system in all 5 components, the Company has adequate internal control and most operations follow a good internal control system. However, there are some matters that require further improvement for greater efficiency, for which the Board has provided recommendations and discussed with management for further improvement, including arranging for monitoring of implementation to ensure it follows the specified guidelines.

9.1.2 Auditor's Opinion on the Effectiveness of the Company's Internal Control System

EY Office Limited ("EY"), the Company's auditor, audited the financial statements for the year ended December 31, 2025. The auditor conducted the audit in accordance with Thai Standards on Auditing, which require the auditor to comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement. The audit procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. The auditor expressed an opinion that the financial statements present fairly, in all material respects, the financial position as of December 31, 2025, and the financial performance and cash flows for the year then ended of Origin Property Public Company Limited and its subsidiaries, and of Origin Property Public Company Limited, in accordance with Thai Financial Reporting Standards. In 2025, the auditor provided observations and recommendations regarding certain deficiencies in the internal control system. These include the monitoring of long-outstanding trade receivables, other receivables, and advances for construction, as well as the consideration of setting allowances for expected credit losses. Additional areas of concern include transaction recording in the procurement system, the financial closing process, corporate income tax procedures, and other related matters. These areas are currently under improvement by the Company's management to enhance overall effectiveness of the internal control system.

9.2 Anti-Corruption and Whistleblowing

9.2.1 Anti-Corruption Measures (CAC)

Origin Property Public Company Limited and its subsidiaries (the "Company") place great importance on and are committed to conducting business with integrity and ethics, as well as managing operations with transparency in accordance with good corporate governance principles. The Company aims to ensure efficient business operations, demonstrate responsibility to society and all stakeholders, and achieve sustainable long-term growth. The Company recognizes that corruption not only affects business operations, reputation, and corporate image, but also poses a significant obstacle to the Company's sustainable growth and the country's development. As a member of society with the aspiration to see Thailand free from corruption, the Company has joined

the Private Sector Collective Action Coalition Against Corruption (CAC) to express its intention and commitment to combating corruption. The Company strictly prohibits its directors, executives, and employees from engaging in, accepting, or supporting any form of corruption, whether directly or indirectly, across all business units and related functions.

The Board of Directors has approved the "Anti-Corruption Policy and Measures" (Resolution of the Board of Directors Meeting No. 8/2018), with the latest review approved for the year 2025 at the Board of Directors Meeting No. 5/2025 held on November 14, 2025. This policy defines roles, responsibilities, and practical guidelines for directors, executives, and employees to adhere to consistently. The Company also communicates its commitment to transparent business practices to its business partners and stakeholders and encourages them to join the anti-corruption network. This Anti-Corruption Policy and Measures form an integral part of the Company's code of conduct. Any director, executive, or employee who fails to comply will be subject to investigation and disciplinary action in accordance with the Company's regulations and applicable laws. At the same time, the Company will not demote, penalize, or impose negative consequences on any person who refuses to engage in corruption, even if such refusal results in the loss of business opportunities. The Company has established channels for whistleblowing and complaints in cases where corruption is suspected or evidenced within the organization, along with mechanisms to ensure protection and fairness for whistleblowers or complainants. In addition, the Board of Directors requires that this policy be reviewed annually to ensure alignment with best practices and the anti-corruption guidelines of the Thai Institute of Directors Association (IOD).

Details of the Company's implementation in accordance with CAC guidelines are as follows:

- **Certification Status:** Origin Property Public Company Limited has been certified under the CAC framework and has continuously renewed its certification in accordance with the specified periods.



- **Anti-Corruption Policy and Measures:** The Company has established and announced its Anti-Corruption Policy and Measures as guidelines for all personnel at every level, including the Board of Directors, management, executives, and employees. The policy is communicated both internally and externally via the Company's website (https://origin.co.th/corporate/about-origin-property/driving-business/anti-corruption/). All employees are required to acknowledge and comply with the policy, as well as participate in annual knowledge assessments on anti-corruption practices and the Code of Conduct through an online system. In addition to setting out policy statements, the Anti-Corruption Policy also defines practical guidelines for areas with corruption risks, such as entertainment, giving or receiving gifts and hospitality, conflicts of interest, donations, sponsorships, and facilitation payments, among others.
- **Zero Tolerance Policy:** Directors, executives, and employees at all levels are strictly prohibited from engaging in, accepting, or supporting any form of corruption, whether directly or indirectly, for the benefit of themselves, their families, friends, or

acquaintances.

- **No Gift Policy:** The Company enforces a no-gift policy, prohibiting the acceptance of gifts, gratuities, or any other benefits arising from the performance of duties, in order to prevent conflicts of interest and ensure fair treatment among all business partners.
- **Risk Assessment:** The Company identifies and assesses corruption risks in key business processes, such as procurement, approvals from government authorities, and charitable contributions or sponsorships. Appropriate preventive measures and internal controls are implemented in alignment with the level of risk identified.
- **Whistleblowing Channels:** The Company provides reliable whistleblowing channels for reporting suspected corruption or misconduct, with measures in place to ensure protection and fairness for whistleblowers. Employees and stakeholders may report concerns or suspicions regarding legal violations, breaches of the Code of Conduct, corruption, or any inappropriate behavior within the Company group.
- **Network Expansion:** The Company emphasizes communication of its anti-corruption policy to suppliers and stakeholders to collectively promote a corruption-free supply chain. Activities include seminars and knowledge-sharing initiatives under the "Friend Get Friend" campaign.
- **Enhancing CG and Anti-Corruption Standards:** The Company has further strengthened its corporate governance and anti-corruption standards by participating in the JUMP+ Program of the Stock Exchange of Thailand (SET), a flagship strategic initiative aimed at supporting sustainable growth among listed companies in Thailand.

9.2.2 Whistleblowing Channels and Whistleblower Protection

The Company has established the following guidelines for handling complaints and whistleblowing reports:

- **Whistleblowing and Complaint Submission**
  The Company provides channels for both internal and external stakeholders to report or file complaints regarding illegal acts, violations of the Code of Conduct, inaccurate financial reporting, or deficiencies in internal control systems to the Board of Directors. Stakeholders may submit reports or complaints to the Chief Operating Officer, who will present them to the Audit Committee to determine appropriate investigation procedures and establish measures to protect whistleblowers from any infringement of rights. After consideration, the Audit Committee will report to the Board of Directors for further action as deemed appropriate.
- **Channels for Whistleblowing or Complaints**
  (1) By mail: Addressed to the Audit Committee or the Chief Operating Officer
  Origin Property Public Company Limited
  496 Moo 9, Samrong Nuea, Mueang District, Samut Prakan 10270, Thailand
  (2) By email: Whistleblower@origin.co.th
- **Conditions and Consideration of Whistleblowing Reports and Complaints**
  1) Reports or complaints must be factual, clear, and supported by sufficient information to enable further investigation.
  2) The information must relate to violations of laws, regulations, the Code of Conduct, Company policies, or intentional misconduct, including failure to perform duties responsibly or actions indicating fraudulent intent or breach of confidentiality.
  3) All information received will be treated as confidential, and the identity of the whistleblower or complainant will not be disclosed to the public without consent.
  4) Whistleblowers or complainants will be protected, regardless of whether they are employees or external parties.
  5) The timeframe for handling complaints depends on the complexity, clarity of the case, and the availability of supporting evidence from both the complainant and the accused.
  6) Recipients of complaints and individuals involved in the investigation process must maintain confidentiality and disclose

information only as necessary, taking into account the safety and potential impact on whistleblowers, sources of information, and related parties.

7) If whistleblowers or cooperating parties believe they may face safety risks or potential harm, they may request appropriate protection measures from the Company. The Company may also proactively implement such measures without a request if deemed necessary.
8) Individuals who suffer damages will receive appropriate and fair remedies.

- **Protection of Employees, Workers, and Contractors**

  The Company will not take any unfair actions against employees, workers, or contractors, including changes in position, job scope, or workplace, suspension, threats, interference with work, termination, or any other unfair treatment, as a result of:

  1) Providing information, cooperation, or assistance to directors, management, government authorities, or regulatory bodies, where there is reasonable cause to believe in good faith that laws, regulations, or the Code of Conduct have been violated.

  2) Giving statements, submitting evidence, or providing assistance to support investigations or considerations by directors, management, government authorities, or regulatory bodies regarding suspected misconduct.

- **Investigation Procedures**

  1) Fact Finding

  The Chief Operating Officer receives the complaint and gathers relevant facts regarding the alleged misconduct or violation, or may assign an independent working team under the Audit Committee or an equivalent function to conduct the investigation.

  2 Data Processing and Screening

  The Chief Operating Officer reviews and analyzes the information to determine appropriate procedures and actions for each case. This may be conducted by the Internal Audit function, an equivalent unit, or an investigation committee appointed by the Audit Committee on a case-by-case basis.

  3) Corrective Actions

  The Chief Operating Officer proposes appropriate measures to address violations or misconduct to the Board of Directors for consideration of disciplinary actions and remediation, taking into account the overall impact and damages.

  4) Reporting

  The Chief Operating Officer is responsible for reporting the outcome to the whistleblower if their identity is disclosed. In

cases involving fraud or corruption investigations requiring a formal investigation committee, the results will be reported directly to the Chief Executive Officer, the Audit Committee, and/or the Board of Directors, as appropriate.

Summary of Whistleblowing Reports for the Past 3 Years (2023-2025)

Number of Complaints via Whistleblowing Channels				Notes
Corruption	Fraud	Code of Conduct Violations	Others*	
0	1	0	0	
0	2	0	2	Others* = Refers to complaints related to service issues. The Company has established a separate process and dedicated channel specifically for "Service Complaints," which are directed to the Call Center. This channel coordinates directly with customers (without involving the Chairman of the Audit Committee) to ensure that relevant departments address and resolve issues related to the Company's products and services within the defined KPIs. Summary of Service-Related Complaints in 2025: ORI: 4 cases - related to delays, defect rectification, and communication of sales staff PRI: 3 cases - related to services of juristic persons and project management BRI: 1 case - related to the performance behavior of project staff All cases have been forwarded to the responsible management teams for corrective action and improvement.
0	0	0	8	

Years	Number of Cases	Nature of Complaints	Details	Corrective Actions / Preventive Measures
2023	1	Fraud	An unregistered contractor (not listed in the Approved Vendor List (AVL)) filed a complaint stating that they had not received payment from the Company. Upon investigation, the Company found evidence that a Senior Project Manager had engaged the said contractor to perform work such as cleaning water storage tanks, defect rectification, waterproofing, and other related tasks within the Company's project. However, purchase orders (P/Os) for such work were issued under the name of another contractor listed in the AVL who did not actually perform the work. The payments were then disbursed by the Company and subsequently shared improperly between the employee and the contractor. As a result, the contractor who actually performed the work did not receive payment. (Total contract value: THB 843,339) Actions Taken: An investigation committee was established, and further investigation identified three additional contractors involved in similar misconduct. Remark: The employee and the three contractors involved admitted to the misconduct and agreed to fully compensate the Company for the damages incurred.	1. Announce the Policy for External Service Provider Engagement: The Company has published a policy on recruitment and engagement of external service providers to ensure both contractors and employees are aware of proper procedures. 2. Recovery of Losses from Responsible Parties: Contractors and employees involved in the misconduct are required to compensate the Company. Payments are deducted from contractors' fees and employees' salaries. The employee admitted wrongdoing and agreed to repay the Company in installments. 3. Blacklist of Involved Contractors / Partners: Three contractors involved in fraudulent activities were blacklisted. Their information has been recorded in the My Origin system to serve as a reference database for all companies in the Group during vendor verification. 4. Verification and Documentation of Work Completion: The Accounting Department must obtain proof of work completion, with the responsible party signing off and attaching photographs of the work site as supporting evidence for payment. If evidence is incomplete, the documents are returned for correction before payment. 5. Project Cost Control Review: The Project Cost Control (OE) team is required to review PR/POs against monthly advance payments. Any duplication or irregularities must be reported to the CEO/CBU.

Years	Number of Cases	Nature of Complaints	Details	Corrective Actions / Preventive Measures
2024	3	Violation of Regulations	Violation of Regulations 1. Case Summary: An employee reported irregularities in the disbursement of payments for defect rectification work in the Chula-Samyan project to a contractor. Payments were made without supporting work completion evidence, as required by Company regulations, citing urgency of the work as justification. Action Taken: The Internal Audit Department conducted an in-depth investigation. Findings: No evidence of corruption was found. The reporting employee had already resigned. However, the investigation identified overpayment of daily wages to the contractor amounting to THB 1,121,447.31. The Company has recovered the full amount from the contractor.	1. Recovery and Warning: The Company has reclaimed overpaid amounts from the contractor and issued a warning regarding the proper verification of contractor wage calculations. 2. Improvement of Contractor Payment Process: The process for contractor wage disbursement has been enhanced. Detailed work assignments must be prepared and documented to serve as control measures and evidence of work completion. For work performed on holidays, the names of contractors must be reported in advance to the on-site supervisors to confirm actual work performed and serve as supporting evidence for payment. 3. Document Verification by Admin: The Admin responsible for payments must verify the completeness and accuracy of supporting documents and provide a signed acknowledgment as evidence. 4. Procurement Payment Terms: The Procurement Department must specify payment conditions and retention deduction in the Purchase Orders (POs).
		Violation of Regulations	Improper Contractor Engagement Summary: An employee reported that a Creative Project Marketing Manager engaged a friend as an interior contractor for the Company at an inflated price (total interior work value: THB 706,000). Additionally, the sample room inspection was not conducted in accordance with Company regulations. Action Taken: An investigation committee was established, and the complaint was formally closed. Findings: The contractor did complete the work. However, the employee admitted to violating Company regulations by signing off on the inspection without personally verifying the work on-site. The employee was disciplined with a formal warning and a one-year probation, in accordance with Company policy.	1. Admission of Misconduct: The employee admitted signing off on work inspections without physically verifying the site, relying instead on photographs provided by the contractor. 2. Disclosure of Relationships: A process has been established requiring employees to disclose any relationships with contractors to ensure transparency and prevent conflicts of interest. 3. Verification for Payment: The Accounting Department is authorized to disburse payments only when complete supporting documentation, including proper work acceptance and handover evidence, is provided. Incomplete documentation will be returned for correction. 4. Communication of Policy: The Company has communicated its policy on engaging and using external service providers to all management and employees to ensure awareness and compliance.
		Fraud	Incorrect Tax Reporting Summary: A service provider (“Vendor”) filed a complaint stating that they were audited by the Revenue Department due to underreported service income from billboard advertising space for the year 2022. The Company had submitted withholding tax statements that overstated amounts paid to the Vendor for services that were not actually provided. The total financial impact amounted to THB 307,509.88. Action Taken: An investigation committee was established to examine the matter. Findings: The employee involved admitted to the misconduct and agreed to repay the full amount to the Company. The employee was terminated in accordance with Company policy.	1. Disciplinary Action: The employee was terminated without any severance pay. 2. Strengthening Marketing Payment Process: The process for disbursing marketing service payments has been tightened. Only official receipts issued by the service provider are accepted for payment requests; photographs of documents are no longer permitted as supporting evidence. 3. IT System Improvement: The IT system has been upgraded to better manage and track marketing expense disbursements. 4. Communication and Training: The case has been used as a study example in marketing team meetings to raise awareness and prevent recurrence.

Years	Number of Cases	Nature of Complaints	Details	Corrective Actions / Preventive Measures
2025	8	Others	Others* refers to complaints related to service issues. The Company has established a separate process and dedicated channel specifically for “Service Complaints”, which are directed to the Call Center. This channel communicates directly with customers (without involving the Chairman of the Audit Committee) to ensure that relevant departments address and resolve issues related to the Company’s products and services within the KPIs set by the Company. Summary of Service-Related Complaints in 2025: ORI: 4 cases - related to delays, defect rectification, and communication by sales staff PRI: 3 cases - related to services by legal personnel and project management BRI: 1 case - related to the work behavior of on-site project staff All complaints have been forwarded to the responsible management teams for corrective action and improvement.	

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
1. Origin Vertical Corporation Limited (formerly Origin Condominium Limited)	• A subsidiary where the major shareholder is Origin Property Public Company Limited (the Company), which holds 100% of the shares in Origin Vertical Corporation Limited. • The senior executives of the Group are directors. - Mr. Kriangkrai Kribongkan - Mr. Pitipong Trinurak - Miss Kanokpailin Wilaikaew - Mr. Apisit Suntornchukiart - Mr. Prasertkul Charoentaweemongkol	**1.It is a regular business transaction of the Group.** 1.1 Revenue from the sale of condominiums - Mr. Pitipong Trinurak - Miss Kanokpailin Wilaikaew - Mr. Kriangkrai Kribongkan - Miss Ruangrat Sribenjaplangkool - Miss Suwatcharee Tanthaprasart - Mr. Sukhom Uiwirat	- - - - - - -	- - - - - - -	- - - - - - -	• The selling price of the condominium units is at the usual market price and is comparable to the price offered to other external customers. Therefore, it is deemed that this transaction is appropriate and reasonable.	• It is a regular business transaction of the Group. • The selling price of the condominium units is at the usual market price and is comparable to the price offered to other external customers. Therefore, it is deemed that this transaction is appropriate and reasonable.
		1.2 Revenue from management services and real estate brokerage fees.	**4,400.00**	**8,350.00**	**10,370.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 4.40 million Baht in revenue from management services and real estate brokerage fees.	
		2.Regular business support transactions of the Group. 2.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • It is a lease transaction for office space previously unused by the Company, leased to the Group. The rental rate is in accordance with the market rate, and the transaction size qualifies as a small transaction, which falls under the approval authority of management.
		3. Financial assistance transactions to the Group. 3.1 Loans to subsidiaries - Beginning balance - Additional borrowing during the period - Repayment during the period - End-of-period balance	 8,927,762.68 1,357,127.73 (1,432,597.99) **8,852,292.42**	 7,301,657.37 1,997,506.72 (371,401.42) **8,927,762.67**	 4,899,255.63 2,402,401.74 - **7,301,657.37**	• In the fiscal year ending 31 December 2025, the Company provided short-term loans to the Group, with an opening loan balance of 8,927.62 million Baht. Additional loans of 1,357.13 million Baht were provided during the period, and 1,432.60 million Baht was repaid, resulting in a remaining loan balance of 8,852.29 million Baht at the end of the period. The Company charged interest at a rate of 5.2% per annum, which is comparable to the average cost of borrowing for the Company.	• It is a financial assistance transaction for the operations of the Group. • According to the regulations of the Stock Exchange, when the Company holds no less than 90% of the shares in the Group, this transaction is considered exempt from compliance with the related party transaction criteria.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
1. Origin Vertical Corporation Limited (formerly Origin Condominium Limited) (Continued)		3.2 Interest income and accrued interest receivable				• For the fiscal year ended 31 December 2025, the Company recorded interest income of 452.97 million Baht and accrued interest income of 1.19 million Baht.	
		3.2.1 Interest income	452,979.85	395,902.43	274,563.84		
		3.2.2 Accrued Interest income					
		- Beginning balance	2,380.70	163,736.16	3,416.50		
		- Interest income during the period	452,979.85	395,902.43	274,563.84		
		- Received during the year	(454,165.61)	(557,257.89)	(114,244.18)		
		- End-of-period balance	1,194.94	2,380.70	163,736.16		
		3.3 Loan guarantees				• For the fiscal year ended 31 December 2025, there were no instances of the Group providing guarantees for the Company.	
		3.3.1 The Company provides guarantees for the Group.					
		- Beginning balance	-	-	95,648.00		
		- Increase during the period	-	-	-		
		- Decrease during the period	-	-	(95,648.00)		
		- End-of-period balance	-	-	-		
		3.3.2 The Group's Guarantee for the Company				• For the fiscal year ended 31 December 2025, the Company had no outstanding guarantees provided to the Group.	
		- Beginning balance	-	-	-		
		- Increase during the period	-	-	-		
		- Decrease during the period	-	-	-		
		- End-of-period balance	-	-	-		
2. Origin Sathorn Company Limited	• A subsidiary where the major shareholder is KnightBridge Sukhumvit Punnawithi Company Limited (a subsidiary of Park Luxury Company Limited), which holds 100% of the shares in Origin Sathorn Company Limited. • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Miss Kanokpailin Wilaikaew	**1. It is a regular business transaction of the Group.**					• It is a regular business transaction of the Group.
		2. Regular business support transactions of the Group.					• It is a regular business support transaction of the Group.
		2.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, The Company had office rental income totaling 0.02 million Baht.	• This transaction involved the lease of unused office space to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
3. Origin Prime Company Limited	• A subsidiary where the major shareholder is Origin Capital Rama 9 Company Limited (a subsidiary of Park Luxury Company Limited), which holds 100% of the shares in Origin Prime Company Limited. • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Mr. Kriangkrai Kribongkan - Miss Kanokpailin Wilaikaew	**1. It is a regular business transaction of the Group.** **2.Regular business support transactions of the Group.** 2.1 Office rental income	21.00	21.00	21.00	• For the fiscal year ended 31 December 2025, The Company had office rental income totaling 0.02 million Baht.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
4. Origin Nationwide Company Limited (formerly Origin EEC Company Limited)	• A subsidiary where the major shareholder is Origin Property Public Company Limited, which holds 100% of the shares in Origin Nationwide Company Limited. • The senior executives of the Group are directors. - Mr. Kriangkrai Kribongkan - Mr. Pitipong Trinurak - Miss Kanokpailin Wilaikaew - Mr. Apisit Suntornchukiart - Mr. Prasertkul Charoen-taweemongkol	**1. It is a regular business transaction of the Group.** 1.1 Revenue from management services and real estate brokerage fees.	820.00	2,930.00	3,840.00	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.82 million Baht in revenue from management services and real estate sales brokerage fees.	• It is a regular business transaction of the Group. • It is a regular business transaction of the Group, conducted at the rates specified in the contract, with terms and conditions that the Group can demonstrate to be comparable to those of businesses in a similar line of work, in accordance with the criteria approved by the Board of Directors.
		2. Regular business support transactions of the Group. 2.1 Office rental income	21.00	21.00	21.00	• For the fiscal year ended 31 December 2025, The Company had office rental income totaling 0.02 million Baht.	• It is a regular business support transaction of the Group. • It is a lease transaction for office space previously unused by the Group, leased to the Group. The rental rate is in accordance with market conditions, and the transaction size qualifies as a small transaction, which falls under the approval authority of management.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
4. Origin Nationwide Company Limited (formerly Origin EEC Company Limited) (Continued)		**3. Financial assistance transactions to the Group.**				• In 2025, the Company provided short-term loans to its subsidiaries, with an opening loan balance of 3,303 million Baht. Additional loans of 801.08 million Baht were provided during the period, and 81.37 million Baht was repaid, resulting in a remaining loan balance of 4,022.71 million Baht at the end of the period. The Company charged interest at a rate of 5.2% per annum, which is comparable to the average cost of borrowing for the Company.	• This transaction involved financial assistance provided to the Group for operational purposes. • According to the regulations of the Stock Exchange, when the Company holds no less than 90% of the shares in the Group, this transaction is considered exempt from compliance with the related party transaction criteria.
		3.1 Loans to subsidiaries					
		- Beginning balance	3,303,000.19	2,856,120.30	1,047,731.94		
		- Additional borrowing during the period	801,084.57	1,995,933.45	1,989,812.85		
		- Repayment during the period	(81,370.54)	(1,549,053.57)	(181,424.49)		
		- End-of-period balance	**4,022,714.22**	**3,303,000.18**	**2,856,120.30**		
		3.2 Interest income and accrued interest receivable				• For the fiscal year ended 31 December 2025, the Company recorded interest income of 175.91 million Baht and accrued interest income of 3.24 million Baht.	
		3.2.1 Interest income	175,905.13	188,231.67	86,562.54		
		3.2.2 Accrued Interest income					
		- Beginning balance	2,262.33	14,319.02	775.03		
		- Interest income during the period	175,905.13	188,231.67	86,562.54		
		- Received during the year	(174,923.84)	(200,288.37)	(73,018.55)		
		- End-of-period balance	**3,243.62**	**2,262.32**	**14,319.02**		
		3.3 The Company provides guarantees for the Group.				• For the fiscal year ended 31 December 2025, the Company had no outstanding guarantees provided to the Group.	
		- Beginning balance	-	260,000.00	189,700.00		
		- Increase during the period	-	-	260,000.00		
		- Decrease during the period	-	(260,000.00)	(189,700.00)		
		- End-of-period balance	**-**	**-**	**260,000.00**		
		4. Financial assistance transactions to the Group.					
		4.1 Loan guarantees				• For the fiscal year ended 31 December 2025, the Company had no outstanding guarantees provided to the Group.	
		4.1.1 The Group's Guarantee for the Company					
		- Beginning balance	-	-	-		
		- Increase during the period	-	-	-		
		- Decrease during the period	-	-	-		
		- End-of-period balance	**-**	**-**	**-**		

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
5. Britania Public Company Limited	• A subsidiary where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 70% of the shares in Britania Company Limited. • The senior executives of the Group are directors. - Mr. Wijarn Simachaya - Mr. Sukun Prommayon - Mr. Niwat Lamoonpan - Mr. Supphapong Sooksapha - Mrs. Supalak Chanpitak - Mr. Peerapong Jaroon-ek - Mrs. Arada Jaroon-ek - Miss Panitaporn Wongprakob	**1. It is a regular business transaction of the Group.**					• This transaction was part of the normal course of business involving the sale of low-rise houses at standard prices comparable to those offered to general customers.
		1.1 Revenue from Management Services and Real Estate Sales Brokerage Fees	3,460.00	5,610.00	5,130.00	• For the fiscal year ended 31 December 2025, the Company generated a total of 3.46 million Baht in revenue from management services and real estate sales brokerage fees.	• It is a regular business transaction of the Group, conducted at the rates specified in the contract, with terms and conditions that the Group can demonstrate to be comparable to those of businesses in a similar line of work, in accordance with the criteria approved by the Board of Directors.
		2. Regular business support transactions of the Group.					• It is a regular business support transaction of the Group.
		2.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• This transaction involved the lease of unused office space by the Group to the Company. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
		3. Financial assistance transactions to the Group.					• It is a financial assistance transaction for the operations of the Group.
		3.1 Loans to subsidiaries				• In 2025, the Company provided short-term loans to its subsidiaries, with an opening loan balance of 3,292.52 million Baht. Additional loans of 1,983.50 million Baht were provided during the period, and 2,610 million Baht was repaid, resulting in a remaining loan balance of 2,665.07 million Baht at the end of the period. The Company charged interest at a rate of 5.2% per annum, which is comparable to the average cost of borrowing for the Company.	• This loan was provided under the terms set in the loan agreement, with the interest rate in accordance with the internal transfer pricing policy, which was approved by the Board of Directors of the Group.
		- Beginning balance	3,292,521.44	2,265,821.44	2,505,298.36		
		- Additional borrowing during the period	1,983,500.00	1,526,700.00	569,000.00		
		- Repayment during the period	(2,610,950.00)	(500,000.00)	(808,476.92)		
		- End-of-period balance	**2,665,071.44**	**3,292,521.44**	**2,265,821.44**		

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
5. Britania Public Company Limited (Continued)		3.2 Interest income and accrued interest receivable				• For the fiscal year ended 31 December 2025, the Company recorded interest income of 141.49 million Baht and accrued interest income of 193.42 million Baht.	
		3.2.1 Interest income	141,490.42	141,913.91	98,598.42		
		3.2.2 Accrued Interest income					
		- Beginning balance	51,933.29	72,451.25	10,920.36		
		- Interest income during the period	141,490.42	141,913.91	98,598.42		
		- Received during the year	-	(162,431.87)	(37,067.53)		
		- End-of-period balance	193,423.71	51,933.29	72,451.25		
6. Origin Grand Company Limited	• A subsidiary in which the major shareholder, Origin Property Public Company Limited, holds 100% of the shares in Origin Grand Company Limited. • The senior executives of the Group are directors. - Miss Kanokpailin Wilaikaew - Mr. Pitipong Trinurak - Mr. Jumpol Prawitthana	**1. It is a regular business transaction of the Group.**					• It is a regular business transaction of the Group.
		2. Regular business support transactions of the Group.					• It is a regular business support transaction of the Group.
		2.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, The Company had office rental income totaling 0.02 million Baht.	• This transaction involved the lease of unused office space by the Group to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
		3. Financial Assistance Received					• This transaction involved financial assistance provided to the Group for operational purposes.
		3.1 Loans from Subsidiaries				• For the fiscal year ended 31 December 2025, the Company borrowed short-term funds from a subsidiary, with an opening loan balance of 596.45 million Baht. Additional loans of 38.69 million Baht were provided during the period, and 7.22 million Baht was repaid during the period, resulting in a remaining balance of 627.92 million Baht at the end of the period. Interest was charged at a rate of 5.2% per annum, which is comparable to the average cost of borrowing for the subsidiary.	• It is a financial assistance transaction for the operations of the Group, in accordance with the Stock Exchange's regulations, where the Company holds no less than 90% of the shares in the Group. This is considered a transaction exempted from compliance with the related party transaction criteria.
		- Beginning balance	596,449.96	531,654.42	605,173.61		
		- Additional borrowing during the period	38,689.30	66,795.54	3,020.23		
		- Repayment during the period	(7,220.58)	(2,000.00)	(76,539.42)		
		- End-of-period balance	627,918.67	596,449.96	531,654.42		

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
6. Origin Grand Company Limited (Continue)		3.2 Interest Expenses and Accrued Interest Expenses 3.2.1 Interest Expenses 3.2.2 Accrued Interest Expenses - Beginning balance - Interest expenses during the period - Payments made during the year - End-of-period balance	 31,292.39 424.87 31,292.39 (31,180.52) 536.74	 27,795.48 9,998.02 27,795.48 (37,368.63) 424.87	 17,504.65 49.74 17,504.65 (7,556.37) 9,998.02	• For the fiscal year ended 31 December 2025, the Company incurred interest expenses totaling 31.29 million Baht and accrued interest expenses totaling 0.54 million Baht.	
7. Origin Kaset Society Company Limited	• A subsidiary in which the major shareholder is Ori Saute Company Limited (a subsidiary of Park Luxury Company Limited), holding 100% of the shares in Origin Kaset Society Company Limited. • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Mr. Kriangkrai Kribongkan - Miss Kanokpailin Wilaikaew	**1. Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Group to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
8. One Origin Hua Hin Company Limited (formerly Origin One Rayong Company Limited)	• A subsidiary where the major shareholder is Origin Nationwide Company Limited (a subsidiary), which holds 100% of the shares in One Origin Hua Hin Company Limited. • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Mr. Kriangkrai Kribongkan - Miss Kanokpailin Wilaikaew	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
8. One Origin Hua Hin Company Limited (formerly Origin One Rayong Company Limited) (Continued)		2.Financial Assistance 2.1 Loan guarantees 2.1.1 The Company provides guarantees for the Group. - Beginning balance - Increase during the period - Decrease during the period - End-of-period balance	 - - - -	 - - - -	 - - - -	• For the fiscal year ended 31 December 2025, the Company did not provide any guarantees to the Group.	• This transaction involved financial assistance provided to the Group for operational purposes. • It is a financial assistance transaction for the operations of the Group, in accordance with the Stock Exchange's regulations, where the Company holds no less than 90% of the shares in the Group. This is considered a transaction exempted from compliance with the related party transaction criteria.
9. Park Luxury Company Limited	• A subsidiary in which the major shareholder, Origin Property Public Company Limited, holds 100% of the shares in Park Luxury Company Limited. • The senior executives of the Group are directors. - Mr. Kriangkrai Kribongkan - Mr. Pitipong Trinurak - Miss Kanokpailin Wilaikaew - Mr. Apisit Suntornchukiart - Mr. Prasertkul Charoentaweemongkol	**1.It is a regular business transaction of the Group.** 1.1 Revenue from Management Services and Real Estate Sales Brokerage Fees **2.Regular business support transactions of the Group.** **3. Financial assistance transactions to the Group.** 3.1 Loans to subsidiaries - Beginning balance - Additional borrowing during the period - Repayment during the period - End-of-period balance	**3,940.00** 7,065,507.29 882,986.33 (3,996,474.74) **3,952,018.89**	**7,550.00** 6,619,850.00 1,109,278.62 (663,621.34) **7,065,507.28**	**11,630.00** 8,271,669.01 307,290.13 (1,959,109.14) **6,619,850.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 3.94 million Baht in revenue from management services and real estate sales brokerage fees. • In 2025, the Company provided short-term loans to its subsidiaries, with an opening loan balance of 7,065.51 million Baht. Additional loans of 882.99 million Baht were provided during the period, and 3996.47 million Baht was repaid, resulting in a remaining loan balance of 3,952.02 million Baht at the end of the period. The Company charged interest at a rate of 5.2% per annum, which is comparable to the average cost of borrowing for the Company.	• It is a regular business transaction of the Group. • It is a regular business transaction of the Group, conducted at the rates specified in the contract, with terms and conditions that the Group can demonstrate to be comparable to those of businesses in a similar line of work, in accordance with the criteria approved by the Board of Directors. • It is a regular business support transaction of the Group. • It is a financial assistance transaction for the operations of the Group. • It is a financial assistance transaction for the operations of the Group, in accordance with the Stock Exchange's regulations, where the Company holds no less than 90% of the shares in the Group. This is considered a transaction exempted from compliance with the related party transaction criteria.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
9. Park Luxury Company Limited (Continued)		3.2 Interest income and accrued interest receivable				• Ended 31 December 2025, the Company recorded interest income of 328.35 million Baht and accrued interest income of 1.09 million Baht.	
		3.2.1 Interest income	328,348.88	330,864.14	365,365.70		
		3.2.2 Accrued Interest income					
		- Beginning balance	4,866.10	55,029.70	5,846.82		
		- Interest income during the period	328,348.88	330,864.14	365,365.70		
		- Received during the year	(332,126.98)	(381,027.75)	(316,182.82)		
		- End-of-period balance	1,088.00	4,866.09	55,029.70		
		3.3 The Group's Guarantee for the Company				• For the fiscal year ended 31 December 2025, the Company had no outstanding guarantees related to borrowings provided to the Group.	
		- Beginning balance	-	-	-		
		- Increase during the period	-	-	-		
		- Decrease during the period	-	-	-		
		- End-of-period balance	-	-	-		
10. One Origin Public Company Limited	• A subsidiary in which the major shareholder, Origin Property Public Company Limited, holds 100% of the shares in One Origin Public Company Limited. • The senior executives of the Group are directors. - Mr. Chanchai Phansopha - Mr. Peerapong Jaroon-ek - Mrs. Arada Jaroon-ek - Mr. Pitipong Trinurak - Mr. Athipong Amatyakul - Ms. Khajita Wutthikankoson - Mr. Poonsup Prasertsak - Mrs. Pattanaporn Chatjuthamard	**1.It is a regular business transaction of the Group.**					• It is a regular business transaction of the Group. • It is a regular business transaction of the Group, conducted at the rates specified in the contract, with terms and conditions that the Group can demonstrate to be comparable to those of businesses in a similar line of work, in accordance with the criteria approved by the Board of Directors.
		1.1 Revenue from Management Services and Real Estate Sales Brokerage Fees	**35,810.00**	**1,640.00**	**2,570.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 35.81 million Baht in revenue from management services and real estate sales brokerage fees.	
		2.Regular business support transactions of the Group.					• It is a regular business support transaction of the Group. • This transaction involved financial assistance provided to the Group for operational purposes.
		2.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
10. One Origin Public Company Limited (Continued)		**3.Financial assistance transactions to the Group.**					• It is a financial assistance transaction for the operations of the Group, in accordance with the Stock Exchange's regulations, where the Company holds no less than 90% of the shares in the Group. This is considered a transaction exempted from compliance with the related party transaction criteria.
		3.1 Loans to subsidiaries				• The Company provided short-term loans to its subsidiaries in 2025, with an opening loan balance of 1,427.49 million Baht. The Company made additional loans during the period amounting to 280.89 million Baht and repaid 1,673.52 million Baht during the period. The remaining loan balance at the end of the period was 34.86 million Baht. The Company charged interest at a rate of 5.2% per annum, which is comparable to the average cost of borrowing for the Company.	
		- Beginning balance	1,427,492.62	3,410,946.68	1,753,566.50		
		- Additional borrowing during the period	280,886.31	502,618.81	2,036,123.59		
		- Repayment during the period	(1,673,522.57)	(2,486,072.87)	(378,743.41)		
		- End-of-period balance	**34,856.37**	**1,427,492.62**	**3,410,946.68**		
		3.2 Interest income and accrued interest receivable					
		3.2.1 Interest income	55,174.58	107,365.54	116,345.45	• For the period ended 31 December 2025, the Company recorded interest income of 56.17 million Baht and accrued interest income of 0.02 million Baht.	
		3.2.2 Accrued Interest income					
		- Beginning balance	874.99	21,434.65	1,230.79		
		- Interest income during the period	55,174.58	107,365.54	116,345.45		
		- Received during the year	(56,034.42)	(127,925.19)	(96,141.59)		
		- End-of-period balance	**15.15**	**875.00**	**21,434.65**		
		3.3 Loan guarantees				• For the fiscal year ended 31 December 2025, the Company provided guarantees to the Group, with an opening balance of 598.50 million Baht. During the period, 0 million Baht was repaid, resulting in a closing balance of 598.50 million Baht.	
		3.3.1 The Company guarantees for the Group.					
		- Beginning balance	**598,500.00**	618,500.00	618,500.00		
		- Increase during the period	-	-	-		
		- Decrease during the period	-	(20,000.00)	-		
		- End-of-period balance	**598,500.00**	**598,500.00**	**618,500.00**		
		3.4 Loan guarantees				• For the fiscal year ended 31 December 2025, the Company had no outstanding guarantees related to borrowings provided to the Group.	
		3.4.1 The Group's Guarantee for the Company					
		- Beginning balance	-	-	-		
		- Increase during the period	-	-	-		
		- Decrease during the period	-	-	-		
		- End-of-period balance	**-**	**-**	**-**		

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
11. V Construction and Supply Company Limited (formerly Origin Collage 107 Company Limited)	• A subsidiary in which the major shareholder, Origin Capital Collage 107 Company Limited (a subsidiary of Origin Property Public Company Limited), holds 100% of the shares in V Construction and Supply Company Limited. • The senior executives of the Group are directors. - Mr. Kriangkrai Kribongkan - Mr. Pharadon Thanapaisankit - Miss Kanokpailin Wilaikaew - Mr. Kittichai Assavakatmorakot	**1.It is a regular business transaction of the Group.**					• It is a regular business transaction of the Group.
		2.Regular business support transactions of the Group.					• It is a regular business support transaction of the Group.
		2.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a lease transaction for office space previously unused by the Group, leased to the Group. The rental rate is in accordance with market conditions, and the transaction size qualifies as a small transaction, which falls under the approval authority of management.
		3.Financial assistance transactions to the Group.					• This transaction involved financial assistance provided to the Group for operational purposes.
		3.1 Subsidiaries Loans				• For the fiscal year ended 31 December 2025, there were no intercompany loans.	• It is a financial assistance transaction for the operations of the Group, in accordance with the Stock Exchange's regulations, where the Company holds no less than 90% of the shares in the Group. This is considered a transaction exempted from compliance with the related party transaction criteria.
		- Beginning balance	-	-	14,337.82		
		- Increase during the period	-	-	-		
		- Decrease during the period	-	-	(14,337.82)		
		- End-of-period balance	**-**	**-**	**-**		
		3.2 Interest Expenses and Accrued Interest Expenses					
		3.2.1 Interest Expenses	-	-	136.21	• For the fiscal year ended 31 December 2025, the Company had no interest expenses and no accrued interest expenses.	
		3.2.2 Accrued Interest Expenses					
		- Beginning balance	-	-	10.13		
		- Interest income during the period	-	-	136.21		
		- Received during the year	-	-	(146.34)		
		- End-of-period balance	**-**	**-**	**-**		
		3.3 Loan guarantees				• For the fiscal year ended 31 December 2025, the Company had no outstanding guarantees related to borrowings provided to the Group.	
		3.3.1The Group's Guarantee for the Company					
		- Beginning balance	-	-	-		
		- Increase during the period	-	-	-		
		- Decrease during the period	-	-	-		
		- End-of-period balance	**-**	**-**	**-**		

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
12. Origin Knightbridge Thepharak Company Limited	• A subsidiary in which the major shareholder, Origin Property Public Company Limited, holds 100% of the shares in Origin Knightsbridge Thepharak Company Limited. • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Miss Kanokpailin Wilaikaew - Mr. Jumpol Prawitthana	**1.It is a regular business transaction of the Group.**					• It is a regular business transaction of the Group.
		2.Regular business support transactions of the Group.					• It is a regular business support transaction of the Group.
		2.1 Office rental income	21.00	21.00	21.00	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• This transaction involved the lease of unused office space by the Group to a joint venture. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
		3.Financial assistance transactions to the Group.					• This transaction involved financial assistance provided to the Group for operational purposes.
		3.1 Joint ventures loans				• For the fiscal year ended 31 December 2025, The company had outstanding borrowing of 354.53 million bahtat the beginning of the period. During the period, the company obtained additional borrowings of 19.00 million baht and made repayments totalling 3.81 million baht. As a result, the outstanding borrowings as of th eend of period amounted to 369.72 million	• It is a financial assistance transaction for the operations of the Group, in accordance with the Stock Exchange's regulations, where the Company holds no less than 90% of the shares in the Group. This is considered a transaction exempted from compliance with the related party transaction criteria.
		- Beginning balance	354,532.59	-	-		
		- Additional borrowing during the period	19,007.11	-	-		
		- Repayment during the period	(3,819.44)	-	-		
		- End-of-period balance	369,720.26	-	-		
		3.2 Interest Expenses and Accrued Interest Expenses				• For the fiscal year ended 31 December 2025, the company recorded total interest expenses of 18.55 million baht anf interest payable of 0.33 million baht. As a result, the outstanding interest payable as of the end of tghe period ampunted to 0.33 million baht.	
		3.2.1 Interest Expenses	18,554.66	-	-		
		3.2.2 Accrued Interest Expenses					
		- Beginning balance	-	-	-		
		- Interest income during the period	18,554.66	-	-		
		- Received during the year	(18,227.93)	-	-		
		- End-of-period balance	326.72	-	-		

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
12. Origin Knightbridge Thepharak Company Limited (Continued)		**3.3 Loans to subsidiaries**				• For the fiscal year ended 31 December 2025, the company had no outstanding loans to subsidiaries.	
		- Beginning balance	-	-	-		
		- Additional borrowing during the period*	-	-	-		
		- Repayment during the period	-	-	-		
		- End-of-period balance					
		3.4 Interest income and accrued interest receivable	-	449.41	2,725.95	• For the period ended 31 December 2025, the Company had no accrued interest income outstanding.	
		3.4.1 Interest income	-	28.60	75.68		
		3.4.2 Accrued Interest income	-	449.41	2,725.95		
		- Beginning balance	-	(478.01)	(2,773.03)		
		- Interest income during the period	-	-	28.60		
		- Received during the year					
		- End-of-period balance					
13. Park Pillar R4 Company Limited	• A joint venture in which the major shareholder, Park Luxury Company Limited (a subsidiary), holds 51% of the shares in Park Pillar R4 Company Limited. - Mr. Kriangkrai Kribongkan - Mr. Kittichai Assavakatmorakot - Miss Kanokpailin Wilaikaew - Mr. Jin Zu Yang - Mr. Yon Gyu Kim	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Group to a joint venture. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
14. Crown Residence Company Limited	• A subsidiary in which the major shareholder, Primo Service Solution Public Company Limited (a subsidiary), holds 100% of the shares in Crown Residence Company Limited. • Senior executives of the Group serve as directors. - Mr. Surin Sahachatphokanan - Miss Nucharee Jitardhun - Mr. Prasit Charushwichakorn	**1.It is a regular business transaction of the Group.** 1.1 Revenue from Management Services and Real Estate Sales Brokerage Fees	40.00	30.00	30.00	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.04 million Baht in revenue from management services and real estate sales brokerage fees.	• It is a regular business transaction of the Group. • This transaction was part of the Company's normal course of business, conducted at the rates specified in the agreement. The pricing and conditions are comparable to those offered by other operators in similar businesses and are in accordance with the criteria approved by the Company's Board of Directors.
		2.Regular business support transactions of the Group. 2.1 Office rental income	48.30	48.30	48.30	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.05 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Group to the Group. The rental rate is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
15. Digital Butler Company Limited	• A subsidiary in which the major shareholder, Prominent Capital Company Limited (a subsidiary), holds 57% of the shares in Digital Butler Company Limited. • The senior executives of the Group are directors. - Mr. Sahas Treetipbut - Mr. Kriangkrai Kribongkan - Mr. Wittaya Thanyasrisang - Mr. Worrakorn Weeraphat - Mr. Ronnachat Mahattanatpareut - Miss Kanokpailin Wilaikaew	**1.It is a regular business transaction of the Group.**					• It is a regular business transaction of the Group.
		2.Regular business support transactions of the Group 2.1 Office rental income	21.00	21.00	21.00	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
16. PMM Property Management Company Limited (formerly Primo Management Company Limited)	• A subsidiary where the major shareholder is Primo Service Solutions Public Company Limited (a subsidiary), which holds 100% of the shares in Primo Management Company Limited. • The senior executives of the Group are directors. - Mr. Prasit Charushwichakorn - Miss Nucharee Jitsamran - Mr. Arun Sirijanusorn - Mr. Somsakul Saengsuwan - Ms. Jatuporn Vilaikaew - Mr. Weerachai Upacha	**1.It is a regular business transaction of the Group.** 1.1 Revenue from Management Services and Real Estate Sales Brokerage Fees	20.00	30.00	30.00	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in revenue from management services and real estate sales brokerage fees.	• It is a regular business transaction of the Group. • It is a regular business transaction of the Group. ตามอัตราที่ระบุไว้ในสัญญา ราคาและเงื่อนไขที่กลุ่มบริษัท สามารถแสดงเทียบเคียงได้กับผู้ประกอบธุรกิจในลักษณะทำนองเดียวกัน ซึ่งเป็นไปตามหลักเกณฑ์ที่ได้รับอนุมัติจากคณะกรรมการบริษัทแล้ว
		2.Regular business support transactions of the Group. 2.1 Office rental income	483.00	483.00	483.00	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.48 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Group to the Company. The rental rate is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval and is considered a business support transaction.
17. Primo Service Solutions Public Company Limited	• A subsidiary in which the major shareholder, Origin Property Public Company Limited, holds 75% of the shares in Primo Service Solution Public Company Limited. • Shared directors with the Group - Mr. Marote Vananan - Supin Meesucheap - Mr. Khachit Chatchawanit - Mr. Kriangkrai Kribongkan - Mr. Surin Sahachatphokanan - Mr. Niwat Lamoonpan	**1.It is a regular business transaction of the Group.** 1.1 Revenue from Management Services and Real Estate Sales Brokerage Fees	380.00	180.00	300.00	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.38 million Baht in revenue from management services and real estate sales brokerage fees.	• It is a regular business transaction of the Group. • This transaction was part of the Group's normal course of business, conducted at the rates specified in the agreement. The pricing and conditions are comparable to those offered by other operators in similar businesses and are in accordance with the criteria approved by the Company's Board of Directors.
		2.Regular business support transactions of the Group. 2.1 Office rental income	1,199.10	1,199.10	1,199.10	• For the fiscal year ended 31 December 2025, the Company generated a total of 1.20 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Group to the Group. The rental rate is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
18. Park Origin Phayathai Company Limited	• A subsidiary in which the major shareholder, Park Luxury Company Limited (a subsidiary), holds 100% of the shares in Park Origin Phayathai Company Limited. • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Miss Kanokpailin Wilaikaew - Mr. Jumpol Prawitthana	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
19. Park Origin Rama 4 Company Limited	• A joint venture in which the major shareholder, Park Luxury Company Limited (a subsidiary), holds 51% of the shares in Park Origin Rama 4 Company Limited. • Senior executives of the Group serve as directors. - Mr. Kriangkrai Kribongkan - Miss Kanokpailin Wilaikaew - Mr. Krit Techasamma - Mr. Naomi Endo - Mr. Tomoyasu Udagawa	**1.Regular business support transactions of the Group.** 1.1 Revenue from the sale of condominiums - Mr. Apisit Suntornchukiart	-	**5,586.54**	-		• It is a regular business transaction of the Group.
		1.2 Deposits and Advance Payments from Directors and Executives - Mr. Kriangkrai Kribongkan	-	-	-	• For the fiscal year ended 31 December 2025, the Group had no deposits or advance payments received from directors.	• This transaction was part of the joint venture's normal course of business, conducted at the rates specified in the agreement. The pricing and conditions are comparable to those offered by other operators in similar businesses and are in accordance with the criteria approved by the Company's Board of Directors.
		2.Regular business support transactions of the Group. 2.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to a joint venture. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
20. Passion Realtor Company Limited	• A subsidiary in which the major shareholder, Primo Service Solution Public Company Limited (a subsidiary), holds 100% of the shares in Passion Realtor Company Limited. • The senior executives of the Group are directors. - Mr. Prasit Charushwichakorn - Miss Nucharee Jitardhun - Mr. Surin Sahachatphokanan	**1.It is a regular business transaction of the Group.** 1.1 Revenue from Management Services and Real Estate Sales Brokerage Fees	**20.00**	**150.00**	**30.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in revenue from management services and real estate sales brokerage fees.	• It is a regular business transaction of the Group. • This transaction was part of the Group's normal course of business, conducted at the rates specified in the agreement. The pricing and conditions are comparable to those offered by other operators in similar businesses and are in accordance with the criteria approved by the Company's Board of Directors.
		2.Regular business support transactions of the Group. 2.1 Office rental income	**170.10**	**170.10**	**170.10**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.17 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
21. Origin T2 Company Limited.	• A subsidiary in which the major shareholder, Park Luxury Company Limited (a subsidiary), holds 100% of the shares in Park Origin T2 Company Limited. • Senior executives of the Group serve as directors. - Mr. Pitipong Trinurak - Miss Kanokpailin Wilaikaew - Mr. Jumpol Prawitthana	**1.It is a regular business transaction of the Group.**					• It is a regular business transaction of the Group.
		2.Regular business support transactions of the Group. 2.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
22. Uno Service Company Limited	• A subsidiary in which the major shareholder, Primo Service Solution Public Company Limited (a subsidiary), holds 100% of the shares in Uno Service Company Limited. • Senior executives of the Group serve as directors. - Mr. Prasit Charushwichakorn - Miss Nucharee Jitardhun - Mr. Surin Sahachatphokanan	**1.It is a regular business transaction of the Group.** 1.1 Revenue from Management Services and Real Estate Sales Brokerage Fees	210.00	287.60	100.00	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.21 million Baht in revenue from management services and real estate sales brokerage fees.	• It is a regular business transaction of the Group. • This transaction was part of the Group's normal course of business, conducted at the rates specified in the agreement. The pricing and conditions are comparable to those offered by other operators in similar businesses and are in accordance with the criteria approved by the Company's Board of Directors.
		2.Regular business support transactions of the Group. 2.1 Office rental income	134.40	134.40	134.40	• For the fiscal year ended 31 Dec 2025 the Company generated a total of 0.13 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
23. Wyde Interior Company Limited	• A subsidiary in which the major shareholder, Primo Service Solution Public Company Limited (a subsidiary), holds 100% of the shares in Wide Interior Company Limited. • Senior executives of the Group serve as directors. - Miss Nucharee Jitardhun - Mr. Prasit Charushwichakorn - Mr. Surin Sahachatphokanan	**1.It is a regular business transaction of the Group.** 1.1 Revenue from Management Services and Real Estate Sales Brokerage Fees	110.00	150.00	200.00	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.11 million Baht in revenue from management services and real estate sales brokerage fees.	• It is a regular business transaction of the Group. • This transaction was part of the Group's normal course of business, conducted at the rates specified in the agreement. The pricing and conditions are comparable to those offered by other operators in similar businesses and are in accordance with the criteria approved by the Company's Board of Directors.
		2.Regular business support transactions of the Group. 2.1 Office rental income	45.66	45.66	45.66	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.04 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
24. Origin Ramkhamhaeng Interchange Company Limited	• A joint venture in which the major shareholder, Origin Vertical Corporation Company Limited (a subsidiary), holds 51% of the shares in Origin Ramkhamhaeng Interchange Company Limited. • Senior executives of the Group serve as directors. - Mr. Kriangkrai Kribongkan - Mr. Apisit Suntornchukiart - Miss Kanokpailin Wilaikaew - Mr. Hideo Takahashi - Mr. Naomi Endo	**1.It is a regular business transaction of the Group.** **2.Regular business support transactions of the Group.** 2.1 Office rental income	**21.00**	**21.00**	**21.00**	•For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business transaction of the Group. • It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to a joint venture. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
25. District Grand Real Estate Company Limited	• - A subsidiary where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 100% of the shares in District Grand Real Estate Company Limited. • Senior executives of the Group serve as directors. - Mr. Nawin Laknawa - Mr. Jiroj Sutthiapha - Miss Panitaporn Wongprakop	**1.It is a regular business transaction of the Group.** **2.Regular business support transactions of the Group.** 2.1 Office rental income	**21.00**	**21.00**	**21.00**	•For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	•It is a regular business transaction of the Group. • It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to a joint venture. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
26. Origin One Thonglor Company Limited	• A joint venture in which the major shareholder, Origin Hotel Public Company Limited (a subsidiary), holds 51% of the shares in Origin One Thonglor Company Limited. • The senior executives of the Group are directors. - Mr. Peerapong Jaroon-ek - Mr. Pitipong Trinurak - Ms. Khajita Wutthikankoson - Mr. Tomoyasu Udagawa - Mr. Naomi Endo	**1.Regular business support transactions of the Group.** 1.1 Office rental income	-	21.00	21.00	• For the fiscal year ended 31 December 2025, the Company had no office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to a joint venture. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
27. Origin Sphere Company Limited	• A subsidiary in which the major shareholder, Park Luxury Company Limited (a subsidiary), holds 100% of the shares in Origin Sphere Company Limited. • Senior executives of the Group serve as directors. - Mr. Kriangkrai Kribongkan - Miss Kanokpailin Wilaikaew - Mr. Kittichai Assavakatmorakot	**1.It is a regular business transaction of the Group.** **2.Regular business support transactions of the Group.** 2.1 Office rental income	21.00	21.00	21.00	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business transaction of the Group. • It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to a joint venture. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
28. Origin Ratchayothin Company Limited	• A subsidiary in which the major shareholder, Park Luxury Company Limited (a subsidiary), holds 100% of the shares in Origin Ratchayothin Company Limited. • Senior executives of the Group serve as directors. - Mr. Siriphong Srisawangwong - Mr. Kriangkrai Kribongkan - Miss Kanokpailin Wilaikaew	**1.It is a regular business transaction of the Group.** 1.1 Revenue from Management Services and Real Estate Sales Brokerage Fees	-	7,550.00	2,407.41	• For the fiscal year ended 31 December 2025,the company had no income from management services and real estate sales commissions.	• It is a regular business transaction of the Group. • This transaction was part of the Group's normal course of business, conducted at the rates specified in the agreement. The pricing and conditions are comparable to those offered by other operators in similar businesses and are in accordance with the criteria approved by the Company's Board of Directors.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
28. Origin Ratchayothin Company Limited (Continued)		**2.Regular business support transactions of the Group.** 2.1 Office rental income	**21.00**	**21.00**	**21.00**	•For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
29. Origin Ramkhamhaeng Company Limited	• A subsidiary in which the major shareholder, Origin Property Public Company Limited, holds 100% of the shares in Origin Ramkhamhaeng Company Limited. • The senior executives of the Group are directors. - Mr. Siriphong Srisawangwong - Mr. Kriangkrai Kribongkan - Mr. Pharadon Thanapaisankit	**1.It is a regular business transaction of the Group.**					• It is a regular business transaction of the Group.
		2.Regular business support transactions of the Group. 2.1 Office rental income	**21.00**	**21.00**	**21.00**	•For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
		3. Financial Assistance Received 3.1 Subsidiaries Loans - Beginning balance - Additional borrowing during the period - Repayment during the period - End-of-period balance	 302,541.52 10,438.86 (123.43) **312,856.95**	 286,970.13 17,071.39 (1,500.00) **302,541.52**	 311,809.99 267.61 (25,107.46) **286,970.13**	• For the fiscal year ended 31 December 2025, the Company had an opening loan balance of 302.54 million Baht. During the period, additional borrowings of 10.44 million Baht were made, and repayments amounted to 0.12 million Baht, resulting in a closing balance of 312.86 million Baht as of the end of the period. Interest was charged at an annual rate of 5.2%.	• It is a financial assistance transaction for the operations of the Group. •According to the Stock Exchange guidelines, when the Company holds at least 90% of the shares in a group company, it is considered an exempt transaction from the related party transaction requirements.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
29. Origin Ramkhamhaeng Company Limited (Comtinued)		3.2 Interest Expenses and Accrued Interest Expenses					
		3.2.1 Interest Expenses	15,747.66	14,965.45	14,142.70	• For the fiscal year ended 31 December 2025, the Company incurred interest expenses of 15.75 million Baht and accrued interest expenses of 0.22 million Baht.	
		3.2.2 Accrued Interest Expenses					
		- Beginning balance	215.51	5,110.43	220.40		
		- Interest expenses during the period	15,747.66	14,965.45	14,142.70		
		- Payments made during the year	(15,695.74)	(19,860.37)	(9,252.68)		
		- End-of-period balance	267.43	215.51	5,110.43		
30. Origin Prime 2 Company Limited	• A subsidiary in which the major shareholder, Park Luxury Company Limited (a subsidiary), holds 100% of the shares in Origin Prime 2 Company Limited. • The senior executives of the Group are directors. - Mr. Siriphong Srisawangwong - Mr. Kriangkrai Kribongkan - Miss Kanokpailin Wilaikaew	**1.It is a regular business transaction of the Group.** 1.1 Revenue from Management Services and Real Estate Sales Brokerage Fees	-	**148.32**	**3,388.90**	• For the fiscal year ended 31 December 2025, The Company has no revenue from management services and real estate brokerage fees.	• It is a regular business transaction of the Group. • This transaction was part of the Group's normal course of business, conducted at the rates specified in the agreement. The pricing and conditions are comparable to those offered by other operators in similar businesses and are in accordance with the criteria approved by the Company's Board of Directors.
		2.Regular business support transactions of the Group. 2.1 Office rental income	**21.00**	**21.00**	**21.00**	•For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • It is a regular business support transaction of the Group, being a lease of office space previously unused by the Company, leased to the joint venture. The rental rate is in accordance with the market rate, and the transaction size qualifies as a small transaction, which falls under the approval authority of management.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
31. Origin Park T1 Company Limited	• A joint venture where the major shareholder is Park Luxury Company Limited (a subsidiary), which holds 51% of the shares in Origin Park T1 Company Limited. • Senior executives of the Group serve as directors. - Mr. Kriangkrai Kribongkan - Miss Kanokpailin Wilaikaew - Mr. Krit Techasamma - Mr. Naomi Endo - Mr. Tomoyasu Udagawa	**1.It is a regular business transaction of the Group.** **2.Regular business support transactions of the Group.** 2.1 Office rental income	**21.00**	**21.00**	**21.00**	•For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business transaction of the Group. • It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
32. Origin Park Ratchatewi Limited	• A joint venture in which the major shareholder, Park Luxury Company Limited (a subsidiary), holds 51% of the shares in Park Origin Ratchathewi Company Limited. • Senior executives of the Group serve as directors. - Mr. Kriangkrai Kribongkan - Mr. Krit Techasamma - Miss Kanokpailin Wilaikaew - Mr. Hideo Takahashi - Mr. Naomi Endo	**1.It is a regular business transaction of the Group.** **2.Regular business support transactions of the Group.** 2.1 Office rental income	**21.00**	**21.00**	**21.00**	•For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business transaction of the Group. • It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
33. Origin One Phrom Phong Company Limited	• A joint venture in which the major shareholder, Origin Hotel Public Company Limited (a subsidiary), holds 51% of the shares in Origin One Phrom Phong Company Limited. • The senior executives of the Group are directors. - Mr. Peerapong Jaroon-ek - Mr. Pitipong Trinurak - Ms. Khajita Wutthikankoson - Mr. Naomi Endo - Mr. Tomoyasu Udagawa	**1.It is a regular business transaction of the Group.** 1.1 Revenue from Management Services and Real Estate Sales Brokerage Fees	-	-	-	•For the fiscal year ended 31 December 2025, The Company has no revenue from management services and real estate brokerage fees.	• It is a regular business transaction of the Group. • This transaction was part of the Group's normal course of business, conducted at the rates specified in the agreement. The pricing and conditions are comparable to those offered by other operators in similar businesses and are in accordance with the criteria approved by the Company's Board of Directors.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
33. Origin One Phrom Phong Company Limited (Continued)		**2.Regular business support transactions of the Group.** 2.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
		3. Financial Assistance Received 3.1 Loan guarantees 3.1.1 The Company's Guarantee for Joint Ventures				•For the fiscal year ended 31 December 2025, the Company had no outstanding guarantees for borrowings provided to joint ventures.	•This transaction involved financial assistance provided to the Group for operational purposes. • This is a financial assistance transaction as per the terms outlined in the joint venture agreement and/or as mutually agreed upon, which has been approved by the Board of Directors of the Group.
		- Beginning balance	-	-	357,000.00		
		- Increase during the period	-	-	-		
		- Decrease during the period	-	-	(357,000.00)		
		- End-of-period balance	-	-	-		
34. Origin One Sukhumvit 24 Company Limited	• A joint venture in which the major shareholder, Origin Hotel Public Company Limited (a subsidiary), holds 51% of the shares in Origin One Sukhumvit 24 Company Limited. • The senior executives of the Group are directors. - Mr. Peerapong Jaroon-ek - Mr. Pitipong Trinurak - Ms. Khajita Wutthikankoson - Mr. Tomoyasu Udagawa - Mr. Naomi Endo	**1.It is a regular business transaction of the Group.** 1.1 Revenue from Management Services and Real Estate Sales Brokerage Fees	-	-	-	•For the fiscal year ended 31 December 2025, The Company has no revenue from management services and real estate brokerage fees.	• It is a regular business transaction of the Group. • This transaction was part of the Group's normal course of business, conducted at the rates specified in the agreement. The pricing and conditions are comparable to those offered by other operators in similar businesses and are in accordance with the criteria approved by the Company's Board of Directors.
		2.Regular business support transactions of the Group. 2.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval..

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
34. Origin One Sukhumvit 24 Company Limited (Continued)		**3.Financial Assistance Received** 3.1 Loan guarantees 3.1.1 The Company guarantees for the Group's joint venture. - Beginning balance - Increase during the period - Decrease during the period - End-of-period balance	 - - - -	 - - - -	 306,000.00 - (306,000.00) -	• For the fiscal year ended 31 December 2025, the Company had no outstanding guarantees for borrowings provided to joint ventures.	• It is a financial assistance transaction for the operations of the Group. • This is a financial assistance transaction as per the terms outlined in the joint venture agreement and/or as mutually agreed upon, which has been approved by the Board of Directors of the Group.
35. Belgravia Bangna Company Limited	• A subsidiary where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 100% of the shares in Belgravia Bangna Company Limited. • Senior executives of the Group serve as directors. - Mr. Siriphong Srisawangwong - Mr. Param Mehathulin - Miss Panitaporn Wongprakob	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
36. Prominent Capital Company Limited	• A subsidiary in which the major shareholder, Origin Property Public Company Limited, holds 100% of the shares in Prominent Capital Company Limited. • Senior executives of the Group serve as directors. - Miss Kanokpailin Wilaikaew - Mr. Pitipong Trinurak - Mr. Jumpol Prawitthana	**1.It is a regular business transaction of the Group.** 1.1 Revenue from Management Services and Real Estate Sales Brokerage Fees	**180.00**	**180.00**	-	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.18 million Baht in revenue from management services and real estate sales brokerage fees.	• It is a regular business transaction of the Group. • This transaction was part of the Group's normal course of business, conducted at the rates specified in the agreement. The pricing and conditions are comparable to those offered by other operators in similar businesses and are in accordance with the criteria approved by the Company's Board of Directors.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
36. Prominent Capital Company Limited (Continued)		**2.Regular business support transactions of the Group.**					• It is a regular business support transaction of the Group.
		2.1 Office rental income	**21.00**	**21.00**	**21.00**	•For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	•This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
		3.Financial assistance transactions to the Group.					• It is a financial assistance transaction for the operations of the Group.
		3.1 Loans to subsidiaries				• The Company provided a short-term loan to a subsidiary as of 31 December 2025, the outstanding loan balance brought forward was 5.18 million Baht. During the period, there were no additionat loans, and repayments totaling 5.18 million Baht were received, As a result, there was no outstanding loanbalance as of the end of the period.The loans bear interest at a rate of 5.2 % per annum, which is comparable to the Company's average borrowing cost.	• According to the Stock Exchange guidelines, when the Company holds at least 90% of the shares in a group company, it is considered an exempt transaction from the related party transaction requirements.
		- Beginning balance	5,178.88	19,080.32	18,673.07		
		- Additional borrowing during the period	-	112.68	407.26		
		- Repayment during the period	(5,178.88)	(14,014.12)	-		
		- End-of-period balance	**0.00**	**5,178.88**	**19,080.32**		
		3.2 Interest income and accrued interest receivable				• For the fiscal year ended 31 December 2025, the Company recognized interest income of 0.15 million baht and had no outstanding interest receivable.	
		3.2.1 Interest income	151.22	632.27	879.10		
		3.2.2 Accrued Interest income	0.00				
		- Beginning balance	3.55	480.93	13.20		
		- Interest income during the period	151.22	632.27	879.10		
		- Received during the year	(154.77)	(1,109.65)	(411.37)		
		- End-of-period balance	-	**3.55**	**480.93**		

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
36. Prominent Capital Company Limited (Continued)		3.3 Loans to subsidiaries				• The Company provided short-term loans to its subsidiary. As at 31 December 2025, loans of 0.34 million baht were extended during the period, and no repayments were made. As a result, the outstanding loan balance as of the end of the period amounted to Baht 0.35 million. The loans bear interest at a rate of 5.2% per annum, which is comparable to the Company's average cost of borrowings. • For the fiscal year ended 31 December 2025, the Company recorded interest expenses of 0.02 million baht and had outstanding interest payable of 0.01 million baht.	• This transaction represents financial assistance provided to support the operations of group companies in accordance with the regulations of the Stock Exchange. Where the Company holds not less than 90% of the shares in such group companies, the transaction is exempt from the requirements applicable to related party transactions.
		- Beginning balance			-		
		- Increase during the period	-	-	14,337.82		
		- Decrease during the period	351.33	-	-		
		- End-of-period balance	**351.33**	-	(14,337.82)		
		3.4 Interest Expenses and interest Payable					
		3.4.1 Interest Expenses	1.85	-	136.21		
		3.4.2 Interest Payable					
		- Beginning balance	-	-	10.13		
		- Interest expenses during the period	1.85	-	136.21		
		- Payments made during the year	(1.35)	-	(146.34)		
		- End-of-period balance	**0.50**	-	-		
37. Origin Ramindra Company Limited	• A joint venture in which the major shareholder, Origin Vertical Corporation Company Limited (a subsidiary), holds 51% of the shares in Origin Ramindra Company Limited. • Senior executives of the Group serve as directors. - Mr. Kriangkrai Kribongkan - Mr. Apisit Suntornchukiart - Miss Kanokpailin Wilaikaew	**1.It is a regular business transaction of the Group.**					• It is a regular business transaction of the Group.
		2.Regular business support transactions of the Group.					• It is a regular business support transaction of the Group.
		2.1 Office rental income	**42.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.04 million Baht in office rental income.	• This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
38. Origin Ladprao Company Limited	• A joint venture in which the major shareholder, Origin Property Public Company Limited, holds 51% of the shares in Origin Ladprao Company Limited. • Senior executives of the Group serve as directors. - Mr. Apisit Suntornchukiart - Mr. Kriangkrai Kribongkan - Miss Kanokpailin Wilaikaew - Mr. Jin Su Yang - Mr. Yon Gyu Kim	**1.Regular business support transactions of the Group.** 1.1 Revenue from the sale of condominiums - Mr. Chawakij Phumboonchue	-	1,957.01	-	• For the fiscal year ended 31 December 2025, the Company had no revenue from the sale of real estate to directors and management.	• It is a regular business support transaction of the Group. • The selling price of the condominium units is at a normal market rate and comparable to the prices offered to other external customers. Therefore, the transaction is considered appropriate and reasonable.
		1.2 Office rental income	21.00	21.00	21.00	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
39. Origin Sukhumvit Sai Luat Company Limited	• A joint venture in which the major shareholder, Origin Vertical Corporation Company Limited (a subsidiary), holds 51% of the shares in Origin Sukhumvit Sai Luat Company Limited. • Senior executives of the Group serve as directors. - Mr. Kriangkrai Kribongkan - Mr. Apisit Suntornchukiart - Miss Kanokpailin Wilaikaew - Mr. Tomoyasu Udagawa - Mr. Naomi Endo	**1.Regular business support transactions of the Group.** 1.1 Office rental income	21.00	21.00	21.00	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
40. Origin Sriracha Co., Ltd., formerly known as The Origin Dusit Co., Ltd.	• A joint venture where the major shareholder is Origin Nationwide Company Limited (a subsidiary), which holds 51% of the shares in The Origin Dusit Company Limited. • Senior executives of the Group serve as directors. - Miss Kanokpailin Wilaikaew - Mr. Apisit Suntornchukiart - Mr. Jumpol Prawitthana	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	•For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. •This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
41. One Ramintra Company Limited	• A subsidiary in which the major shareholder, Origin Hotel Public Company Limited (a subsidiary), holds 100% of the shares in Origin Ramindra Company Limited. • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Ms. Khajita Wutthikankoson	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
		2.Financial assistance transactions to the Group. 2.1 The Company provides guarantees for the Group.				• For the fiscal year ended 31 December 2025, the Company had no guaranteed outstanding loan.	• This transaction involved financial assistance provided to the Group for operational purposes. • According to the Stock Exchange guidelines, when the Company holds at least 90% of the shares in a group company, it is considered an exempt transaction from the related party transaction requirements.
		- Beginning balance	-	-	-		
		- Increase during the period	-	-	-		
		- Decrease during the period	-	-	-		
		- End-of-period balance	**-**	**-**	**-**		

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
42. Park Ratchada Company Limited	• A joint venture in which the major shareholder, Park Luxury Company Limited (a subsidiary), holds 51% of the shares in Park Ratchada Company Limited. • Senior executives of the Group serve as directors. - Mr. Kriangkrai Kribongkan - Miss Kanokpailin Wilaikaew - Mr. Kittichai Assawakesmorakot - Mr. Naomi Endo - Mr. Tomoyasu Udagawa	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
43. United Project Management Company Limited	• A subsidiary in which the major shareholder, Primo Service Solution Public Company Limited (a subsidiary), holds 100% of the shares in United Project Management Company Limited. • Senior executives of the Group serve as directors. - Mr. Arun Sirijanusorn - Mrs. Maliwan Butrachat - Miss Nucharee Jitardhun - Mr. Kongkoon Tochaiwat - Mr. Komol detchkawinlert - Mr. Ratchaphon Santiwarakorn - Miss Kannaporn Silawarin - Mr. Taratond C.Sorrapong	**1.It is a regular business transaction of the Group.** 1.1 Revenue from Management Services and Real Estate Sales Brokerage Fees	**20.00**	**240.00**	**200.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in revenue from management services and real estate sales brokerage fees.	• It is a regular business transaction of the Group. • This transaction was part of the Company's normal course of business, conducted at the rates specified in the agreement. The pricing and conditions are comparable to those offered by other operators in similar businesses and are in accordance with the criteria approved by the Group's Board of Directors.
		2.Regular business support transactions of the Group. 2.1 Office rental income	**396.90**	**396.90**	**396.90**	•For the fiscal year ended 31 December 2025, the Company generated a total of 0.40 million Baht in office rental income.	• It is a regular business support transaction of the Group. •This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
44. One Sukhumvit 59 Company Limited The Group disposed of its investment in a joint venture, One Sukhumvit 59 Co., Ltd., to an unrelated party in August 2025.	• A joint venture in which the major shareholder, Origin Hotel Public Company Limited (a subsidiary), holds 51% of the shares in Origin One Sukhumvit 59 Company Limited. • Senior executives of the Group serve as directors. - Mr. Peerapong Jaroon-ek - Mr. Pitipong Trinurak - Mr. Piti Jarukamjorn - Mr. Yoshinori Shirono - Mr. Yoji Kitaura	**1.It is a regular business transaction of the Group.** 1.1 Revenue from Management Services and Real Estate Sales Brokerage Fees	-	-	-	• For the fiscal year ended 31 December 2025, The Company has no revenue from management services and real estate brokerage fees.	• It is a regular business transaction of the Group. • This transaction was part of the Company's normal course of business, conducted at the rates specified in the agreement. The pricing and conditions are comparable to those offered by other operators in similar businesses and are in accordance with the criteria approved by the Group's Board of Directors.
		2.Regular business support transactions of the Group. 2.1 Office rental income	**14.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.01 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
		3.Financial Assistance Received 3.1 Loan guarantees 3.1.1 The Company guarantees for the Group's joint venture.				• For the fiscal year ended 31 December 2025, the Company had no guarantees for borrowings.	• This transaction involved financial assistance provided to the joint ventures for operational purposes. • This is a financial assistance transaction as per the terms outlined in the joint venture agreement and/or as mutually agreed upon, which has been approved by the Board of Directors of the Group.
		- Beginning balance	-	780,000.00	780,000.00		
		- Increase during the period	-	-	-		
		- Decrease during the period	-	(780,000.00)	-		
		- End-of-period balance	-	-	780,000.00		
45. Stable Home Property Company Limited	• A subsidiary where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 100% of the shares in Stable Home Property Company Limited. • Senior executives of the Group serve as directors. - Mr. Siriphong Srisawangwong - Mr. Param Mehathulin - Miss Panitaporn Wongprakob	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	•For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. •This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
46. Belgravia Ratchaphruek Company Limited	• A subsidiary where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 100% of the shares in Belgravia Ratchaphruek Company Limited. • The senior executives of the Group are directors. - Mr. Siriphong Srisawangwong - Miss Panitaporn Wongprakob - Mr. Masauki Hirano	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	•For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. •This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
47. Britania Wongwaen Ramintra Company Limited	• A subsidiary where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 100% of the shares in Britania Wongwaen Ramintra Company Limited. • The senior executives of the Group are directors. - Mr. Siriphong Srisawangwong - Mr. Nawin Laknawa - Miss Panitaporn Wongprakob	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	•For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. •This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
48. Origin Capital Collage 107 Company Limited	• A subsidiary in which the major shareholder, Origin Property Public Company Limited, holds 100% of the shares in Origin Capital Collage 107 Company Limited. • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Miss Kanokpailin Wilaikaew - Mr. Jumpol Prawitthana	**1. Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	•For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. •This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
		2. Financial Assistance to the Company 2.1 Loans to subsidiaries				•For the fiscal year ended 31 December 2025, the Company had no loans to subsidiaries.	•This transaction involved financial assistance provided to the Group for operational purposes. •According to the Stock Exchange guidelines, when the Company holds at least 90% of the shares in a group company, the transaction is exempt from the requirements for related party transactions.
		- Beginning balance	-	60,017.49	-		
		- Additional borrowing during the period	-	-	60,017.49		
		- Repayment during the period	-	(60,017.49)	-		
		- End-of-period balance	-	-	60,017.49		

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
48. Origin Capital Collage 107 Company Limited (Continued)		2.2 Interest income and accrued interest receivable				• For the fiscal year ended 31 December 2025, the Company had no interest income and no outstanding interest receivable.e	
		2.2.1 Interest income	-	1,973.18	943.04		
		2.2.2 Accrued Interest income					
		- Beginning balance	-	925.37	-		
		- Interest income during the period	-	1,973.18	943.04		
		- Received during the year	-	(2,898.55)	(17.67)		
		- End-of-period balance	-	-	925.37		• This transaction involved financial assistance provided to the Group for operational purposes.
		3. Financial Assistance Received					
		3.1 Loans from Subsidiaries				• For the fiscal year ended 31 December 2025, the Company had an outstanding balance brought forward of 77.70 million baht. During the period, the Company obtained borrowings from a subsidiary amounting to 414.17 million baht and made repayments totaling 116.84 million baht. As a result, the outstanding balance as of the end of the period amounted to 375.03 million baht. The borrowings bear interest at a rate of 5.2% per annum, which is comparable to the Company's average cost of borrowings.	•According to the Stock Exchange guidelines, when the Company holds at least 90% of the shares in a group company, the transaction is exempt from the requirements for related party transactions.
		- Beginning balance	77,701.54	-	-		
		- Additional borrowing during the period	414,171.47	77,701.54	-		
		- Repayment during the period	(116,843.31)	-	-		
		- End-of-period balance	375,029.71	77,701.54	-		
		3.2 Interest Expenses and Accrued Interest Expenses					
		3.2.1 Interest Expenses	7,372.16	763.97	-	• For the fiscal year ended 31 December 2025, the Company recorded interest expenses of 7.37 million baht and had outstanding interest payable of 0.53 million baht.	
		3.2.2 Accrued Interest Expenses					
		- Beginning balance	55.35	-	-		
		- Interest expenses during the period	7,372.16	763.97	-		
		- Payments made during the year	(6,897.14)	(819.32)	-		
		- End-of-period balance	530.37	55.35	-		

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
49. Ori Saute Company Limited (Formerly Origin Capital 1 Company Limited)	• A subsidiary in which the major shareholder, Park Luxury Company Limited (a subsidiary), holds 100% of the shares in Origin Sote Company Limited. • The senior executives of the Group are directors. - Mr. Siriphong Srisawangwong - Miss Kanokpailin Wilaikaew	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
50. Origin Capital Praram 9 Company Limited	• A subsidiary in which the major shareholder, Park Luxury Company Limited (a subsidiary), holds 100% of the shares in Origin Capital Rama 9 Company Limited. • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Miss Kanokpailin Wilaikaew - Mr. Jumpol Prawitthana	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
51. One District Rayong Company Limited	• A subsidiary in which the major shareholder, Origin Hotel Public Company Limited (a subsidiary), holds 100% of the shares in One District Rayong Company Limited. • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Ms. Khajita Wutthikankoson	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
52. บริษัท วัน เวลเนส สุขุมวิท 107 จำกัด	• บริษัทย่อย โดยผู้ถือหุ้นใหญ่ คือ บริษัท ออริจิ้น โฮเทล จำกัด (มหาชน) (บริษัทย่อย) ถือหุ้นบริษัท วัน เวลเนส สุขุมวิท 107 จำกัด ร้อยละ 100 • Senior executives of the Group serve as directors. - Mr. Pitipong Trinurak - Ms. Khajita Wutthikankoson	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
53. One Phayathai Company Limited	• - A joint venture in which the major shareholder, Origin Hotel Public Company Limited (a subsidiary), holds 51% of the shares in Origin One Phayathai 59 Company Limited. • The senior executives of the Group are directors. - Mr. Peerapong Jaroon-ek - Ms. Khajita Wutthikankoson - Mr. Pitipong Trinurak - Mr. Shoji Aono - Mr. Tsubasa Sakai	**1.It is a regular business transaction of the Group.** 1.1 Revenue from Management Services and Real Estate Sales Brokerage Fees	**10,910.89**	**7,191.26**	-	• For the fiscal year ended 31 December 2025, the Company generated a total of 10.91 million Baht in revenue from management services and real estate sales brokerage fees.	• It is a regular business transaction of the Group. • This transaction was part of the Company's normal course of business, conducted at the rates specified in the agreement. The pricing and conditions are comparable to those offered by other operators in similar businesses and are in accordance with the criteria approved by the Company's Board of Directors.
		2.Normal Business Support Transactions with Joint Ventures 2.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. •This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
		3.Financial Assistance Received 3.1 Loans from Joint Ventures				• For the fiscal year ended 31 December 2025, the Company had borrowings brought forward of 362.67 million baht. During the period, repayments totaling 142.78 million baht were made, resulting in an outstanding balance of 219.89 million baht as of the end of the period. The borrowings bear interest at a rate of 6.2% per annum, which is comparable to the Company's average cost of borrowings.	• This transaction involved financial assistance provided to the Group for operational purposes. • This is a financial assistance transaction as per the terms outlined in the joint venture agreement and/or as mutually agreed upon, which has been approved by the Board of Directors of the Group.
		- Beginning balance	362,673.12	73,111.61	172,322.68		
		- Additional borrowing during the period	-	374,000.00	-		
		- Repayment during the period	(142,781.73)	(84,438.50)	(99,211.07)		
		- End-of-period balance	**219,891.38**	**362,673.11**	**73,111.61**		

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
53. One Phayathai Company Limited (Continued)		3.2 Interest Expenses and Accrued Interest Expenses					
		3.2.1 Interest Expenses	18,499.10	7,012.76	8,595.01	• For the fiscal year ended 31 December 2025, the Company incurred interest expenses of 18.5 million Baht and accrued interest expenses of 0.11 million Baht.	
		3.2.2 Accrued Interest Expenses					
		- Beginning balance	1,229.47	844.49	117.08		
		- Interest expenses during the period	18,499.10	7,012.76	8,595.01		
		- Payments made during the year	(19,614.41)	(6,627.78)	(7,867.61)		
		- End-of-period balance	114.16	1,229.47	844.48		
		3.3 Loan guarantees					
		3.3.1 The Company provides guarantees for the Group.				• For the fiscal year ended 31 December 2025, the Company has an opening guarantee balance of 780 million Baht without any increase or decrease guarantee during the period	
		- Beginning balance	780,000.00	780,000.00	780,000.00		
		- Increase during the period	-	-	-		
		- Decrease during the period	-	-	-		
		- End-of-period balance	780,000.00	780,000.00	780,000.00		
54. Origin Food Company Limited	• A subsidiary in which the major shareholder, Origin Hotel Public Company Limited (a subsidiary), holds 100% of the shares in Origin Food Company Limited. • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Ms. Khajita Wutthikankoson	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
55. KnightsBridge Kaset Interchange Company Limited	• A joint venture where the major shareholder is Origin Park Luxuary Company Limited, which holds 51% of the shares in KnightsBridge Kaset Interchange Company Limited. • The senior executives of the Group are directors. - Mr. Kriangkrai Kribongkan - Miss Kanokpailin Wilaikaew - Mr. Kittichai Assavakatmorakot - Mr. Naomi Endo - Mr. Tomoyasu Udagawa	**1.Normal Business Support Transactions with Joint Ventures** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
56. Knightsbridge Sukhumvit Punnawithi Company Limited	• A subsidiary in which the major shareholder, Park Luxury Company Limited (a subsidiary), holds 100% of the shares in Knightsbridge Sukhumvit Punnawithi Company Limited. • The senior executives of the Group are directors. - Mr. Kriangkrai Kribongkan - Miss Kanokpailin Wilaikaew	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
57. One Origin Enco Company Limited	• A joint venture in which the major shareholder, Origin Hotel Public Company Limited (a subsidiary), holds 50% of the shares in One Origin Enco Company Limited. • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Ms. Khajita Wutthikankoson - Mr. Kriangkrai Kribongkan - Ms. Wiranphat Wannsaengkaew - Ms. Kittiya Bantatchan - Mr. Theerapat Sawaengkit	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
58. Prominent Asset Management Company Limited The Company was registered for dissolution on 14 October 2025.	• A subsidiary in which the major shareholder, Origin Property Public Company Limited (the Company), holds 100% of the shares in Prominent Asset Management Company Limited. • The senior executives of the Group are directors. - Mr. Chaowarat Caochavanil - Mr. Peerapong Jaroon-ek - Mr. Mayta Chanchamcharat - Mr. Pitipong Trinurak - Mr. Jumpol Prawitthana - Miss Kanokpailin Wilaikaew	**1.It is a regular business transaction of the Group.** 1.1 Revenue from Management Services and Real Estate Sales Brokerage Fees	**180.00**	**180.00**	**180.00**	• For the fiscal year ended 31 December 2025, the Company had revenue from management services and real estate brokerage fees totaling 0.18 million Baht.	• It is a regular business transaction of the Group. • This transaction was part of the Group's normal course of business, conducted at the rates specified in the agreement. The pricing and conditions are comparable to those offered by other operators in similar businesses and are in accordance with the criteria approved by the Company's Board of Directors.
		2.Regular business support transactions of the Group. 2.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
58. Prominent Asset Management Company Limited (Continued)		**3.Financial Assistance Received**					• This transaction involved financial assistance provided to the Group for operational purposes. • According to the Stock Exchange guidelines, when the Company holds at least 90% of the shares in a group company, it is considered an exempt transaction from the related party transaction requirements.
		3.1 Loans to subsidiaries					
		- Beginning balance	-	533.01	521.63	• For the fiscal year ended 31 December 2025, the Company had no loans to group companies.	
		- Additional borrowing during the period	-	-	11.38		
		- Repayment during the period	-	(533.01)	-		
		- End-of-period balance	-	-	533.01		
		3.2 Interest income and accrued interest receivable				• For the fiscal year ended 31 December 2025, the Company had no interest income and no outstanding interest receivable.	
		3.2.1 Interest income	-	9.93	24.56		
		3.2.2 Accrued Interest income					
		- Beginning balance	-	13.45	0.38		
		- Interest income during the period	-	9.93	24.56		
		- Received during the year	-	(23.38)	(11.49)		
		- End-of-period balance	-	-	13.45		
		3.3 Financial Assistance Received					• It is a financial assistance transaction for the operations of the Group. • According to the Stock Exchange guidelines, when the Company holds at least 90% of the shares in a group company, it is considered an exempt transaction from the related party transaction requirements.
		3.3.1 Loans from Subsidiaries				• For the fiscal year ended 31 December 2025, the Company had borrowings brought forward of 20.51 million baht. During the period, additional borrowings of 5.00 million baht were obtained, and repayments totaling 0.19 million baht were made. As a result, the outstanding balance as of the end of the period amounted to 25.32 million baht. The borrowings bear interest at a rate of 5.2% per annum, which is comparable to the Company's average cost of borrowings.	
		- Beginning balance	20,510.57	-	-		
		- Additional borrowing during the period	5,000.28	20,510.57	-		
		- Repayment during the period	(189.21)	-	-		
		- End-of-period balance	25,321.64	20,510.57	-		
		3.4 Interest Expenses and Accrued Interest Expenses				• For the fiscal year ended 31 December 2025, the Company recorded interest expenses of 1.13 million baht and had outstanding interest payable of Baht 0.02 million.	
		3.4.1 Interest Expenses	1,132.94	530.34	-		
		3.4.2 Accrued Interest Expenses					
		- Beginning balance	-	-	-		
		- Interest expenses during the period	1,132.94	530.34	-		
		- Payments made during the year	(1,107.68)	(530.34)	-		
		- End-of-period balance	25.25	-	-		

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
59. Origin Healthcare Company Limited	• A subsidiary in which the major shareholder, Origin Property Public Company Limited (the Company), holds 97% of the shares in Origin Healthcare Company Limited. • The senior executives of the Group are directors. - Mr. Trairat Charuthat - Mr. Pitipong Trinurak - Miss Kanokpailin Wilaikaew - Miss Jarunee Kannasit - Mr. Chawakij Phumboonchue	**1.It is a regular business transaction of the Group.**					• It is a regular business transaction of the Group. • This transaction was part of the Group's normal course of business, conducted at the rates specified in the agreement. The pricing and conditions are comparable to those offered by other operators in similar businesses and are in accordance with the criteria approved by the Company's Board of Directors.
		1.1 Revenue from Management Services and Real Estate Sales Brokerage Fees	**241.51**	**364.54**	**180.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.24 million Baht in office rental income.	
		2.Regular business support transactions of the Group.					• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
		2.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	
		3.Financial Assistance Received					• This transaction involved financial assistance provided to the Group for operational purposes.
		3.1 Loans to subsidiaries				• For the fiscal year ended 31 December 2025, the Company had outstanding loans to the Group with an opening balance of 3.25 million Baht. During the period, additional loans of 46.83 million Baht were provided, resulting in a closing For the fiscal year ended 31 December 2025, the Company had loans to group companies brought forward of 3.25 million baht. During the period, additional loans of 46.83 million baht were extended, and repayments totaling 4.77 million baht were received. As a result, the outstanding loan balance as of the end of the period amounted to 45.31 million baht. The loans bear interest at a rate of 5.2% per annum, which is comparable to the Company's average cost of borrowings.	• According to the Stock Exchange guidelines, when the Company holds at least 90% of the shares in a group company, it is considered an exempt transaction from the related party transaction requirements.
		- Beginning balance	3,247.28	3,023.79	-		
		- Additional borrowing during the period	46,833.44	223.49	3,023.79		
		- Repayment during the period	(4,772.16)	-	-		
		- End-of-period balance	**45,308.56**	**3,247.28**	**3,023.79**		

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
59. Origin Healthcare Company Limited (Continued)		3.2 Interest income and accrued interest receivable				• For the fiscal year ended 31 December 2025, the Company recognized interest income of 1.50 million baht and had outstanding interest receivable of 0.06 million baht.	
		3.2.1 Interest income	1,495.05	151.76	100.25		
		3.2.2 Accrued Interest income					
		- Beginning balance	2.22	76.22	-		
		- Interest income during the period	1,495.05	151.76	100.25		
		- Received during the year	(1,435.64)	(225.75)	(24.03)		
		- End-of-period balance	61.64	2.23	76.22		
60. Kin Origin Healthcare Company Limited	• A joint venture where the major shareholder is Origin Healthcare Company Limited (a subsidiary), which holds 50% of the shares in Kin Origin Healthcare Company Limited. • The senior executives of the Group are directors. - Mr. Thongchai Chockthanomsub - Mr. Saksit Chenkulprasutr - Mr. Worapon Prutanopajai - Mr. Pitipong Trinurak - Mr. Chawakij Phumboonchue - Miss Jarunee Kannasit	**1.It is a regular business transaction of the Group.** 1.1 Revenue from Management Services and Real Estate Sales Brokerage Fees	**360.00**	**360.00**	**294.39**	• For the fiscal year ended 31 December 2025, the Company had revenue from management services and real estate brokerage fees totaling 0.36 million Baht.	• It is a regular business transaction of the Group. • This transaction was part of the Group's normal course of business, conducted at the rates specified in the agreement. The pricing and conditions are comparable to those offered by other operators in similar businesses and are in accordance with the criteria approved by the Company's Board of Directors.
		2.Regular business support transactions of the Group. 2.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
		3. Financial Assistance Received 3.1 The Company provides guarantees for the Group.				• For the fiscal year ended 31 December 2025, the Company guarantees for the Group for 53 million Baht.	•This transaction involved financial assistance provided to the joint ventures for operational purposes. • This is a financial assistance transaction as per the terms outlined in the joint venture agreement and/or as mutually agreed upon, which has been approved by the Board of Directors of the Group.
		- Beginning balance	53,000.00	-	-		
		- Increase during the period	-	53,000.00	-		
		- Decrease during the period	-	-	-		
		- End-of-period balance	53,000.00	53,000.00	-		

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
61. Origin Gunkul Energy Company Limited	• A joint venture where the major shareholder is Origin Energy Company Limited (a subsidiary), which holds 50% of the shares in Origin Gunkul Energy Company Limited. • The senior executives of the Group are directors. - Mr. Peerapong Jaroon-ek - Mr. Pitipong Trinurak - Mr. Kriangkrai Kribongkan - Miss Naruechon Dhumrongpiyawut - Mr. Phairoj Phanukarn - Miss Warinthip Rosharpithak	**1.It is a regular business transaction of the Group.** 1.1 Revenue from Management Services and Real Estate Sales Brokerage Fees **2.Regular business support transactions of the Group** 2.1 Office rental income	360.00 21.00	360.00 21.00	- 21.00	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.36 million Baht in revenue from management services and real estate sales brokerage fees. • For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business transaction of the Group. • This transaction was part of the Group's normal course of business, conducted at the rates specified in the agreement. The pricing and conditions are comparable to those offered by other operators in similar businesses and are in accordance with the criteria approved by the Company's Board of Directors. • It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
62. Prim Insurance Broker Company Limited	• A subsidiary in which the major shareholder, Primo Service Solution Public Company Limited (the Company), holds 100% of the shares in Prim Insurance Broker Company Limited • The senior executives of the Group are directors. - Mr. Surin Sahachatphokanan - Miss Nucharee Jitardhun - Mr. Bordin Thumcheewonskul - Mr. Olarn Jarungthamchote	**1.It is a regular business transaction of the Group.** 1.1 Revenue from Management Services and Real Estate Sales Brokerage Fees **2.Regular business support transactions of the Group.** 2.1 Office rental income	- 21.00	180.00 21.00	180.00 21.00	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.18 million Baht in revenue from management services and real estate sales brokerage fees. • For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business transaction of the Group. • This transaction was part of the Group's normal course of business, conducted at the rates specified in the agreement. The pricing and conditions are comparable to those offered by other operators in similar businesses and are in accordance with the criteria approved by the Company's Board of Directors. • It is a regular business support transaction of the Group. •This transaction involved the lease of unused office space by the Group to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
62. Prim Insurance Broker Company Limited (Continued)		**3.Financial assistance transactions to the Group.** 3.1 Loans to subsidiaries - Beginning balance - Additional borrowing during the period - Repayment during the period - End-of-period balance 3.2 Interest income and accrued interest receivable 3.2.1 Interest income 3.2.2 Accrued Interest income - Beginning balance - Interest income during the period - Received during the year - End-of-period balance	 - - - - - - - - -	 3,151.67 - (3,151.67) - 116.14 79.44 116.14 (195.58) -	 3,084.40 67.27 - 3,151.67 145.21 2.18 145.21 (67.95) 79.44	• The Company had no short-term loans to group companies. • For the fiscal year ended 31 December 2025, the Company had no interest income and no outstanding interest receivable.	• This transaction involved financial assistance provided to the Group for operational purposes.. • According to the Stock Exchange guidelines, when the Company holds at least 90% of the shares in a group company, it is considered an exempt transaction from the related party transaction requirements.
63. Alpha Industrial Solutions Company Limited	• A joint venture in which the major shareholder, Origin Property Public Company Limited (the Company), holds 50% of the shares in Alpha Industrial Solution Company Limited. • The senior executives of the Group are directors. - Mr. Peerapong Jaroon-ek - Mr. Pitipong Trinurak - Miss Kanokpailin Wilaikaew - Mr. Charvanin Bunditkitsada - Dr. Eakapong Tungsrisanguan - Mr. Jitchai Nimitpanya	**1.It is a regular business transaction of the Group.** 1.1 Revenue from Management Services and Real Estate Sales Brokerage Fees **2.Regular business support transactions of the Group.** 2.1 Office rental income	**3,230.33** **21.00**	**3,524.00** **21.00**	- **21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 3.23 million Baht in revenue from management services and real estate sales brokerage fees. • For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business transaction of the Group. • This transaction was part of the Group's normal course of business, conducted at the rates specified in the agreement. The pricing and conditions are comparable to those offered by other operators in similar businesses and are in accordance with the criteria approved by the Company's Board of Directors. • It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Group to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
63. Alpha Industrial Solutions Company Limited (Continued)		**3.Financial assistance transactions to the Group.**					• This transaction involved financial assistance provided to the joint ventures for operational purposes.
		3.1 Joint ventures loans					• This is a financial assistance transaction as per the terms outlined in the joint venture agreement and/or as mutually agreed upon, which has been approved by the Board of Directors of the Group.
		- Beginning balance	-	212,598.33	207,084.03	• The Company offered a short-term loan for the Group in the fiscal year ending 31 December 2025, the opening loan balance was 3.00 million Baht. During the period, the full amount was repaid 3.00 million Baht, resulting in no closing balance at the end of the period.	
		- Additional borrowing during the period	3,000.00	-	5,514.29		
		- Repayment during the period	(3,000.00)	(212,598.33)	-		
		- End-of-period balance	-	-	212,598.32		
		3.2 Interest income and accrued interest receivable					
		3.2.1 Interest income	48.62	8,594.21	12,357.51	• For the fiscal year ended 31 December 2025, the Company recorded interest income of 0.05 million Baht and had no accrued interest income outstanding.	
		3.2.2 Accrued Interest income					
		- Beginning balance	-	6,966.24	178.72		
		- Interest income during the period	48.62	8,594.21	12,357.51		
		- Received during the year	(48.62)	(15,560.45)	(5,569.99)		
		- End-of-period balance	-	-	6,966.24		
64. Origin Energy Company Limited	• A subsidiary where the major shareholder is Origin Property Public Company Limited (the Company), which holds 100% of the shares in Origin Energy Company Limited	**1.It is a regular business transaction of the Group.**					• It is a regular business transaction of the Group.
		1.1 Revenue from Management Services and Real Estate Sales Brokerage Fees	**180.00**	**180.00**	**180.00**	• For the fiscal year ended 31 December 2025, the Company had revenue from management services and real estate brokerage fees totaling 0.18 million Baht.	• According to the Stock Exchange guidelines, when the Company holds at least 90% of the shares in a group company, it is considered an exempt transaction from the related party transaction requirements.
	• The senior executives of the Group are directors. - Mr. Peerapong Jaroon-ek - Mr. Pitipong Trinurak - Miss Kanokpailin Wilaikaew	**2.Regular business support transactions of the Group.**					• It is a regular business support transaction of the Group.
		2.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	•This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
64. Origin Energy Company Limited (Continued)		**3.Financial assistance transactions to the Group.**					• This transaction involved financial assistance provided to the Group for operational purposes.
		3.1 Loans to subsidiaries					• According to the Stock Exchange guidelines, when the Company holds at least 90% of the shares in a group company, it is considered an exempt transaction from the related party transaction requirements.
		- Beginning balance	10,294.48	8,046.59	7,874.84	• In the fiscal year ending 31 December 2025, the opening loan balance was 10.29 million Baht. During the period, the Company provided additional loans amounting to 0.56 million Baht, resulting in a closing loan balance of 10.85 million Baht. The Company charged interest at an annual rate of 5.0%, which is comparable to the Company's average borrowing cost.	
		- Additional borrowing during the period	562.60	2,247.89	171.75		
		- Repayment during the period	-	-	-		
		- End-of-period balance	10,857.08	10,294.48	8,046.59		
		3.2 Interest income and accrued interest receivable				• For the fiscal year ended 31 December 2025, the Company recorded interest income of 0.46 million Baht and accrued interest income of 0.01 million Baht.	
		3.2.1 Interest income	515.47	458.67	370.74		
		3.2.2 Accrued Interest income					
		- Beginning balance	7.05	202.82	5.57		
		- Interest income during the period	515.47	458.67	370.74		
		- Received during the year	(507.67)	(654.44)	(173.48)		
		- End-of-period balance	14.85	7.05	202.83		
65. Origin Bunpha Bangna Company Limited	• A joint venture in which the major shareholder, Origin Vertical Corporation Company Limited (a subsidiary), holds 50% of the shares in Origin Bunpha Bangna Company Limited	**1.Regular business support transactions of the Group.**					• It is a regular business support transaction of the Group.
		1.1 Office rental income	21.00	21.00	21.00	•For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
	• The senior executives of the Group are directors.	**2.Financial assistance transactions to the Group.**					
	- Mr. Pitipong Trinurak	2.1 Loan guarantees					• This transaction involved financial assistance provided to the joint ventures for operational purposes.
	- Mr. Kriangkrai Kribongkan	2.1.1 The Company guarantees for the Group's joint ventures.					
	- Miss Kanokpailin Wilaikaew	- Beginning balance	884,500.00	884,500.00	884,500.00	• For the fiscal year ended 31 December 2025, the Company had no outstanding guarantees for borrowings provided to joint ventures of 884.50 million Baht	• This is a financial assistance transaction as per the terms outlined in the joint venture agreement and/or as mutually agreed upon, which has been approved by the Board of Directors of the Group.
	- Mr. Pisitpong Vorasetakarnkij	- Increase during the period	-	-	-		
	- Mr. Pongsak Sawatyanon	- Decrease during the period	-	-	-		
	- Miss Wareerat Sawatyanon	- End-of-period balance	884,500.00	884,500.00	884,500.00		

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
66. Origin Play Phahol N19 Station Company Limited	• A subsidiary in which the major shareholder, Origin Vertical Corporation Company Limited (a subsidiary), holds 100% of the shares in Origin Play Phahol N19 Station Company Limited • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Mr. Kriangkrai Kribongkan - Mr. Apisit Suntornchukiart	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	•For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. •This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
		2.Financial assistance transactions to the Group. 2.1 Loan guarantees 2.1.1 The Company guarantees for the Group. - Beginning balance - Increase during the period - Decrease during the period - End-of-period balance	 - - - -	 - - - -	 - - - -	• For the fiscal year ended 31 December 2025, the Company did not guarantee the borrowings to the Group.	• This transaction involved financial assistance provided to the Group for operational purposes. • According to the Stock Exchange guidelines, when the Company holds at least 90% of the shares in a group company, it is considered an exempt transaction from the related party transaction requirements.
67. Origin Place Samutprakan Company Limited	•- A subsidiary in which the major shareholder, Origin Vertical Corporation Company Limited (a subsidiary), holds 100% of the shares in Origin Place Samutprakan Company Limited • The senior executives of the Group are directors. - Mr. Kriangkrai Kribongkan - Mr. Pitipong Trinurak - Mr. Apisit Suntornchukiart	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	•For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
68. So Origin Phahol 69 Station Company Limited	• A joint venture in which the major shareholder, Origin Vertical Corporation Company Limited (a subsidiary), holds 51% of the shares in So Origin Phahol 69 Station Company Limited • The senior executives of the Group are directors. - Mr. Kriangkrai Kribongkan - Mr. Apisit Suntornchukiart - Miss Kanokpailin Wilaikaew - Mr. Naomi Endo - Mr. Tomoyasu Udagawa	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	•For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
69. Origin Plug & Play Samutprakan Company Limited	• A joint venture in which the major shareholder, Origin Vertical Corporation Company Limited (a subsidiary), holds 51% of the shares in Origin Plug & Play Samut Prakan Company Limited. • The senior executives of the Group are directors. - Mr. Kriangkrai Kribongkan - Mr. Apisit Suntornchukiart - Miss Kanokpailin Wilaikaew - Mr. Naomi Endo - Mr. Tomoyasu Udagawa	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. •This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
		2.Financial assistance transactions to the Group. 2.1 Loan guarantees 2.1.1 The Company guarantees for the Group's joint ventures. - Beginning balance - Increase during the period - Decrease during the period - End-of-period balance	 - - - -	 - - - -	 - - - -	• For the fiscal year ended 31 December 2025, the Company had no outstanding guarantees for borrowings provided to joint ventures.	• This transaction involved financial assistance provided to the joint ventures for operational purposes. • This is a financial assistance transaction as per the terms outlined in the joint venture agreement and/or as mutually agreed upon, which has been approved by the Board of Directors of the Group.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
70. Origin Plug & Play Charan Ratchawithi Company Limited	• A joint venture in which the major shareholder, Origin Vertical Corporation Company Limited (a subsidiary), holds 51% of the shares in Origin Plug & Play Charan Ratchawithi Company Limited • The senior executives of the Group are directors. - Mr. Kriangkrai Kribongkan - Mr. Apisit Suntornchukiart - Miss Kanokpailin Wilaikaew - Mr. Chen Shan Jeir - Mr. Jao Dakun	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
71. Origin Plug & Play E22 Station Company Limited	•- A subsidiary in which the major shareholder, Origin Vertical Corporation Company Limited (a subsidiary), holds 100% of the shares in Origin Plug & Play E22 Station Company Limited. • The senior executives of the Group are directors. - Mr. Kriangkrai Kribongkan - Miss Kanokpailin Wilaikaew - Mr. Apisit Suntornchukiart	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
		2.Financial assistance transactions to the Group. 2.1 Loans to subsidiaries - Beginning balance - Additional borrowing during the period - Repayment during the period - End-of-period balance	 233,768.55 20,000.00 (253,768.55) **(0.00)**	 - 460,630.90 (226,863.36) **233,767.54**	 - - - **-**	• In the fiscal year ending 31 December 2025, loans provided during the period totaled 233.77 million Baht, while repayments amounted to 20.00 million Baht. As a result, the closing loan balance was 253.77 million Baht. The Company charged interest at an annual rate of 5.2%, which is comparable to the Company's average borrowing cost.	• This transaction involved financial assistance provided to the Group for operational purposes. • According to the Stock Exchange guidelines, when the Company holds at least 90% of the shares in a group company, it is considered an exempt transaction from the related party transaction requirements.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
71. Origin Plug & Play E22 Station Company Limited (Continued)		2.2 Interest Expenses and Accrued Interest Expenses 2.2.1 Interest Expenses 2.2.2 Accrued Interest Expenses - Beginning balance - Interest expenses during the period - Payments made during the year - End-of-period balance	 5,402.43 66.60 5,402.43 (5,469.03) -	 9,428.78 - 9,428.78 (9,495.38) (66.60)	 - - - - -	• For the fiscal year ended 31 December 2025, the Company incurred interest expenses of 0.06 million Baht and accrued interest expenses of 5.40 million Baht and the Company made interest payments totaling 5.47 million baht. As a result, there was no outstanding interest payable as of the end of the period.	
72. Britania Bangna Km.17 Company Limited	• A joint venture where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 51% of the shares in Britania Bangna Km.17 Company Limited. • The senior executives of the Group are directors. - Mr. Siriphong Srisawangwong - Mr. Nawin Laknawa - Miss Panitaporn Wongprakob - Mr. Naomi Endo - Mr. Tomoyasu Udagawa	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. •This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
73. Britania Bangna Km.35 Company Limited	• A joint venture where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 51% of the shares in Britania Bangna Km.35 Company Limited • The senior executives of the Group are directors. - Mr. Siriphong Srisawangwong - Mr. Teerayut Lakdee - Miss Panitaporn Wongprakob - Mr. Chen Shan Jeir - Mr. Jao Dakun	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. •This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
74. Stable Town Company Limited	• A joint venture where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 51% of the shares in Stable Town Company Limited • The senior executives of the Group are directors. - Mr. Siriphong Srisawangwong - Mr. Nawin Laknawa - Miss Panitaporn Wongprakob - Mr. Naomi Endo - Mr. Tomoyasu Udagawa	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. •This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
75. Britania Amata Phanthong Company Limited	• A joint venture where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 51% of the shares in Britania Amata Phanthong Company Limited •Senior executives of the Group serve as directors. - Mr. Siriphong Srisawangwong - Mr. Teerayut Lakdee - Miss Panitaporn Wongprakob - Mr. Chen Shan Jeir - Mr. Jao Dakun	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. •This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
76. One Hampton Deluxe Ocean Sriracha Company Limited	• A subsidiary where the major shareholder is Origin Property Company Limited (a subsidiary), which holds 100% of the shares in One Hampton Deluxe Ocean Sriracha Company Limited • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Miss Kanokpailin Wilaikaew - Mr. Kriangkrai Kribongkan	**1.It is a regular business transaction of the Group.** 1.1 Management services and real estate brokerage fees	-	-	-	•For the fiscal year ended 31 December 2025, the Company has no management services and real estate brokerage fees	• It is a regular business transaction of the Group. • This transaction was part of the Group's normal course of business, conducted at the rates specified in the agreement. The pricing and conditions are comparable to those offered by other operators in similar businesses and are in accordance with the criteria approved by the Company's Board of Directors.
		2.Regular business support transactions of the Group. 2.1 Office rental income	**21.00**	**21.00**	**21.00**	•For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
		3.Financial assistance transactions to the Group. 3.1 Loans to subsidiaries - Beginning balance - Additional borrowing during the period - Repayment during the period - End-of-period balance	 3,080.82 30.82 (1,900.06) 1,211.57	 - 3,080.82 - 3,080.82	 - - - -	•The Company provided short-term loans to group companies for the fiscal year ended 31 December 2025. The outstanding loan balance brought forward was Baht 3.08 million. During the period, additional loans of Baht 0.03 million were extended, and repayments totaling Baht 1.90 million were received. As a result, the outstanding loan balance as of the end of the period amounted to Baht 1.21 million. The loans bear interest at a rate of 5.2% per annum, which is comparable to the Company's average cost of borrowings.	• This transaction involved financial assistance provided to the Group for operational purposes. • According to the Stock Exchange guidelines, when the Company holds at least 90% of the shares in a group company, it is considered an exempt transaction from the related party transaction requirements.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
76. One Hampton Deluxe Ocean Sriracha Company Limited (Continued)		3.2 Interest income and accrued interest receivable 3.2.1 Interest income 3.2.2 Accrued Interest income - Beginning balance - Interest income during the period - Received during the year - End-of-period balance	 131.61 2.19 131.61 (132.08) 1.73	 83.83 - 83.83 (81.63) 2.20	 - - - - -	• For the fiscal year ended 31 December 2025, the Company recorded interest income of 0.08 million Baht and accrued interest income of 0.00 million Baht.	
77. One Hampton Knightsbridge Samutprakan City Company Limited	• A subsidiary in which the major shareholder, Origin Vertical Corporation Company Limited (a subsidiary), holds 100% of the shares in One Hampton Knightsbridge Samutprakan City Company Limited • Senior executives of the Group serve as directors. - Mr. Pitipong Trinurak - Miss Kanokpailin Wilaikaew - Mr. Kriangkrai Kribongkan	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
78. One Hampton Next to Emporium Company Limited	• A subsidiary in which the major shareholder, Park Luxury Company Limited (a subsidiary), holds 100% of the shares in One Hampton Next to Emporium Company Limited. • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Miss Kanokpailin Wilaikaew - Mr. Kriangkrai Kribongkan	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
79. One Origin Bunpha Bangna Company Limited The Group disposed of its investment in a joint venture, One Origin Boonpha Bangna Co., Ltd., to an unrelated party in August 2025.	• A joint venture in which the major shareholder, Origin Hotel Public Company Limited (a subsidiary), holds 50% of the shares in One Origin Bunpha Bangna Company Limited • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Mr. Piti Jarukamjorn - Ms. Khajita Wutthikankoson - Mr. Pisitpong Vorasetakarnkij - Mr. Pongsak Sawatyanon - Miss Wareerat Sawatyanon	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**10.50**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.01 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
80. Alpha Industrial Km.19 Company Limited	• A joint venture in which the major shareholder, Alpha Industrial Solutions Company Limited (the joint venture), holds 51% of the shares in Alpha Industrial Km.19 Company Limited• The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Mr. Pathan Sombunsin - Dr. Eakapong Tungsrisanguan - Mr. Yuki Ono - Mr. Subasa Sakaie	**1.Regular business support transactions of the Group.** 1.1 Office rental income 1.2 Management services and real estate brokerage fees	**21.00** **3,701.00**	**21.00** **3,245.54**	**21.00** -	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income. • For the fiscal year ended 31 December 2025, the Company has management services and real estate brokerage fees amounting to 3.7 million Baht.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval. • This transaction was part of the Group's normal course of business, conducted at the rates specified in the agreement. The pricing and conditions are comparable to those offered by other operators in similar businesses and are in accordance with the criteria approved by the Company's Board of Directors.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
81. Alpha Industrial Rungsit Company Limited	• A joint venture in which the major shareholder, Alpha Industrial Solutions Company Limited (the joint venture), holds 51% of the shares in Alpha Industrial Rungsit Company Limited. • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Mr. Pathan Sombunsin - Dr. Eakapong Tungsrisanguan - Mr. Shoji Aono - Mr. Tsubasa Sakai	**1.Regular business support transactions of the Group.** 1.1 Office rental income	21.00	21.00	21.00	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
		1.2 Management services and real estate brokerage fees	3,257.12	2,167.39	-	• For the fiscal year ended 31 December 2025, the Company has management services and real estate brokerage fees amounting to 3.26 million Baht.	• This transaction was part of the Group's normal course of business, conducted at the rates specified in the agreement. The pricing and conditions are comparable to those offered by other operators in similar businesses and are in accordance with the criteria approved by the Company's Board of Directors.
82. Alpha Industrial Laem Chabang Company Limited	• A joint venture in which the major shareholder, Alpha Industrial Solutions Company Limited (the joint venture), holds 51% of the shares in Alpha Industrial Laem Chabang Company Limited. • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Mr. Pathan Sombunsin - Dr. Eakapong Tungsrisanguan - Mr. Shoji Aono - Mr. Tsubasa Sakai	**1.Regular business support transactions of the Group.** 1.1 Office rental income	21.00	21.00	21.00	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Group to a joint venture. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
		1.2 Management services and real estate brokerage fees	2,513.00	2,133.01	-	• For the fiscal year ended 31 December 2025, the Company has management services and real estate brokerage fees amounting to 2.51 million Baht.	• This transaction was part of the Group's normal course of business, conducted at the rates specified in the agreement. The pricing and conditions are comparable to those offered by other operators in similar businesses and are in accordance with the criteria approved by the Company's Board of Directors.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
83. Alpha Industrial Suwinthawong Company Limited	• A joint venture in which the major shareholder, Alpha Industrial Solutions Company Limited (the joint venture), holds 51% of the shares in Alpha Industrial Suwinthawong Company Limited • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Mr. Pathan Sombunsin - Dr. Eakapong Tungsrisanguan - Mr. Shoji Aono - Mr. Tsubasa Sakai	**1.It is a regular business transaction of the Group.** 1.1 Revenue from Management Services and Real Estate Sales Brokerage Fees **2.Regular business support transactions of the Group.** 2.1 Office rental income	**1,626.00** **21.00**	**257.99** **21.00**	**-** **21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 1.6 million Baht in revenue from management services and real estate sales brokerage fees. • For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business transaction of the Group. • This transaction was part of the Group's normal course of business, conducted at the rates specified in the agreement. The pricing and conditions are comparable to those offered by other operators in similar businesses and are in accordance with the criteria approved by the Company's Board of Directors. • It is a regular business support transaction of the Group. • This transaction was part of the Group's normal course of business, conducted at the rates specified in the agreement. The pricing and conditions are comparable to those offered by other operators in similar businesses and are in accordance with the criteria approved by the Company's Board of Directors.
84. Origin Music Company Limited	• A subsidiary where the major shareholder is Origin Property Public Company Limited, which holds 100% of the shares in Origin Music Company Limited. • The senior executives of the Group are directors. - Mr. Apisit Suntornchukiart - Miss Kanokpailin Wilaikaew - Mr. Pitipong Trinurak	**1.It is a regular business transaction of the Group.** 1.1 Revenue from Management Services and Real Estate Sales Brokerage Fees **2.Regular business support transactions of the Group.** 2.1 Office rental income	**180.00** **21.00**	**180.00** **21.00**	**180.00** **21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.18 million Baht in revenue from management services and real estate sales brokerage fees. • For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business transaction of the Group. • This transaction was part of the Group's normal course of business, conducted at the rates specified in the agreement. The pricing and conditions are comparable to those offered by other operators in similar businesses and are in accordance with the criteria approved by the Company's Board of Directors. • It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Group to a joint venture. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
84. Origin Music Company Limited (Continued)		**3.Financial assistance transactions to the Group.**					• It is a financial assistance transaction for the operations of the Group.
		3.1 Loans from Subsidiaries				• The Company provided short-term loans to its subsidiary. As at 31 December 2025, the outstanding loan balance brought forward was 13.15 million baht. During the period, additional loans of 0.88 million baht were extended, resulting in an outstanding loan balance of 14.02 million baht as of the end of the period. The loans bear interest at a rate of 5.20% per annum, which is comparable to the Company's average cost of borrowings.	• According to the Stock Exchange guidelines, when the Company holds at least 90% of the shares in a group company, it is considered an exempt transaction from the related party transaction requirements.
		- Beginning balance	13,147.27	10,205.83	-		
		- Additional borrowing during the period	876.88	2,941.44	10,205.83		
		- Repayment during the period	-	-	-		
		- End-of-period balance	14,024.15	13,147.27	10,205.83		
		3.2 Interest income and accrued interest receivable				• For the fiscal year ended 31 December 2025, the Company recorded interest income of 0.66 million Baht and accrued interest income of 0.02 million Baht.	
		3.2.1 Interest income	658.40	605.49	57.33		
		3.2.2 Accrued Interest income					
		- Beginning balance	9.00	51.44	-		
		- Interest income during the period	658.40	605.49	57.33		
		- Payments made during the year	(648.36)	(647.91)	(5.89)		
		- End-of-period balance	19.05	9.02	51.44		
85. Origin Play Sri Udom Station Company Limited	• A joint venture in which the major shareholder, Origin Vertical Corporation Company Limited (a subsidiary), holds 51% of the shares in Origin Play Sri Udom Station Company Limited • The senior executives of the Group are directors. - Mr. Kriangkrai Kribongkan - Mr. Apisit Suntornchukiart - Miss Kanokpailin Wilaikaew - Mr. Naomi Endo - Mr. Tomoyasu Udagawa	**1.Regular business support transactions of the Group.**					• It is a regular business support transaction of the Group.
		1.1 Office rental income	**21.00**	**21.00**	**21.00**	•For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
		2.Financial assistance transactions to the Group					• This transaction involved financial assistance provided to the joint ventures for operational purposes.
		2.1 Loan guarantees					
		2.1.1 The Company provides guarantees for the Group.				• For the fiscal year ended 31 December 2025, the Company did not guarantee the borrowings.	• This is a financial assistance transaction as per the terms outlined in the joint venture agreement and/or as mutually agreed upon, which has been approved by the Board of Directors of the Group.
		- Beginning balance	-	-	-		
		- Increase during the period	-	-	-		
		- Decrease during the period	-	-	-		
		- End-of-period balance	-	-	-		

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
86. Origin Plug & Play Phetkasem Company Limited (Formerly Origin Plug & Play Nonthaburi Company Limited)	• A joint venture in which the major shareholder, Origin Vertical Corporation Company Limited (a subsidiary), holds 51% of the shares in Origin Plug & Play Phetkasem Company Limited • The senior executives of the Group are directors. - Mr. Kriangkrai Kribongkan - Mr. Apisit Suntornchukiart - Miss Kanokpailin Wilaikaew - Mr. Naomi Endo - Mr. Tomoyasu Udagawa	**1.Regular business support transactions of the Group.** 1.1 Office rental income	21.00	21.00	21.00	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
87. Origin Plug & Play Sri Lasalle Station Company Limited	• A subsidiary in which the major shareholder, Origin Vertical Corporation Company Limited (a subsidiary), holds 100% of the shares in Origin Plug & Play Sri Lasalle Station Company Limited • The senior executives of the Group are directors. - Mr. Kriangkrai Kribongkan - Mr. Apisit Suntornchukiart - Miss Kanokpailin Wilaikaew	**1.Regular business support transactions of the Group.** 1.1 Office rental income	21.00	21.00	21.00	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
88. Origin Play Bangkhunnon Company Limited	• A joint venture in which the major shareholder, Origin Vertical Corporation Company Limited (a subsidiary), holds 51% of the shares in Origin Play Bangkhunnon Company Limited. • Senior executives of the Group serve as directors. - Mr. Kriangkrai Kribongkan - Mr. Apisit Suntornchukiart - Miss Kanokpailin Wilaikaew	**1.Regular business support transactions of the Group.** 1.1 Office rental income	21.00	21.00	21.00	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
89. Origin Place Lasalle Company Limited	• A subsidiary in which the major shareholder, Origin Vertical Corporation Company Limited (a subsidiary), holds 100% of the shares in Origin Place Lasalle Company Limited • Senior executives of the Group serve as directors. - Mr. Kriangkrai Kribongkan - Miss Kanokpailin Wilaikaew - Mr. Apisit Suntornchukiart	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	•For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. •This transaction involved the lease of unused office space by the Group to a joint venture. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
		2.Financial assistance transactions to the Group. 2.1 Loan guarantees 2.1.1 The Company provides guarantees for the Group. - Beginning balance - Increase during the period - Decrease during the period - End-of-period balance	- - - -	- - - -	421,820.00 - (421,820.00) -	• For the fiscal year ended 31 December 2025, the Company did not guarantee the borrowings to the Group.	• This transaction involved financial assistance provided to the Group for operational purposes. • According to the Stock Exchange guidelines, when the Company holds at least 90% of the shares in a group company, it is considered an exempt transaction from the related party transaction requirements.
90. The Origin Ramkhamhaeng 142 Station Company Limited	• A subsidiary in which the major shareholder, Origin Vertical Corporation Company Limited (a subsidiary), holds 100% of the shares in The Origin Ramkhamhaeng 142 Station Company Limited • The senior executives of the Group are directors. - Mr. Kriangkrai Kribongkan - Mr. Apisit Suntornchukiart - Miss Kanokpailin Wilaikaew	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	•For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. •This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
		2.Financial assistance transactions to the Group. 2.1 Loan guarantees 2.1.1 The Company provides guarantees for the Group. - Beginning balance - Increase during the period - Decrease during the period - End-of-period balance	- - - -	- - - -	- 199,160.00 (199,160.00) -	• For the fiscal year ended 31 December 2025, the Company did not guarantee the borrowings to the Group.	• This transaction involved financial assistance provided to the Group for operational purposes. • According to the Stock Exchange guidelines, when the Company holds at least 90% of the shares in a group company, it is considered an exempt transaction from the related party transaction requirements.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
91. The Origin Phetkasem Bangkae Company Limited	• A subsidiary in which the major shareholder, Origin Vertical Corporation Company Limited (a subsidiary), holds 100% of the shares in The Origin Phetkasem Bangkae Company Limited • The senior executives of the Group are directors. - Mr. Kriangkrai Kribongkan - Mr. Apisit Suntornchukiart - Miss Kanokpailin Wilaikaew	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
92. Origin Place Ramkhamhaeng 153 Company Limited	• A subsidiary in which the major shareholder, Origin Vertical Corporation Company Limited (a subsidiary), holds 100% of the shares in Origin Place Ramkhamhaeng 153 Company Limited • Senior executives of the Group serve as directors. - Mr. Kriangkrai Kribongkan - Mr. Apisit Suntornchukiart - Miss Kanokpailin Wilaikaew	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
		2.Financial assistance transactions to the Group. 2.1 Loan guarantees 2.1.1 The Company provides guarantees for the Group.				• For the fiscal year ended 31 December 2025, the Company did not guarantee the borrowings to the Group.	• This transaction involved financial assistance provided to the Group for operational purposes. • According to the Stock Exchange guidelines, when the Company holds at least 90% of the shares in a group company, it is considered an exempt transaction from the related party transaction requirements.
		- Beginning balance	-	-	-		
		- Increase during the period	-	-	232,830.00		
		- Decrease during the period	-	-	(232,830.00)		
		- End-of-period balance	-	-	-		

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
93. Grand Britania Khukhot Station Company Limited	• A joint venture where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 51% of the shares in Grand Britania Khukhot Station Company Limited • The senior executives of the Group are directors. - Mr. Siriphong Srisawangwong - Mr. Teerayut Lakdee - Miss Panitaporn Wongprakob - Mr. Chen Shan Jeir - Mr. Jao Dakun	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
94. Grand Britania Pracha Uthit 76 Company Limited	• A subsidiary where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 100% of the shares in Grand Britania Pracha Uthit 76 Company Limited. • Senior executives of the Group serve as directors. - Mr. Siriphong Srisawangwong - Mr. Param Mehathulin - Miss Panitaporn Wongprakob	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
95. Britania Bangna Km.39 Company Limited	• A joint venture where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 51% of the shares in Britania Bangna Km.39 Company Limited. • Senior executives of the Group serve as directors. - Mr. Siriphong Srisawangwong - Mr. Nawin Laknawa - Miss Panitaporn Wongprakob	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
96. Britania Bangna-Theparak Company Limited	• A subsidiary where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 100% of the shares in Britania Bangna-Theparak Company Limited. • The senior executives of the Group are directors. - Mr. Siriphong Srisawangwong - Mr. Nawin Laknawa - Miss Panitaporn Wongprakob	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
97. Grand Britannia Tawi Watthana Company Limited	• A joint venture where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 50% of the shares in Grand Britannia Tawi Watthana Company Limited. • The senior executives of the Group are directors. - Mr. Siriphong Srisawangwong - Mr. Param Mehathulin - Miss Panitaporn Wongprakob - Mr. Pisitpong Vorasetakarnkij - Mr. Preecha Sawatyanon - Miss Wareerat Sawatyanon	**1. Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. •This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
		2.Financial assistance transactions to the Group. 2.1 Loans to subsidiaries - Beginning balance - Additional borrowing during the period - Repayment during the period - End-of-period balance	- - - -	- - - -	- - - -	•For the fiscal year ended 31 December 2025, no short-term loans to the Group	• This transaction involved financial assistance provided to the joint ventures for operational purposes. • This is a financial assistance transaction as per the terms outlined in the joint venture agreement and/or as mutually agreed upon, which has been approved by the Board of Directors of the Group.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
97. Grand Britannia Tawi Watthana Company Limited (Continued)		2.2 Interest income and accrued interest receivable					
		2.2.1 Interest income	-	-	-		
		2.2.2 Accrued Interest income					
		- Beginning balance	-	-	-		
		- Interest income during the period	-	-	-		
		- Received during the year	-	-	-		
		- End-of-period balance	-	-	-		
		2.3 Loan guarantees				• For the fiscal year ended 31 December 2025, the Company guarantees during the period for the Group for 700.00 million Baht, making the End-of-period balance is 700.00 million Baht	
		2.3.1 The Company provides guarantees for the Group.		-			
		- Beginning balance	700,000.00	700,000.00	-		
		- Increase during the period	-	-	-		
		- Decrease during the period	(700,000.00)	700,000.00	-		
		- End-of-period balance	-		-		
98. Britania Chaiyapruek - Chaengwattana Company Limited	• A subsidiary where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 51% of the shares in Britania Chaiyapruek - Chaengwattana Company Limited. • The senior executives of the Group are directors. - Mr. Siriphong Srisawangwong - Mr. Nawin Laknawa - Miss Panitaporn Wongprakob - Mr. Suwat Suwandee - Mr. Senee Suwandee	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
99. So Origin Siriraj Company Limited	• A joint venture where the major shareholder is Park Luxury Company Limited (a subsidiary), which holds 51% of the shares in So Origin Siriraj Company Limited • The senior executives of the Group are directors. - Mr. Kriangkrai Kribongkan - Miss Kanokpailin Wilaikaew - Mr. Kittichai Assavakatmorakot - Mr. Naomi Endo - Mr. Tomoyasu Udagawa	**1.Regular business support transactions of the Group.** 1.1 Office rental income	21.00	21.00	21.00	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
100. So Origin Sukhumvit Company Limited	• A subsidiary in which the major shareholder, Park Luxury Company Limited (a subsidiary), holds 100% of the shares in So Origin Sukhumvit Company Limited. • The senior executives of the Group are directors. - Mr. Apisit Suntornchukiart - Mr. Kriangkrai Kribongkan - Miss Kanokpailin Wilaikaew	**1.Regular business support transactions of the Group.** 1.1 Office rental income	21.00	21.00	21.00	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
101. One Origin Hospitality Company Limited	• A joint venture in which the major shareholder, Origin Hotel Public Company Limited (a subsidiary), holds 51% of the shares in One Origin Hospitality Company Limited • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Ms. Khajita Wutthikankoson - Mr. Kriangkrai Kribongkan - Mr. Shoji Aono - Mr. Tsubasa Sakai	**1.Regular business support transactions of the Group.** 1.1 Office rental income	21.00	21.00	21.00 0	•For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. •This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
101. One Origin Hospitality Company Limited (Continued)		**2.Financial assistance transactions to the Group.** 2.1 Loan guarantees 2.1.1 The Company provides guarantees for the Group. - Beginning balance - Increase during the period - Decrease during the period - End-of-period balance	 649,970.00 - - 649,970.00	 649,970.00 - - 649,970.00	 649,970.00 - - 649,970.00	•For the fiscal year ended 31 December 2025, the Company provided guarantees for borrowings to the Group with an End-of-period balance of 649.97 million Baht	• This transaction involved financial assistance provided to the joint ventures for operational purposes. • This is a financial assistance transaction as per the terms outlined in the joint venture agreement and/or as mutually agreed upon, which has been approved by the Board of Directors of the Group.
102. One Asset Bloom Company Limited	• A joint venture in which the major shareholder, Origin Hotel Public Company Limited (a subsidiary), holds 50% of the shares in One Asset Bloom Company Limited • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Ms. Khajita Wutthikankoson - Mr. Chakarin Konnuan - Mr. Channarong Setthaphruek - Mr. Korawit Koonvisal - Mr. Kawin Koonvisal	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
103. Onedee Kitchen Company Limited The Group sold its investment in a joint venture, Onedee Kitchen Company Limited, to an unrelated entity in June 2024.	•A joint venture where the major shareholder is Origin Food Company Limited (a subsidiary), which holds 50% of the shares in Onedee Kitchen Company Limited. • The senior executives of the Group are directors. - Mr. Piti Jarukamjorn - Mr. Wittawat Chanthacharoonpang - Mr. Yosatorn Samitalamba - Mr. Panyawat Chanrungsaeng	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**-**	**10.50**	**21.00**	• For the fiscal year ended 31 December 2025, the Company had no office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
104. One Hampton Phayathai Company Limited	• A subsidiary in which the major shareholder, Park Luxury Company Limited (a subsidiary), holds 100% of the shares in One Hampton Phayathai Company Limited. • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Miss Kanokpailin Wilaikaew - Mr. Kriangkrai Kribongkan	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
105. One Hampton Thonglor Company Limited	• A subsidiary in which the major shareholder, Park Luxury Company Limited (a subsidiary), holds 100% of the shares in One Hampton Thonglor Company Limited. • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Miss Kanokpailin Wilaikaew - Mr. Kriangkrai Kribongkan	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
106. Origin Chachoengsao Company Limited	• A subsidiary where the major shareholder is Origin Nationwide Company Limited (a subsidiary), which holds 100% of the shares in Origin Chachoengsao Company Limited. • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Miss Kanokpailin Wilaikaew - Mr. Kriangkrai Kribongkan	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
107. One Hampton Sriracha Company Limited	• A subsidiary where the major shareholder is Origin Nationwide Company Limited (a subsidiary), which holds 100% of the shares in One Hampton Sriracha Company Limited. • The senior executives of the Group are directors. - Mr. Kriangkrai Kribongkan - Miss Kanokpailin Wilaikaew - Mr. Pitipong Trinurak	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
108. One Sanampao Company Limited	• A joint venture in which the major shareholder, Origin Hotel Public Company Limited (a subsidiary), holds 51% of the shares in One Sanampao Company Limited • The senior executives of the Group are directors. - Mr. Peerapong Jaroon-ek - Ms. Khajita Wutthikankoson - Mr. Pitipong Trinurak - Mr. Shoji Aono - Mr. Tsubasa Sakai	**1.Regular business support transactions of the Group.** 1.1 Revenue from Management Services and Real Estate Sales Brokerage Fees	**16,052.56**	**12,869.37**	-	• For the fiscal year ended 31 December 2025, the Company generated a total of 16.05 million Baht in revenue from management services and real estate brokerage fees.	• It is a regular business transaction of the Group. • This transaction was part of the Company's normal course of business, conducted at the rates specified in the agreement. The pricing and conditions are comparable to those offered by other operators in similar businesses and are in accordance with the criteria approved by the Company's Board of Directors.
		1.2 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• This transaction was part of the Company's normal course of business, conducted at the rates specified in the agreement. The pricing and conditions are comparable to those offered by other operators in similar businesses and are in accordance with the criteria approved by the Company's Board of Directors.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
108. One Sanampao Company Limited (Continued)		**2.Financial assistance transactions to the Group.** 2.1 Loan guarantees 2.1.1 The Company guarantees for the Group's joint ventures. - Beginning balance - Increase during the period - Decrease during the period - End-of-period balance	 860,000.00 - - 860,000.00	 860,000.00 - - 860,000.00	 860,000.00 - - 860,000.00	• For the fiscal year ended 31 December 2025, the Company provided outstanding guarantees for borrowings to joint ventures of 860.00 million Baht	• This transaction involved financial assistance provided to the joint ventures for operational purposes. • This is a financial assistance transaction as per the terms outlined in the joint venture agreement and/or as mutually agreed upon, which has been approved by the Board of Directors of the Group.
109. One Hampton Rayong Company Limited (Formerly "P-Coin Plaza Company Limited")	• A subsidiary where the major shareholder is Origin Nationwide Company Limited (a subsidiary), which holds 100% of the shares in One Hampton Rayong Company Limited. • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Miss Kanokpailin Wilaikaew - Mr. Kriangkrai Kribongkan	**1.Regular business support transactions of the Group.** 1.1 Office rental income	21.00	21.00	21.00	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
110. Hampton Hotel and Residence Management Company Limited	• A subsidiary in which the major shareholder, Primo Service Solution Public Company Limited (a subsidiary), holds 100% of the shares in Hampton Hotel and Residence Management Company Limited. • The senior executives of the Group are directors. - Mr. Surin Sahachatphokanan - Miss Nucharee Jitardhun	**1.Regular business support transactions of the Group.** 1.1 Revenue from Management Services and Real Estate Sales Brokerage Fees	80.00	60.00	-	•For the fiscal year ended 31 December 2025, the Company generated a total of 0.08 million Baht in revenue from management services and real estate sales brokerage fees.	• It is a regular business support transaction of the Group. • It is a regular business transaction of the Group, conducted at the rates specified in the contract, with terms and conditions that the Group can demonstrate to be comparable to those of businesses in a similar line of work, in accordance with the criteria approved by the Board of Directors.
		1.2 Office rental income	79.80	79.80	79.80	• For the fiscal year ended 31 December 2025, the Company had total office rental income of 0.08 million Baht.	• This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
111. UPM Design Studio Company Limited	• A subsidiary in which the major shareholder, Primo Service Solution Public Company Limited (a subsidiary), holds 100% of the shares in UPM Design Studio Company Limited • The senior executives of the Group are directors. - Mr. Surin Sahachatphokanan - Miss Nucharee Jitardhun	**1.Regular business support transactions of the Group.** 1.1 Revenue from Management Services and Real Estate Sales Brokerage Fees	-	160.00	210.00	• For the fiscal year ended 31 December 2025, the Company has no management services and real estate brokerage fees	• It is a regular business support transaction of the Group. • It is a regular business transaction of the Group, conducted at the rates specified in the contract, with terms and conditions that the Group can demonstrate to be comparable to those of businesses in a similar line of work, in accordance with the criteria approved by the Board of Directors.
		1.2 Office rental income	199.50	199.50	199.50	• For the fiscal year ended 31 December 2025, the Company had total office rental income of 0.20 million Baht.	• This transaction involved the lease of unused office space by the Group to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
112. Grand Britania Pracha Uthit 90 Company Limited	• A subsidiary where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 100% of the shares in Britania Pracha Uthit 90 Company Limited. • The senior executives of the Group are directors. - Mr. Siriphong Srisawangwong - Mr. Param Mehathulin - Miss Panitaporn Wongprakob	**1.Regular business support transactions of the Group.** 1.1 Office rental income	21.00	21.00	21.00	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
113. Alpha Industrial Phanthong Company Limited	• A joint venture in which the major shareholder, Alpha Industrial Solutions Company Limited (the joint venture), holds 51% of the shares in Alpha Industrial Phanthong Company Limited • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Mr. Pathan Sombunsin - Dr. Eakapong Tungsrisanguan - Mr. Shoji Aono - Mr. Tsubasa Sakai	**1.Regular business support transactions of the Group.** 1.1 Revenue from Management Services and Real Estate Sales Brokerage Fees	**1,798.86**	**1,430.72**	-	• For the fiscal year ended 31 December 2025, the Company generated a total of 1.80 million Baht in revenue from management services and real estate sales brokerage fees.	• It is a regular business support transaction of the Group. • It is a regular business transaction of the Group, conducted at the rates specified in the contract, with terms and conditions that the Group can demonstrate to be comparable to those of businesses in a similar line of work, in accordance with the criteria approved by the Board of Directors.
		1.2 Office rental income	**21.00**	**21.00**	**21.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
114. Wyde Furniture Company Limited	• A subsidiary in which the major shareholder, Wyde Interior Company Limited (a subsidiary), holds 60% of the shares in Wyde Furniture Company Limited • The senior executives of the Group are directors. - Mr. Kriangkrai Kribongkan - Miss Kanokpailin Wilaikaew - Mr. Surin Sahachatphokanan - Mr. Teerayut Lakdee - Mr. Kittiphan Phothiwangtrakul - Miss Wiradee Jiwanon	**1.Financial assistance transactions to the Group.** 1.1 Loan guarantees 1.1.1 The Company guarantees for the Group's joint venture. - Beginning balance - Increase during the period - Decrease during the period - End-of-period balance	- 60,700.00 - **60,700.00**	- 60,700.00 - **60,700.00**	- 60,700.00 - **60,700.00**	• For the fiscal year ended 31 December 2025, the Company provided outstanding guarantees for borrowings to joint ventures with remaining balance of 60.70 million Baht	• This transaction involved financial assistance provided to the joint ventures for operational purposes. • This is a financial assistance transaction as per the terms outlined in the joint venture agreement and/or as mutually agreed upon, which has been approved by the Board of Directors of the Group.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
115. Belgravia Ratchaphruek Nakhon In Company Limited	• A joint venture where the major shareholder is Britania Public Company Limited (a joint venture), which holds 51% of the shares in Belgravia Ratchaphruek Nakhon In Company Limited. • The senior executives of the Group are directors. - Mr. Siriphong Srisawangwong - Miss Panitaporn Wongprakob - Mr. Masauki Hirano	**1.Regular business support transactions of the Group.** 1.1 Office rental income	21.00	21.00	17.50	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
116. One Origin Chiang Mai Company Limited	• A subsidiary in which the major shareholder, Origin Hotel Public Company Limited (a subsidiary), holds 100% of the shares in One Origin Chiang Mai Company Limited • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Ms. Khajita Wutthikankoson	**1.Regular business support transactions of the Group.** 1.1 Office rental income	21.00	21.00	17.50	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
117. One Origin Rungsina Company Limited (formerly One Hampton Kensington Company Limited)	• A joint venture in which the major shareholder, Origin Hotel Public Company Limited (a subsidiary), holds 51% of the shares in One Origin Rungsina Company Limited. • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Ms. Khajita Wutthikankoson - Mr. Chakarin Konnuan - Mr. Wisit Rangsinaporn - Mr. Wichit Rungsinaporn	**1.Regular business support transactions of the Group.** 1.1 Office rental income	21.00	21.00	17.50	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
118. Origin Cheewa Healthcare Company Limited The Company registered the dissolution of its business on 15 December 2025	• A subsidiary where the major shareholder is Origin Healthcare Company Limited (a subsidiary), which holds 90% of the shares in Origin Cheewa Healthcare Company Limited • The senior executives of the Group are directors. - Mr. Chawakij Phumboonchue - Mr. Pitipong Trinurak - Miss Kanokpailin Wilaikaew - Miss Jarunee Kannasit - Miss Oranun Udompap	**1.Regular business support transactions of the Group.** 1.1 Revenue from Management Services and Real Estate Sales Brokerage Fees	180.00	180.00	150.00	• For the fiscal year ended 31 December 2025, the Company had revenue from management services and real estate brokerage fees totaling 0.18 million Baht.	• It is a regular business support transaction of the Group. • It is a regular business transaction of the Group, conducted at the rates specified in the contract, with terms and conditions that the Group can demonstrate to be comparable to those of businesses in a similar line of work, in accordance with the criteria approved by the Board of Directors.
		1.2 Office rental income	21.00	21.00	17.50	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
119. The Origin Campus Khon Kaen Non Muang Company Limited	• A subsidiary where the major shareholder is Origin Nationwide Company Limited (a subsidiary), which holds 100% of the shares in The Origin Campus Khon Kaen Non Muang Company Limited. • The senior executives of the Group are directors. - Miss Kanokpailin Wilaikaew - Mr. Prasertkul Charoen-taweemongkol - Mr. Krit Techasamma	**1.Regular business support transactions of the Group.** 1.1 Office rental income	21.00	21.00	17.50	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
120. Origin Phuket Villa Company Limited	• A joint venture where the major shareholder is Origin Nationwide Company Limited (a subsidiary), which holds 50% of the shares in Origin Phuket Villa Company Limited. • The senior executives of the Group are directors. - Miss Kanokpailin Wilaikaew - Mr. Krit Techasamma - Mr. Methapong Upatisaring - Mr. Pongsapak Upatisaring	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**17.50**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
121. Origin Phahol 57 Company Limited	• A joint venture in which the major shareholder, Origin Vertical Corporation Company Limited (a subsidiary), holds 51% of the shares in Origin Phahol 57 Company Limited • The senior executives of the Group are directors. - Mr. Kriangkrai Kribongkan - Miss Kanokpailin Wilaikaew - Mr. Masauki Hirano	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**17.50**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
122. Britania SPV 2 Public Company Limited	• A joint venture where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 51% of the shares in Britania SPV 2 Company Limited. • The senior executives of the Group are directors. - Mr. Siriphong Srisawangwong - Miss Panitaporn Wongprakob - Mr. Songsak Chanratana-preeda - Mr. Thanet Lohweera	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**17.50**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
		2.Financial Assistance Received 2.1 Loan guarantees 2.1.1 The Company guarantees for the Group's joint ventures.					• This transaction involved financial assistance provided to the joint ventures for operational purposes. • This is a financial assistance transaction as per the terms outlined in the joint venture agreement and/or as mutually agreed upon, which has been approved by the Board of Directors of the Group.
		- Beginning balance	672,000.00	-	-	• For the fiscal year ended 31 December 2025, the Company had outstanding guarantees provided to related companies amounting to Baht 672.00 million at the beginning of the period. During the period, such guarantees were fully reduced by Baht 672.00 million, resulting in no outstanding balance as at the end of the period.	
		- Increase during the period	-	672,000.00	-		
		- Decrease during the period	(672,000.00)	-	-		
		- End-of-period balance	**-**	672,000.00	**-**		
123.Britania SPV 3 Public Company Limited	• A joint venture where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 51% of the shares in Britania SPV 3 Company Limited. • The senior executives of the Group are directors. - Mr. Siriphong Srisawangwong - Mr. Nawin Laknawa - Miss Panitaporn Wongprakob - Miss Patthita Charoenkit - Mr. Niphon Charoenkit	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**17.50**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
124. One Origin Bangtao Beach Company Limited	• A subsidiary in which the major shareholder, Origin Hotel Public Company Limited (a subsidiary), holds 100% of the shares in One Origin Bangtao Beach Company Limited • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Ms. Khajita Wutthikankoson	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**17.50**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
		2.Financial Assistance Received 2.1 Loan guarantees 2.1.1 The Company guarantees for the Group's joint ventures. - Beginning balance - Increase during the period - Decrease during the period - End-of-period balance	 295,000.00 - - **-**	 - 295,000.00 - **295,000.00**	 - - - **-**	• For the fiscal year ended 31 December 2025, the Company had an opening balance of guarantees for borrowings provided to a joint venture in the amount of 295.00 million Baht.	• It is a financial assistance transaction for the operations of the Group. • According to the Stock Exchange guidelines, when the Company holds at least 90% of the shares in a group company, it is considered an exempt transaction from the related party transaction requirements.
125. One Origin North Pattaya Company Limited	• A subsidiary in which the major shareholder, Origin Hotel Public Company Limited (a subsidiary), holds 100% of the shares in One Origin North Pattaya Company Limited. • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Ms. Khajita Wutthikankoson	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**17.50**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
126. Britania SPV 1 Company Limited	• A joint venture where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 51% of the shares in Britania SPV 1 Company Limited. • The senior executives of the Group are directors. - Mr. Siriphong Srisawangwong - Mr. Nawin Laknawa - Miss Panitaporn Wongprakob - Miss Thanya Thansubutr - Mr. Wirawat Thansubutr	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**17.50**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
127. Britania SPV 4 Company Limited	• A joint venture where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 51% of the shares in Britania SPV 4 Company Limited. • The senior executives of the Group are directors. - Mr. Surin Sahachatphokanan - Miss Panitaporn Wongprakob - Mr. Anek Chiarawongsakul	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**17.50**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
128. Britania SPV 5 Company Limited	• A joint venture where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 51% of the shares in Britania SPV 5 Company Limited. • The senior executives of the Group are directors. - Mr. Siriphong Srisawangwong - Mr. Nawin Laknawa - Miss Panitaporn Wongprakob - Mr. Suwat Suwandee - Mr. Senee Suwandee	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**17.50**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
129. Origin Condominium SPV 1 Company Limited	• A joint venture in which the major shareholder, Origin Vertical Corporation Company Limited (a subsidiary), holds 51% of the shares in Origin Condominium SPV 1 Company Limited. • The senior executives of the Group are directors. - Mr. Kriangkrai Kribongkan - Miss Kanokpailin Wilaikaew - Mr. Apisit Suntornchukiart - Miss Sirilak Sawanapridi - Miss Wanthana Suebsuwong	**1.Regular business support transactions of the Group.** 1.1 Office rental income **2. Financial Assistance Received** 2.1 Loan guarantees 2.1.1 The Company provided guarantees to joint ventures. - Beginning balance - Increase during the period - Decrease during the period - End-of-period balance	**21.00** - 182,058.00 - **182,058.00**	**21.00** - - - **-**	**17.50** - - - **-**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income. • For the fiscal year ended 31 December 2025, the Company provided short-term loans to related companies amounting to Baht 182.06 million, with no repayments during the period, resulting in an outstanding balance of Baht 182.06 million at the end of the period. The interest rate charged was 5.2% per annum, comparable to the Company's average cost of borrowings.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
130. Origin EEC SPV 1 Company Limited	• A joint venture where the major shareholder is Origin Nationwide Company Limited (a subsidiary), which holds 51% of the shares in Origin EEC SPV 1 Company Limited. • The senior executives of the Group are directors. - Miss Kanokpailin Wilaikaew - Mr. Prasertkul Charoentaweemongkol - Mr. Thanakorn Wutthipong - Mr. Paijit Manasilp - Mr. Sudrak Pansaichuea	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**17.50**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
131. Origin Nationwide Asian Company Limited	• A joint venture where the major shareholder is Origin Nationwide Company Limited (a subsidiary), which holds 60% of the shares in Origin Nationwide Asian Company Limited. • The senior executives of the Group are directors. - Miss Kanokpailin Wilaikaew - Mr. Krit Techasamma - Mr. Kriangkrai Kribongkan - Mr. Weeramin Kasemwiratipong - Miss Waranrat Assanuphong	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**19.25**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
132. Origin EEC SPV 3 Company Limited	• A joint venture where the major shareholder is Origin Nationwide Company Limited (a subsidiary), which holds 51% of the shares in Origin EEC SPV 3 Company Limited. • The senior executives of the Group are directors. - Miss Kanokpailin Wilaikaew - Mr. Prasertkul Charoentaweemongkol - Mr. Songsak Chanratanapreeda - Mr. Thanet Lohweera	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**17.50**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
133. Origin EEC SPV 4 Company Limited	• A joint venture where the major shareholder is Origin Nationwide Company Limited (a subsidiary), which holds 51% of the shares in Origin EEC SPV 4 Company Limited. • The senior executives of the Group are directors. - Miss Kanokpailin Wilaikaew - Mr. Prasertkul Charoentaweemongkol - Mr. Thanakorn Wutthipong - Mr. Kiattiphong Jintanakul - Mr. Rattawit Angkhasakulkiat	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**17.50**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
134. Britania SPV 6 Company Limited	• A subsidiary where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 100% of the shares in Britania SPV 6 Company Limited. • The senior executives of the Group are directors. - Mr. Siriphong Srisawangwong - Mr. Nawin Laknawa - Miss Panitaporn Wongprakob	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**17.50**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
135. Britania Rungsina Company Limited	• A joint venture where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 51% of the shares in Britania Rungsina Company Limited. • The senior executives of the Group are directors. - Mr. Siriphong Srisawangwong - Mr. Nawin Laknawa - Miss Panitaporn Wongprakob - Mr. Wisit Rangsinaporn - Mr. Wichit Rungsinaporn	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**17.50**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
136. Britania CSI Asset Company Limited	• A joint venture where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 51% shares in Britania C.S.I. Asset Company Limited • The senior executives of the Group are directors. - Mr. Siriphong Srisawangwong - Mr. Nawin Laknawa - Miss Panitaporn Wongprakob - Miss Hathairat Rattanasiriwilai - Miss Monpat Rattanasiriwilai - Mr. Warat Rattanasiriwilai	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**17.50**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
137. One Origin SPV 1 Company Limited	• A joint venture in which the major shareholder, Origin Hotel Public Company Limited (a subsidiary), holds 51% of the shares in One Origin SPV 1 Company Limited • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Ms. Khajita Wutthikankoson - Mr. Piti Jarukamjorn - Mr. Paichit Manasin - Mr. Sudrak Pansaichuea	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**17.50**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
138. One Asian Sriracha Company Limited (Formerly "One Origin SPV 2 Company Limited")	• A joint venture in which the major shareholder, Origin Hotel Public Company Limited (a subsidiary), holds 60% of the shares in One Asian Sriracha Company Limited • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Ms. Khajita Wutthikankoson - Mr. Piti Jarukamjorn - Mr. Ekkamon Prasopphonsujarit - Mr. Waranrat Assanuphong	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**17.50**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
139. Belgravia Sai 3 Company Limited	• A subsidiary where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 100% of the shares in Belgravia Sai 3 Company Limited. • The senior executives of the Group are directors. - Miss Panitaporn Wongprakob - Mr. Siriphong Srisawangwong - Mr. Param Mehathulin	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**15.75**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
140. The Origin Bangna Bangphli Company Limited	• A subsidiary in which the major shareholder, Origin Vertical Corporation Company Limited (a subsidiary), holds 100% of the shares in The Origin Bangna Bangphli Company Limited • The senior executives of the Group are directors. - Mr. Kriangkrai Kribongkan - Mr. Apisit Suntornchukiart - Miss Kanokpailin Wilaikaew	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**15.75**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
141. Origin Setthabut Station Company Limited	• A subsidiary in which the major shareholder, Origin Vertical Corporation Company Limited (a subsidiary), holds 100% of the shares in Origin Setthabut Station Company Limited • The senior executives of the Group are directors. - Mr. Kriangkrai Kribongkan - Mr. Apisit Suntornchukiart - Miss Kanokpailin Wilaikaew	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**15.75**	•For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
		2.Financial assistance transactions to the Group. 2.1 Loan guarantees 2.1.1 The Company guarantees for the Group's joint ventures. - Beginning balance - Increase during the period - Decrease during the period - End-of-period balance	 - - - -	 118,700.00 - (118,700.00) -	 - 118,700.00 - 118,700.00	• For the fiscal year ended 31 December 2025, the Company did not provide any guarantees for borrowings to related companies.	• This transaction involved financial assistance provided to the Group for operational purposes. • According to the Stock Exchange guidelines, when the Company holds at least 90% of the shares in a group company, it is considered an exempt transaction from the related party transaction requirements.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
142. Origin Suwinthawong Company Limited	• A subsidiary in which the major shareholder, Origin Vertical Corporation Company Limited (a subsidiary), holds 100% of the shares in Origin Suwinthawong Company Limited • The senior executives of the Group are directors. - Mr. Kriangkrai Kribongkan - Mr. Apisit Suntornchukiart - Miss Kanokpailin Wilaikaew	**1.Regular business support transactions of the Group.** 1.1 Office rental income **2. Financial Assistance Received** 2.1 Loan guarantees 2.1.1 The Company provided guarantees to joint ventures. - Beginning balance - Increase during the period - Decrease during the period - End-of-period balance	**21.00** - 216,000.00 - **216,000.00**	**21.00** - - - **-**	**15.75** - - - **-**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income. • For the fiscal year ended 31 December 2025, the Company provided short-term loans to related companies totaling Baht 216.00 million, with no repayments during the period, resulting in an outstanding balance of Baht 216.00 million at the end of the period. The interest rate charged was 5.2% per annum, comparable to the Company's average cost of borrowings.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
143. Origin Condo Bangtao 1 Company Limited	• A subsidiary in which the major shareholder, Park Luxury Company Limited (a subsidiary), holds 100% of the shares in Origin Condo Bangtao 1 Company Limited. • The senior executives of the Group are directors. - Miss Kanokpailin Wilaikaew - Mr. Thanakorn Wutthipong - Mr. Krit Techasamma	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**15.75**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
144. Origin Condo Bangtao 2 Company Limited	• A subsidiary in which the major shareholder, Park Luxury Company Limited (a subsidiary), holds 100% of the shares in Origin Condo Bangtao 2 Company Limited. • The senior executives of the Group are directors. - Miss Kanokpailin Wilaikaew - Mr. Thanakorn Wutthipong - Mr. Krit Techasamma	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**15.75**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
145. Origin Condo Centre Phuket 1 Company Limited	• A subsidiary where the major shareholder is Origin Nationwide Company Limited (a subsidiary), which holds 100% of the shares in Origin Condo Center Phuket 1 Company Limited. • The senior executives of the Group are directors. - Miss Kanokpailin Wilaikaew - Mr. Thanakorn Wutthipong - Mr. Krit Techasamma	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**14.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
146. Origin Condo Center Phuket 2 Company Limited	• A joint venture where the major shareholder is Origin Nationwide Company Limited (a subsidiary), which holds 50% of the shares in Origin Condo Center Phuket 2 Company Limited. • The senior executives of the Group are directors. - Miss Kanokpailin Wilaikaew - Mr. Krit Techasamma - Mr. Kiranuch Sukhasvasti Na Ayutthaya	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**14.00**	•For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
		2.Financial assistance transactions to the Group. 2.1 Loan guarantees 2.1.1 The Company guarantees for the Group's joint ventures. - Beginning balance - Increase during the period - Decrease during the period - End-of-period balance	 456,100.00 - (456,100.00) **-**	 - 456,100.00 - **456,100.00**	 - - - **-**	• For the fiscal year ended 31 December 2025, the Company's guarantees provided to related companies amounted to Baht 456.00 million at the beginning of the period and were fully reduced during the period, resulting in no outstanding balance at the end of the period.	• This transaction involved financial assistance provided to the joint ventures for operational purposes. • This is a financial assistance transaction as per the terms outlined in the joint venture agreement and/or as mutually agreed upon, which has been approved by the Board of Directors of the Group.
147. Origin Condo Centre Phuket 3 Company Limited	• A subsidiary where the major shareholder is Origin Nationwide Company Limited (a subsidiary), which holds 100% of the shares in Origin Condo Center Phuket 3 Company Limited. • The senior executives of the Group are directors. - Miss Kanokpailin Wilaikaew - Mr. Thanakorn Wutthipong - Mr. Krit Techasamma	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**14.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
148. One Origin Amata Nakorn Company Limited	• A subsidiary in which the major shareholder, Origin Hotel Public Company Limited (a subsidiary), holds 100% of the shares in One Origin Amata Nakorn Company Limited • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Ms. Khajita Wutthikankoson	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**14.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
149. One Origin Beachfront Bangtao Company Limited	• A subsidiary in which the major shareholder, Origin Hotel Public Company Limited (a subsidiary), holds 100% of the shares in One Origin Beachfront Bangtao Company Limited. • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Ms. Khajita Wutthikankoson	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**14.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
150. Origin Play Bangsaen Company Limited	• A joint venture where the major shareholder is Origin Nationwide Company Limited (a subsidiary), which holds 51% of the shares in Origin Play Bangsaen Company Limited. • The senior executives of the Group are directors. - Miss Kanokpailin Wilaikaew - Mr. Kriangkrai Kribongkan - Mr. Krit Techasamma - Mr. Naomi Endo - Mr. Tomoyasu Udagawa	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**14.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
151. Origin Place Bangsaen Company Limited	• A joint venture where the major shareholder is Origin Nationwide Company Limited (a subsidiary), which holds 51% of the shares in Origin Place Bangsaen Company Limited. • The senior executives of the Group are directors. - Miss Kanokpailin Wilaikaew - Mr. Kriangkrai Kribongkan - Mr. Krit Techasamma - Mr. Naomi Endo - Mr. Tomoyasu Udagawa	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**14.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
152. One Origin Kata Phuket Company Limited	• A subsidiary in which the major shareholder, Origin Hotel Public Company Limited (a subsidiary), holds 100% of the shares in One Origin Kata Phuket Company Limited. • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Ms. Khajita Wutthikankoson	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**14.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
153. One Origin Sriracha Company Limited The Company registered the dissolution of the Company on 18 December 2025.	• A subsidiary in which the major shareholder, Origin Hotel Public Company Limited (a subsidiary), holds 100% of the shares in One Origin Sriracha Company Limited. • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Ms. Khajita Wutthikankoson	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**14.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
154. One Origin Sukhumvit 68 Company Limited	• A joint venture in which the major shareholder, Origin Hotel Public Company Limited (a subsidiary), holds 51% of the shares in One Origin Sukhumvit 68 Company Limited. • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Ms. Khajita Wutthikankoson - Mr. Kriangkrai Kribongkan - Mr. Shoji Aono - Mr. Tsubasa Sakai	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**14.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
155. One Origin Kata Phuket Company Limited	• A subsidiary in which the major shareholder, Park Luxury Company Limited (a subsidiary), holds 100% of the shares in One Origin Kata Phuket Company Limited. • The senior executives of the Group are directors. - Miss Kanokpailin Wilaikaew - Mr. Thanakorn Wutthipong - Mr. Krit Techasamma	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**14.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
156. Origin Place Khon Kaen Company Limited	• A subsidiary where the major shareholder is Origin Nationwide Company Limited (a subsidiary), which holds 100% of the shares in Origin Place Khon Kaen Company Limited. • The senior executives of the Group are directors. - Miss Kanokpailin Wilaikaew - Mr. Prasertkul Charoentaweemongkol - Mr. Krit Techasamma	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**14.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
157. One Origin Pattaya Sukhumvit Company Limited	• A subsidiary in which the major shareholder, Origin Hotel Public Company Limited (a subsidiary), holds 100% of the shares in One Origin Pattaya Sukhumvit Company Limited. • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Ms. Khajita Wutthikankoson	**1.Regular business support transactions of the Group.** 1.1 Office rental income	21.00	21.00	14.00	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
158. One Origin Chaeng Watthana Company Limited	• A subsidiary in which the major shareholder, Origin Hotel Public Company Limited (a subsidiary), holds 100% of the shares in One Origin Sriracha Company Limited. • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Ms. Khajita Wutthikankoson - Mr. Kriangkrai Kribongkan	**1.Regular business support transactions of the Group.** 1.1 Office rental income	21.00	21.00	14.00	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
159.One Origin Khao Yai Thanarat Company Limited	• A joint venture in which the major shareholder, Origin Hotel Public Company Limited (a subsidiary), holds 60% of the shares in One Origin Khao Yai Thanarat Company Limited • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Ms. Khajita Wutthikankoson - Mr. Kriangkrai Kribongkan - Mr.Weeramin Kasemwiratipong - Miss Waranrat Assanuphong	**1.Regular business support transactions of the Group.** 1.1 Office rental income	21.00	21.00	14.00	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Group to a joint venture. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
160. One Origin Chiang Mai Nimman Company Limited	• A joint venture in which the major shareholder, Origin Hotel Public Company Limited (a subsidiary), holds 50% of the shares in One Origin Chiang Mai Nimman Company Limited. • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Ms. Khajita Wutthikankoson - Mr. Kriangkrai Kribongkan - Mr. Pornudom Chotmanotum - Miss Chananuch Chotmanotum - Mr. Pornsit Chotmanotum	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**14.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
161. Alpha Industrial Asset Company Limited	• A joint venture in which the major shareholder, Alpha Industrial Solutions Company Limited (the joint venture), holds 100% of the shares in Alpha Industrial Asset Company Limited • The senior executives of the Group are directors. - -Ms. Amornpan Banditkritsada - Mr. Charvanin Bunditkitsada - Dr. Eakapong Tungsrisanguan - Mr. Pitipong Trinurak - Mr. Pathan Sombunsin	**1.Regular business support transactions of the Group.** 1.1 Office rental income 1.2 Revenue from Management Services and Real Estate Sales Brokerage Fees	**21.00** **783.60**	**21.00** **8,350.00**	**14.00** **10,370.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income. • For the fiscal year ended 31 December 2025, the Company recorded revenue from management services and real estate brokerage commissions totaling Baht 0.78 million.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Group to a joint venture. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
162. Origin Pattaya Sukhumvit 1 Company Limited	• A joint venture where the major shareholder is Origin Nationwide Company Limited (a subsidiary), which holds 51% of the shares in Origin Pattaya Sukhumvit 1 Company Limited. • The senior executives of the Group are directors. - Miss Kanokpailin Wilaikaew - Mr. Apisit Suntornchukiart - Mr. Krit Techasamma - Mr. Natthakorn Sitthimahachaikul - Mr. Chetchaiphat Dilokchawanit	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**12.25**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
163. Origin Pattaya Sukhumvit 2 Company Limited	• A subsidiary where the major shareholder is Origin Nationwide Company Limited (a subsidiary), which holds 50% of the shares in Origin Pattaya Sukhumvit 2 Company Limited. • The senior executives of the Group are directors. - Miss Kanokpailin Wilaikaew - Mr. Apisit Suntornchukiart - Mr. Atisitt Yutthawaraphorn	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**12.25**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
164. Origin Pattaya Sukhumvit 3 Company Limited	• A subsidiary where the major shareholder is Origin Nationwide Company Limited (a subsidiary), which holds 100% of the shares in Origin Pattaya Sukhumvit 3 Company Limited. • The senior executives of the Group are directors. - Miss Kanokpailin Wilaikaew - Mr. Apisit Suntornchukiart - Mr. Krit Techasamma	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**12.25**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
165. Origin Chaeng Watthana Company Limited	• A subsidiary in which the major shareholder, Origin Vertical Corporation Company Limited (a subsidiary), holds 100% of the shares in Origin Chaeng Watthana Company Limited • The senior executives of the Group are directors. - Mr. Kriangkrai Kribongkan - Mr. Apisit Suntornchukiart - Miss Kanokpailin Wilaikaew Mr. Toru Kumaki Ms. Mako Hanai	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**12.25**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
166. Origin Taopoon Company Limited	• A joint venture in which the major shareholder, Origin Vertical Corporation Company Limited (a subsidiary), holds 51% of the shares in Origin Taopoon Company Limited. • The senior executives of the Group are directors. - Mr. Kriangkrai Kribongkan - Miss Kanokpailin Wilaikaew - Mr. Apisit Suntornchukiart - Mr. Naomi Endo - Mr. Tomoyasu Udagawa	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**12.25**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. •This transaction involved the lease of unused office space by the Group to a joint venture. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
167. Alpha Eastern Seaboard Company Limited	• A joint venture in which the major shareholder, Alpha Industrial Solutions Company Limited (the joint venture), holds 51% of the shares in Alpha Eastern Seaboard Company Limited • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Mr. Pathan Sombunsin - Mr. Minoru Momota	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**10.50**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. •This transaction involved the lease of unused office space by the Group to a joint venture. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
168. Britania Asian Khao Yai Company Limited	• A joint venture where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 60% of the shares in Britania Asian Khao Yai Company Limited. • The senior executives of the Group are directors. - Mr. Siriphong Srisawangwong - Mr. Param Mehathulin - Miss Panitaporn Wongprakob - Mr. Weeramin Kasemwiratipong - Miss Waranrat Assanuphong	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**10.50**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. •This transaction involved the lease of unused office space by the Group to a joint venture. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
169. Britania SPV 9 Company Limited	• A joint venture where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 51% of the shares in Britania SPV 9 Company Limited. • The senior executives of the Group are directors. - Mr. Siriphong Srisawangwong - Mr. Param Mehathulin - Miss Panitaporn Wongprakob - Mr. Natthakorn Sitthimahachaikul - Mr. Chetchaiphat Dilokchawanit	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**10.50**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. •This transaction involved the lease of unused office space by the Group to a joint venture. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
170. Britania SPV 10 Company Limited	• A joint venture where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 51% of the shares in Britania SPV 10 Company Limited. • The senior executives of the Group are directors. - Mr. Siriphong Srisawangwong - Mr. Kittisak Chaivikrai - Miss Panitaporn Wongprakob	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**10.50**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. •This transaction involved the lease of unused office space by the Group to a joint venture. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
171. Britania SPV 11 Company Limited	• A joint venture where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 51% of the shares in Britania SPV 11 Company Limited. • The senior executives of the Group are directors. - Mr. Siriphong Srisawangwong - Mr. Kittisak Chaivikrai - Miss Panitaporn Wongprakob	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**10.50**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. •This transaction involved the lease of unused office space by the Group to a joint venture. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
172. Britania SPV 12 Company Limited	• A joint venture where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 51% of the shares in Britania SPV 12 Company Limited. • The senior executives of the Group are directors. - Mr. Siriphong Srisawangwong - Mr. Kittisak Chaivikrai - Miss Panitaporn Wongprakob	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**10.50**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. •This transaction involved the lease of unused office space by the Group to a joint venture. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
173. Brighton Amata Phanthong Company Limited	• A joint venture where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 51% of the shares in Brighton Amata Phanthong Company Limited. • The senior executives of the Group are directors. - Mr. Nawin Laknawa - Mr. Siriphong Srisawangwong - Miss Panitaporn Wongprakob - Mr. Napat Arayasakulwong - Miss Naree Piyarojnanukul	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**10.50**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. •This transaction involved the lease of unused office space by the Group to a joint venture. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
174. Britania SPV 14 Company Limited	• A joint venture where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 51% of the shares in Britania SPV 14 Company Limited. • The senior executives of the Group are directors. - Mr. Siriphong Srisawangwong - Mr. Param Mehathulin - Miss Panitaporn Wongprakob - Mr. Kiattiphong Jintanakul - Mr. Rattawit Angkhasakulkiat	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**10.50**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. •This transaction involved the lease of unused office space by the Group to a joint venture. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
175. Britania SPV 15 Company Limited	• A joint venture where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 51% of the shares in Britania SPV 15 Company Limited. • The senior executives of the Group are directors. - Mr. Siriphong Srisawangwong - Mr. Param Mehathulin - Miss Panitaporn Wongprakob - Mr. Natthakorn Sitthimahachaikul - Mr. Chetchaiphat Dilokchawanit	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**10.50**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. •This transaction involved the lease of unused office space by the Group to a joint venture. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
176. Origin Condominium SPV 2 Company Limited	• A joint venture in which the major shareholder, Origin Vertical Corporation Company Limited (a subsidiary), holds 51% of the shares in Origin Condominium SPV 2 Company Limited. • The senior executives of the Group are directors. - Mr. Piti Jarukamjorn - Mr. Apisit Suntornchukiart - Miss Kanokpailin Wilaikaew - Mr. Napat Phatara-arayaskul - Mr. Sirichai Wirunchaichot	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**10.50**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. •This transaction involved the lease of unused office space by the Group to a joint venture. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
177. Origin EEC SPV 5 Company Limited	• A joint venture in which the major shareholder, Origin Vertical Corporation Company Limited (a subsidiary), holds 51% of the shares in Origin EEC SPV 5 Company Limited • The senior executives of the Group are directors. - Mr. Piti Jarukamjorn - Mr. Apisit Suntornchukiart - Miss Kanokpailin Wilaikaew - Mr. Napat Phatara-arayaskul - Miss Naree Piyarojnanukul	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**10.50**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. •This transaction involved the lease of unused office space by the Group to a joint venture. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
178. One Origin SPV 3 Company Limited The Company registered its dissolution on 14 October 2025.	• A joint venture in which the major shareholder, Origin Hotel Public Company Limited (a subsidiary), holds 51% of the shares in One Origin SPV 3 Company Limited • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Ms. Khajita Wutthikankoson	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**10.50**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. •This transaction involved the lease of unused office space by the Group to a joint venture. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
179. Origin BE8 Company Limited	• A subsidiary in which the major shareholder, Origin Property Public Company Limited (the Company), holds 70% of the shares in Origin BE8 Company Limited • The senior executives of the Group are directors. - Miss Kanokpailin Wilaikaew - Mr. Pitipong Trinurak -Mr. Polchompunuth Thongthaem Na Ayutthaya - Mr. Abhisek Thevintharapakti - Mr. Wasin Srisukri	**1.It is a regular business transaction of the Group.** 1.1 Revenue from Management Services and Real Estate Sales Brokerage Fees	180.00	180.00	105.00	•For the fiscal year ended 31 December 2025, the Company had revenue from management services and real estate brokerage fees totaling 0.18 million Baht.	•It is a regular business transaction of the Group. •This transaction was part of the Group's normal course of business, conducted at the rates specified in the agreement. The pricing and conditions are comparable to those offered by other operators in similar businesses and are in accordance with the criteria approved by the Company's Board of Directors.
		2.Regular business support transactions of the Group. 2.1 Office rental income	21.00	21.00	10.50	•For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
180. Hair Restore Company Limited	• A subsidiary where the major shareholder is Origin Healthcare Company Limited (a subsidiary), which holds 60% of the shares in Hair Restore Company Limited. • The senior executives of the Group are directors. - Mr. Chawakij Phumboonchue - Mr. Pitipong Trinurak - Miss Jarunee Kannasit - Mr. Paul Pathomwanit - Miss Chomwadee Phumhiran	**1.It is a regular business transaction of the Group.** 1.1 Revenue from Management Services and Real Estate Sales Brokerage Fees	180.00	180.00	105.00	•For the fiscal year ended 31 December 2025, the Company had revenue from management services and real estate brokerage fees totaling 0.18 million Baht.	•It is a regular business transaction of the Group. •This transaction was part of the Group's normal course of business, conducted at the rates specified in the agreement. The pricing and conditions are comparable to those offered by other operators in similar businesses and are in accordance with the criteria approved by the Company's Board of Directors.
		2.Regular business support transactions of the Group. 2.1 Office rental income	21.00	21.00	10.50	•For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
181. One Origin Bangna Hotel Company Limited The Company registered its dissolution on 18 December 2025.	• A subsidiary in which the major shareholder, Origin Hotel Public Company Limited (a subsidiary), holds 100% of the shares in Bangna Hotel Company Limited. • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Ms. Khajita Wutthikankoson	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**10.50**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. •This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
182. One Origin Vichit Phuket Company Limited	• A subsidiary in which the major shareholder, Origin Hotel Public Company Limited (a subsidiary), holds 100% of the shares in One Origin Vichit Phuket Company Limited • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Ms. Khajita Wutthikankoson	**1.Regular business support transactions of the Group.** 1.1 Office rental income **2.Financial assistance transactions to the Group.** 2.1 The Company guarantees for the Group's joint ventures. -Beginning balance -Increase during the period -Decrease during the period -End-of-period balance	**21.00** - 200,000.00 - **200,000.00**	**21.00** - - - -	**10.50** 95,648.00 - (95,648.00) -	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income. • For the fiscal year ended 31 December 2025, the Company had guarantees for borrowings amounting to Baht 200.00 million provided to related companies.	• It is a regular business support transaction of the Group. •This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
183. One Origin Cherngtalay Phuket Company Limited	• A subsidiary in which the major shareholder, Origin Hotel Public Company Limited (a subsidiary), holds 100% of the shares in One Origin Cherngtalay Phuket Company Limited • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Ms. Khajita Wutthikankoson	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**10.50**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. •This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
184. Origin Cherngtalay Phuket Company Limited	• A subsidiary in which the major shareholder, Park Luxury Company Limited (a subsidiary), holds 100% of the shares in Origin Cherngtalay Phuket Company Limited. • The senior executives of the Group are directors. - Miss Kanokpailin Wilaikaew - Mr. Thanakorn Wutthipong - Mr. Krit Techasamma	**1.Regular business support transactions of the Group.** 1.1 Office rental income	21.00	21.00	10.50	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. •This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
185. The Origin Sriracha 1 Company Limited	• A subsidiary where the major shareholder is Origin Nationwide Company Limited (a subsidiary), which holds 100% of the shares in The Origin Sriracha 1 Company Limited. • The senior executives of the Group are directors. - Miss Kanokpailin Wilaikaew - Mr. Apisit Suntornchukiart - Mr. Krit Techasamma	**1.Regular business support transactions of the Group.** 1.1 Office rental income	21.00	21.00	10.50	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. •This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
186. The Origin Sriracha 2 Company Limited	• A subsidiary where the major shareholder is Origin Nationwide Company Limited (a subsidiary), which holds 100% of the shares in The Origin Sriracha 2 Company Limited. • The senior executives of the Group are directors. - Miss Kanokpailin Wilaikaew - Mr. Apisit Suntornchukiart - Mr. Krit Techasamma	**1.Regular business support transactions of the Group.** 1.1 Office rental income	21.00	21.00	10.50	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. •This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
187. Origin Hotel Pruksa Sukhumvit Company Limited (Formerly One Origin Samui Chaweng Beach 1 Company Limited)	• A joint venture in which the major shareholder, Origin Hotel Public Company Limited (a subsidiary), holds 50% of the shares in Origin Hotel Pruksa Sukhumvit Company Limited. • The senior executives of the Group are directors. - Miss Kajita Wuthikarnkosol - Mr. Piti Jarukamjorn - Mr. Pitipong Trinurak - Mr. Dhira Thongwilai - Miss Jintana Insee - Mr. Phakarin Tattiphong	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**8.75**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. •This transaction involved the lease of unused office space by the Group to a joint venture. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
188. One Origin Planet 1 Company Limited The Company registered its dissolution on 14 October 2025.	• A subsidiary in which the major shareholder, Origin Hotel Public Company Limited (a subsidiary), holds 100% of the shares in One Origin Planet 1 Company Limited. • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Ms. Khajita Wutthikankoson	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**8.75**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. •This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
189. Jetjin Origin Center Company Limited The Group sold its investment in a subsidiary, Jetjin Origin Center Company Limited, to an unrelated entity in November 2024. Use the proportion before selling the investment and certificate of investment before sale.	• An associated company where the major shareholder is Origin Healthcare Company Limited (a subsidiary), which holds 60% of the shares in Jetjin Origin Center Company Limited. • The senior executives of the Group are directors. - Mr. Chawakij Phumboonchue - Mr. Saengsoon Mankongphonpaiboon - Mr. Patiphan Koprasuk - Mr. Nawaphan Woklang	**1.It is a regular business transaction of the Group.** 1.1 Revenue from Management Services and Real Estate Sales Brokerage Fees **2.Regular business support transactions of the Group.** 2.1 Office rental income	180.00 21.00	180.00 21.00	105.00 8.75	•For the fiscal year ended 31 December 2025, the Company had revenue from management services and real estate brokerage fees totaling 0.18 million Baht. •For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	•It is a regular business transaction of the Group. • This transaction was part of the Group's normal course of business, conducted at the rates specified in the agreement. The pricing and conditions are comparable to those offered by other operators in similar businesses and are in accordance with the criteria approved by the Company's Board of Directors. • It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
191.Alpha Industrial Asset 2 Company Limited	•A joint venture in which the major shareholder, Alpha Industrial Solutions Company Limited (the joint venture), holds 51% of the shares in Alpha Industrial Asset 2 Company Limited • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Mr. Pathan Sombunsin - Miss Kanokpailin Wilaikaew - Mr. Charvanin Bunditkitsada - Dr. Eakapong Tungsrisanguan	**1.Regular business support transactions of the Group.** 1.1 Office rental income 1.2 Revenue from Management Services and Real Estate Sales Brokerage Fees	21.00 393.68	21.00 8,350.00	8.75 10,370.00	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income. • For the fiscal year ended 31 December 2025, the Company recorded revenue from management services and real estate brokerage commissions totaling Baht 0.39 million.	• It is a regular business support transaction of the Group. •This transaction involved the lease of unused office space by the Group to a joint venture. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
192. Alpha Industrial Asset 3 Company Limited	• A joint venture in which the major shareholder, Alpha Industrial Solutions Company Limited (the joint venture), holds 51% of the shares in Alpha Industrial Asset 3 Company Limited • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Mr. Pathan Sombunsin - Dr. Eakapong Tungsrisanguan - Mr. Jin Zu Yang - Mr. Yon Gyu Kim	**1.It is a regular business transaction of the Group.** 1.1 Revenue from Management Services and Real Estate Sales Brokerage Fees	3,201.77	1,481.33	-	• For the fiscal year ended 31 December 2025, the Company recorded revenue from management services and real estate brokerage commissions totaling Baht 3.20 million.	• It is a regular business transaction of the Group. • This transaction was part of the Group's normal course of business, conducted at the rates specified in the agreement. The pricing and conditions are comparable to those offered by other operators in similar businesses and are in accordance with the criteria approved by the Company's Board of Directors.
		2.Regular business support transactions of the Group. 2.1 Office rental income	21.00	21.00	8.75	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Group to a joint venture. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
193. One Origin Onnut Company Limited	• A joint venture in which the major shareholder, Origin Hotel Public Company Limited (a subsidiary), holds 51% of the shares in One Origin Onnut Company Limited • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Ms. Khajita Wutthikankoson - Mr. Kriangkrai Kribongkan - Mr. Shoji Aono - Mr. Tsubasa Sakai	**1.Regular business support transactions of the Group.** 1.1 Office rental income	21.00	21.00	7.00	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. •This transaction involved the lease of unused office space by the Group to a joint venture. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
194. One Origin Sukhumvit 49 Company Limited	• A subsidiary in which the major shareholder, Origin Hotel Public Company Limited (a subsidiary), holds 100% of the shares in One Origin Sukhumvit 49 Company Limited. • The senior executives of the Group are directors. - Ms. Khajita Wutthikankoson - Mr. Pitipong Trinurak	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**7.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
195. Park Luxury SPV 1 Company Limited	• A joint venture where the major shareholder is Park Luxury Company Limited (a subsidiary), which holds 50% of the shares in Park Luxury SPV 1 Company Limited.0 • The senior executives of the Group are directors. - Mr. Piti Jarukamjorn - Mr. Krit Techasamma - Miss Kanokpailin Wilaikaew - Mr. Dhira Thongwilai - Mr. Phakarin Tattiphong - Miss Jintana Insee	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**7.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. •This transaction involved the lease of unused office space by the Group to a joint venture. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
196. Park Luxury SPV 2 Company Limited Park Luxury SPV 2 Company Limited	• A subsidiary where the major shareholder is Park Luxury Company Limited (a subsidiary), which holds 100% of the shares in Park Luxury SPV 1 Company Limited. • The senior executives of the Group are directors. - Mr. Kriangkrai Kribongkan - Miss Kanokpailin Wilaikaew - Mr. Pitipong Trinurak	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**7.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. •This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
197. Britania SPV 16 Company Limited	• A joint venture where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 50% of the shares in Britania SPV 16 Company Limited. • The senior executives of the Group are directors. - Mr. Siriphong Srisawangwong - Mr. Param Mehathulin - Miss Panitaporn Wongprakob - Miss Nopparat Wichaiyutthapong - Mr. Viroj Serisirikajorn - Miss Jintana Insee	**1.Regular business support transactions of the Group.** 1.1 Office rental income	21.00	21.00	7.00	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. •This transaction involved the lease of unused office space by the Company to the Group. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
198. Britania SPV 18 Company Limited	• A joint venture where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 51% of the shares in Britania SPV 18 Company Limited. • The senior executives of the Group are directors. - Mr. Siriphong Srisawangwong - Mr. Param Mehathulin - Miss Panitaporn Wongprakob	**1.Regular business support transactions of the Group.** 1.1 Office rental income	21.00	21.00	7.00	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. •This transaction involved the lease of unused office space by the Group to a joint venture. The rental rate specified in the agreement is comparable to market rates. The transaction qualifies as a small-scale transaction under the authority of management approval.
199. Britania SPV 21 Company Limited	• A joint venture where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 50% of the shares in Britania SPV 21 Company Limited. • The senior executives of the Group are directors. - Mr. Siriphong Srisawangwong - Miss Panitaporn Wongprakob - Mr. Nawin Laknawa	**1.Regular business support transactions of the Group.** 1.1 Office rental income	21.00	21.00	7.00	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • It is a lease transaction for office space previously unused by the Company, leased to the Group. The rental rate is in accordance with the market rate, and the transaction size qualifies as a small transaction, which falls under the approval authority of management.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
200. Park Luxury SPV 3 Company Limited The company was registered for dissolution on 14 Oct. 2025.	• A subsidiary where the major shareholder is Park Luxury Company Limited (a subsidiary), which holds 100% of the shares in Park Luxury SPV 3 Company Limited. • The senior executives of the Group are directors. - Mr. Kriangkrai Kribongkan - Miss Kanokpailin Wilaikaew - Mr. Apisit Suntornchukiart	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**7.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • It is a lease transaction for office space previously unused by the Company, leased to the Group. The rental rate is in accordance with the market rate, and the transaction size qualifies as a small transaction, which falls under the approval authority of management.
201. Britania SPV 19 Company Limited	• A joint venture where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 51% of the shares in Britania SPV 19 Company Limited. • The senior executives of the Group are directors. - Mr. Siriphong Srisawangwong - Mr. Param Mehathulin - Miss Panitaporn Wongprakob - Miss Natthanan Ung Suwanpanich - Miss Dolphon Wangka	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**7.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • It is a lease transaction for office space previously unused by the Company, leased to the Group. The rental rate is in accordance with the market rate, and the transaction size qualifies as a small transaction, which falls under the approval authority of management.
202. Britania SPV 20 Company Limited	• A joint venture where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 51% of the shares in Britania SPV 20 Company Limited. • The senior executives of the Group are directors. - Mr. Siriphong Srisawangwong - Mr. Param Mehathulin - Miss Panitaporn Wongprakob - Mr. Prasit Charushwichakorn - Mrs. Pinsuda Luevisadpaiboon	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**7.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • It is a lease transaction for office space previously unused by the Company, leased to the Group. The rental rate is in accordance with the market rate, and the transaction size qualifies as a small transaction, which falls under the approval authority of management.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
203. Origin Condominium SPV 3 Company Limited	• A joint venture in which the major shareholder, Origin Vertical Corporation Company Limited (a subsidiary), holds 51% of the shares in Origin Condominium SPV 3 Company Limited. • The senior executives of the Group are directors. - Mr. Kriangkrai Kribongkan - Mr. Itthipol Koomsombat - Mr. Pitipong Trinurak - Mr. Suchart Ruangpanyawut - Miss Sarinya Ruangpanyawut	**1.Regular business support transactions of the Group.** 1.1 Office rental income	21.00	21.00	7.00	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • It is a lease transaction for office space previously unused by the Company, leased to the Group. The rental rate is in accordance with the market rate, and the transaction size qualifies as a small transaction, which falls under the approval authority of management.
204. Origin EEC SPV 6 Company Limited	•A subsidiary where the major shareholder is Origin Nationwide Company Limited (a subsidiary), which holds 100% of the shares in Origin EEC SPV 6 Company Limited. • The senior executives of the Group are directors. - Miss Kanokpailin Wilaikaew - Mr. Kriangkrai Kribongkan - Mr. Prasertkul Charoentaweemongkol	**1.Regular business support transactions of the Group.** 1.1 Office rental income	21.00	21.00	7.00	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • It is a lease transaction for office space previously unused by the Company, leased to the Group. The rental rate is in accordance with the market rate, and the transaction size qualifies as a small transaction, which falls under the approval authority of management.
205. Britania SPV 22 Company Limited	• A joint venture where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 51% of the shares in Britania SPV 22 Company Limited. • The senior executives of the Group are directors. - Miss Panitaporn Wongprakob - Mr. Siriphong Srisawangwong - Mr. Nawin Laknawa - Mr. Suchart Ruangpanyawut - Miss Sarinya Ruangpanyawut	**1.Regular business support transactions of the Group.** 1.1 Office rental income	21.00	21.00	7.00	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • It is a lease transaction for office space previously unused by the Company, leased to the Group. The rental rate is in accordance with the market rate, and the transaction size qualifies as a small transaction, which falls under the approval authority of management.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
206. Britania SPV 23 Company Limited	• A joint venture where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 51% of the shares in Britania SPV 23 Company Limited. • The senior executives of the Group are directors. - Miss Panitaporn Wongprakob - Mr. Siriphong Srisawangwong - Mr. Param Mehathulin - Mr. Suchart Ruangpanyawut - Miss Sarinya Ruangpanyawut	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**7.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • It is a lease transaction for office space previously unused by the Company, leased to the Group. The rental rate is in accordance with the market rate, and the transaction size qualifies as a small transaction, which falls under the approval authority of management.
207. Britania SPV 24 Company Limited	• A joint venture where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 50% of the shares in Britania SPV 24 Company Limited. • The senior executives of the Group are directors. - Mr. Siriphong Srisawangwong - Miss Panitaporn Wongprakob - Mr. Param Mehathulin	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**7.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • It is a lease transaction for office space previously unused by the Company, leased to the Group. The rental rate is in accordance with the market rate, and the transaction size qualifies as a small transaction, which falls under the approval authority of management.
208. Britania SPV 25 Company Limited	• - A joint venture where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 51% of the shares in Britania SPV 25 Company Limited. • The senior executives of the Group are directors. - Mr. Siriphong Srisawangwong - Mr. Param Mehathulin - Miss Panitaporn Wongprakob - Mr. Napat Arayasakulwong - Mr. Sirichai Wirunchaichot	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**7.00**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • It is a lease transaction for office space previously unused by the Company, leased to the Group. The rental rate is in accordance with the market rate, and the transaction size qualifies as a small transaction, which falls under the approval authority of management.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
209. Origin Ramindra 87 Company Limited	• A subsidiary in which the major shareholder, Origin Vertical Corporation Company Limited (a subsidiary), holds 100% of the shares in Origin Ramindra 87 Company Limited. • The senior executives of the Group are directors. - Mr. Kriangkrai Kribongkan - Mr. Apisit Suntornchukiart - Miss Kanokpailin Wilaikaew	**1.Regular business support transactions of the Group.** 1.1 Office rental income **2.Financial Assistance** 2.1 Loan guarantees 2.1.1 The Company provides guarantees for the Group. - Beginning balance - Increase during the period - Decrease during the period - End-of-period balance	**21.00** 635,000.00 - (635,000.00) -	**21.00** - 635,000.00 - 635,000.00	**5.25** - - - -	•For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income. •For the fiscal year ened 31 December 2025, the company had guarantees for borrowings brought forward of 635.00 million baht. During the period, the guarantees decresed by 635.00 million baht, resulting in no outstanding guarantees provided to subsidiaries as of the enf of period.	• It is a regular business transaction of the Group. • It is a lease transaction for office space previously unused by the Company, leased to the Group. The rental rate is in accordance with the market rate, and the transaction size qualifies as a small transaction, which falls under the approval authority of management.
210. One Origin SPV 4 Company Limited	• A joint venture in which the major shareholder, Origin Hotel Public Company Limited (a subsidiary), holds 50% of the shares in One Origin SPV 4 Company Limited • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Ms. Khajita Wutthikankoson - Mr. Kriangkrai Kribongkan - Mr. Thiti Sihanatkathakul - Mr. Tosaporn Sihanatkathakul - Mr. Teerawit Wikyanon	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**3.50**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • It is a lease transaction for office space previously unused by the Company, leased to the Group. The rental rate is in accordance with the market rate, and the transaction size qualifies as a small transaction, which falls under the approval authority of management.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
211. One Origin SPV 5 Company Limited	• A subsidiary in which the major shareholder, Origin Hotel Public Company Limited (a subsidiary), holds 100% of the shares in One Origin SPV 5 Company Limited • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Ms. Khajita Wutthikankoson	**1.Regular business support transactions of the Group.** 1.1 Office rental income	21.00	21.00	3.50	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • It is a lease transaction for office space previously unused by the Company, leased to the Group. The rental rate is in accordance with the market rate, and the transaction size qualifies as a small transaction, which falls under the approval authority of management.
212. One Hampton Brixton Rayong Company Limited	• A subsidiary where the major shareholder is Origin Nationwide Company Limited (a subsidiary), which holds 100% of the shares in One Hampton Brixton Rayong Company Limited. • The senior executives of the Group are directors. - Miss Kanokpailin Wilaikaew - Ms. Khajita Wutthikankoson - Mr. Kriangkrai Kribongkan	**1.Regular business support transactions of the Group.** 1.1 Office rental income	21.00	21.00	3.50	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • It is a lease transaction for office space previously unused by the Company, leased to the Group. The rental rate is in accordance with the market rate, and the transaction size qualifies as a small transaction, which falls under the approval authority of management.
213. One Hampton Brixton Kaset Sriracha Company Limited	• A subsidiary where the major shareholder is Origin Nationwide Company Limited (a subsidiary), which holds 100% of the shares in One Hampton Brixton Kaset Sriracha Company Limited. • The senior executives of the Group are directors. - Miss Kanokpailin Wilaikaew - Ms. Khajita Wutthikankoson - Mr. Kriangkrai Kribongkan	**1.Regular business support transactions of the Group.** 1.1 Office rental income	21.00	21.00	3.50	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • It is a lease transaction for office space previously unused by the Company, leased to the Group. The rental rate is in accordance with the market rate, and the transaction size qualifies as a small transaction, which falls under the approval authority of management.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
214. One Hampton Brixton Bangsaen Company Limited	• A subsidiary where the major shareholder is Origin Nationwide Company Limited (a subsidiary), which holds 100% of the shares in One Hampton Brixton Bangsaen Company Limited. • The senior executives of the Group are directors. - Miss Kanokpailin Wilaikaew - Ms. Khajita Wutthikankoson - Mr. Kriangkrai Kribongkan	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**3.50**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • It is a lease transaction for office space previously unused by the Company, leased to the Group. The rental rate is in accordance with the market rate, and the transaction size qualifies as a small transaction, which falls under the approval authority of management.
215. Origin Bang Wa Company Limited	• A joint venture in which the major shareholder, Origin Vertical Corporation Company Limited (a subsidiary), holds 51% of the shares in Origin Bang Wa Company Limited. • The senior executives of the Group are directors. - Mr. Kriangkrai Kribongkan - Miss Kanokpailin Wilaikaew - Mr. Apisit Suntornchukiart - Mr. Naomi Endo - Mr. Tomoyasu Udagawa	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**3.50**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • It is a lease transaction for office space previously unused by the Company, leased to the Group. The rental rate is in accordance with the market rate, and the transaction size qualifies as a small transaction, which falls under the approval authority of management.
216. Origin Condominium SPV 4 Company Limited	• A subsidiary in which the major shareholder, Origin Vertical Corporation Company Limited (a subsidiary), holds 100% of the shares in Origin Condominium SPV 4 Company Limited. • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Miss Kanokpailin Wilaikaew	**1.Regular business support transactions of the Group.** 1.1 Office rental income **2. Financial Assistance** 2.1 Loan guarantees 2.1.1 The Company provides guarantees for the Group. -Beginning balance -Increase during the period -Decrease during the period -End-of-period balance	**21.00** - 197,942.00 - **197,942.00**	**21.00** - - - **-**	**1.75** - - - **-**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income. •For the fiscal year ended 31 December 2025, the company had guarantees for borrowing decreased during the period by 198.00 million baht resulting in outstanding guarantees provided to subsidiaries of 198.00 million baht as of the end of period.	• It is a regular business support transaction of the Group. • It is a lease transaction for office space previously unused by the Company, leased to the Group. The rental rate is in accordance with the market rate, and the transaction size qualifies as a small transaction, which falls under the approval authority of management.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
217. บริษัท แฮมป์ตัน เพลส บางนา จำกัด (Formerly Origin Condominium SPV 5 Company Limited)	• A subsidiary in which the major shareholder, Origin Vertical Corporation Company Limited (a subsidiary), holds 100% of the shares in Origin Condominium SPV 5 Company Limited. • The senior executives of the Group are directors. - Miss Kanokpailin Wilaikaew - Mr. Pitipong Trinurak - Mr. Kriangkrai Kribongkan	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**1.75**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • It is a lease transaction for office space previously unused by the Company, leased to the Group. The rental rate is in accordance with the market rate, and the transaction size qualifies as a small transaction, which falls under the approval authority of management.
218. Origin REIT Management Company Limited	• A subsidiary where the major shareholder is Origin Property Public Company Limited, which holds 100% of the shares in Origin REIT Management Company Limited. • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Miss Kanokpailin Wilaikaew - Mr. Apichon Sutthiphongkait	**1.Regular business support transactions of the Group.** 1.1 Revenue from Management Services and Real Estate Sales Brokerage Fees	**180.00**	**180.00**	**1.75**	•For the fiscal year ended 31 December 2025, the Company had revenue from management services and real estate brokerage fees totaling 0.18 million Baht.	• It is a regular business support transaction of the Group. • This transaction was part of the Group's normal course of business, conducted at the rates specified in the agreement. The pricing and conditions are comparable to those offered by other operators in similar businesses and are in accordance with the criteria approved by the Company's Board of Directors.
		2.Regular business support transactions of the Group. 2.1 Office rental income	**21.00**	**21.00**	**-**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a lease transaction for office space previously unused by the Company, leased to the Group. The rental rate is in accordance with the market rate, and the transaction size qualifies as a small transaction, which falls under the approval authority of management.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
218. Origin REIT Management Company Limited (Continued)		3.Financial Assistance to the Company 3.1 Company Loans 3.1.1 Interest income and accrued interest receivable 3.1.2 Company Loans - Beginning balance - Additional borrowing during the period - Repayment during the period - End-of-period balance 3.2 Interest Expenses and Accrued Interest Expenses 3.2.1 Interest Expenses 3.2.2 Accrued Interest Expenses - Beginning balance - Interest expenses during the period - Payments made during the year - End-of-period balance	- 10,052.19 1,614.59 - 11,666.78 529.25 - 529.25 (512.62) 16.62	- 10,052.19 - 10,052.19 59.87 - 59.87 (59.87) -	- - - - - - - - -	• The Company provided a short-term loan to a subsidiary as of 31 December 2025, additional borrowings of 0.16 million Baht were made, resulting in a closing loan balance of 11.67 million Baht. The Company charged interest at an annual rate of 5.2%, which is comparable to the Company's average borrowing cost. • For the fiscal year ended 31 December 2025, the company recorded interest expenses of 0.53 million baht and had outsting interest payable of 0.02million baht	• It is a financial assistance transaction for the operations of the Group. • According to the Stock Exchange guidelines, when the Company holds at least 90% of the shares in a group company, it is considered an exempt transaction from the related party transaction requirements.
219. Britania SPV 26 Company Limited	• A joint venture where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 51% of the shares in Britania SPV 26 Company Limited. • The senior executives of the Group are directors. - Mr. Siriphong Srisawangwong - Miss Panitaporn Wongprakob - Miss Sopida Jirasathit	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**1.75**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • It is a lease transaction for office space previously unused by the Company, leased to the Group. The rental rate is in accordance with the market rate, and the transaction size qualifies as a small transaction, which falls under the approval authority of management.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
220.Britania SPV 27 Company Limited	• A subsidiary where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 51% of the shares in Britania SPV 27 Company Limited. • The senior executives of the Group are directors. - Mr. Siriphong Srisawangwong - Mr. Nawin Laknawa - Miss Panitaporn Wongprakob - Miss Sirilak Sawanapridi - Miss Wanthana Suebsuwong	**1.Regular business support transactions of the Group.** 1.1 Office rental income	21.00	21.00	1.75	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • It is a lease transaction for office space previously unused by the Company, leased to the Group. The rental rate is in accordance with the market rate, and the transaction size qualifies as a small transaction, which falls under the approval authority of management.
221. Britania SPV 28 Company Limited	• A subsidiary where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 100% of the shares in Britania SPV 28 Company Limited. • The senior executives of the Group are directors. - Miss Panitaporn Wongprakob - Mr. Siriphong Srisawangwong - Mr. Nawin Laknawa	**1.Regular business support transactions of the Group.** 1.1 Office rental income	21.00	21.00	1.75	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • It is a lease transaction for office space previously unused by the Company, leased to the Group. The rental rate is in accordance with the market rate, and the transaction size qualifies as a small transaction, which falls under the approval authority of management.
222. บริษัท แฮมป์ตัน เพลย์ บางแสน จำกัด (Formerly Origin Condominium SPV 6 Company Limited)	• A subsidiary in which the major shareholder, Origin Vertical Corporation Company Limited (a subsidiary), holds 100% of the shares in Origin Condominium SPV 6 Company Limited. • The senior executives of the Group are directors. - Miss Kanokpailin Wilaikaew - Mr. Apisit Suntornchukiart - Mr. Kriangkrai Kribongkan	**1.Regular business support transactions of the Group.** 1.1 Office rental income	21.00	21.00	1.75	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • It is a lease transaction for office space previously unused by the Company, leased to the Group. The rental rate is in accordance with the market rate, and the transaction size qualifies as a small transaction, which falls under the approval authority of management.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
223. บริษัท แฮมป์ตัน กะทู้ ภูเก็ต จำกัด (Formerly Origin Condominium SPV 7 Company Limited)	• A subsidiary in which the major shareholder, Origin Vertical Corporation Company Limited (a subsidiary), holds 100% of the shares in Origin Condominium SPV 7 Company Limited. • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Miss Kanokpailin Wilaikaew	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**1.75**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • It is a lease transaction for office space previously unused by the Company, leased to the Group. The rental rate is in accordance with the market rate, and the transaction size qualifies as a small transaction, which falls under the approval authority of management.
224. Origin Condominium SPV 8 Company Limited	• A subsidiary in which the major shareholder, Origin Vertical Corporation Company Limited (a subsidiary), holds 100% of the shares in Origin Condominium SPV 8 Company Limited. • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Miss Kanokpailin Wilaikaew	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**1.75**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • It is a lease transaction for office space previously unused by the Company, leased to the Group. The rental rate is in accordance with the market rate, and the transaction size qualifies as a small transaction, which falls under the approval authority of management.
225. Origin Condominium SPV 9 Company Limited The Company was registered for dissolution on 14 October 2025.	• A subsidiary in which the major shareholder, Origin Vertical Corporation Company Limited (a subsidiary), holds 100% of the shares in Origin Condominium SPV 9 Company Limited. • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Miss Kanokpailin Wilaikaew	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**1.75**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • It is a lease transaction for office space previously unused by the Company, leased to the Group. The rental rate is in accordance with the market rate, and the transaction size qualifies as a small transaction, which falls under the approval authority of management.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
226. Hampton Sriracha 2 Co., Ltd., (formerly known asOrigin Nationwide SPV 1 Company Limited)	• A subsidiary where the major shareholder is Origin Nationwide Company Limited (a subsidiary), which holds 100% of the shares in Origin Nationwide SPV 1 Company Limited. • The senior executives of the Group are directors. - Miss Kanokpailin Wilaikaew - Mr. Kriangkrai Kribongkan - Mr. Apisit Suntornchukiart	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**1.75**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • It is a lease transaction for office space previously unused by the Company, leased to the Group. The rental rate is in accordance with the market rate, and the transaction size qualifies as a small transaction, which falls under the approval authority of management.
227. Britania SPV 29 Company Limited	• A subsidiary where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 100% of the shares in Britania SPV 29 Company Limited. • The senior executives of the Group are directors. - Miss Panitaporn Wongprakob - Mr. Siriphong Srisawangwong - Mr. Nawin Laknawa	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**1.75**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • It is a lease transaction for office space previously unused by the Company, leased to the Group. The rental rate is in accordance with the market rate, and the transaction size qualifies as a small transaction, which falls under the approval authority of management.
228. Britania SPV 30 Company Limited	• A subsidiary where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 100% of the shares in Britania SPV 30 Company Limited. • The senior executives of the Group are directors. - Miss Panitaporn Wongprakob - Mr. Siriphong Srisawangwong - Mr. Nawin Laknawa	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**1.75**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • It is a lease transaction for office space previously unused by the Company, leased to the Group. The rental rate is in accordance with the market rate, and the transaction size qualifies as a small transaction, which falls under the approval authority of management.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
229. บริษัท เบอร์มิงแฮม แอสเซท แมเนจเม้นท์ จำกัด Britania SPV 31 Company Limited	• บริษัทย่อย โดยผู้ถือหุ้นใหญ่ คือ บริษัท บริทาเนีย จำกัด (มหาชน) (บริษัทย่อย) ถือหุ้นบริษัท เบอร์มิงแฮม แอสเซท แมเนจเม้นท์ จำกัด จำกัด ร้อยละ 100 • The senior executives of the Group are directors. - Mr. Atchariya Inngam - Ms. Phakwarin Praditsittikorn - Ms. Prapaporn Wittayanukorn	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	**1.75**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • It is a lease transaction for office space previously unused by the Company, leased to the Group. The rental rate is in accordance with the market rate, and the transaction size qualifies as a small transaction, which falls under the approval authority of management.
230. V Home Company Limited	• A subsidiary where the major shareholder is Origin Property Public Company Limited (the Company), which holds 100% of the shares in V Home Company Limited • The senior executives of the Group are directors. - Mr. Kriangkrai Kribongkan - Miss Kanokpailin Wilaikaew - Mr. Pitipong Trinurak	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	-	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • It is a lease transaction for office space previously unused by the Company, leased to the Group. The rental rate is in accordance with the market rate, and the transaction size qualifies as a small transaction, which falls under the approval authority of management.
		2.Financial Assistanceแก่บริษัทฯ 2.1 Loans to the Company					
		- Beginning balance	49,984.00	-	-	• The Company provided short-term loans to its subsidiary. As at 31 December 2025, additional loans of 55.46 million baht were extended during the period, and repayments totaling 5.50 million baht were made. As a result, the outstanding loan balance as of the end of the period amounted to 49.98 million baht. The loans bear interest at a rate of 5.2% per annum, which is comparable to the Company's average cost of borrowings.	
		- Additional borrowing during the period	-	-	-		
			55,485.19	-	-		
		- Repayment during the period	(5,501.19)	-	-		
		- End-of-period balance	**49,984.00**	**-**	**-**		
		2.2 Interest Expenses and Interest Payable				• For the fiscal year ended 31 December 2025, the Company recorded interest expenses of 0.21 million baht and had outstanding interest payable of 0.02 million baht	
		2.2.1 Interest Expenses	205.51	59.87	-		
		2.2.2 Accrued Interest Expenses	19.65	-	-		
		- Beginning balance	-	-	-		
		- Interest expenses during the period	205.51	59.87	-		
		- Payments made during the year	(185.86)	(59.87)	-		
		- End-of-period balance	**19.65**	**-**	-		

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
231. Origin Bang Bamru Station Company Limited	• A subsidiary in which the major shareholder, Origin Vertical Corporation Company Limited (a subsidiary), holds 100% of the shares in Origin Bang Bamru Station Company Limited • The senior executives of the Group are directors. - Mr. Kriangkrai Kribongkan - Mr. Apisit Suntornchukiart - Miss Kanokpailin Wilaikaew	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	-	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • It is a lease transaction for office space previously unused by the Company, leased to the Group. The rental rate is in accordance with the market rate, and the transaction size qualifies as a small transaction, which falls under the approval authority of management.
232. Britania Sukhumvit 76 Company Limited	• A joint venture where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 51% of the shares in Britania Sukhumvit 76 Company Limited. • The senior executives of the Group are directors. - Mr. Siriphong Srisawangwong - Mr. Nawin Laknawa - Miss Panitaporn Wongprakob - Mr. Kittipong Sumanon - Miss Thitima Ngernmeesri	**1.Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**21.00**	-	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • It is a lease transaction for office space previously unused by the Company, leased to the Group. The rental rate is in accordance with the market rate, and the transaction size qualifies as a small transaction, which falls under the approval authority of management.
		2. Financial Assistance Received 2.1 Loan guarantees 2.1.1 The Company provides guarantees for the Group.					• This transaction involved financial assistance provided to the joint ventures for operational purposes.
		- Beginning balance	692,550.00	-	-	• For the fiscal year ended 31 December 2025, the Company provided guarantees for group companies with a beginning balance of 692.55 million baht. During the period, the guarantees decreased by 692.55 miillion baht, resulting in no outstanding guarantees as of the end of the period.	• This is a financial assistance transaction as per the terms outlined in the joint venture agreement and/or as mutually agreed upon, which has been approved by the Board of Directors of the Group.
		- Increase during the period	-	692,550.00	-		
		- Decrease during the period	(692,550.00)	-	-		
		- End-of-period balance	-	692,550.00	-		

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
233. Britania Rayong Company Limited	• A joint venture where the major shareholder is Britania Public Company Limited (a subsidiary), which holds 51% of the shares in Britania Rayong Company Limited - The senior executives of the Group are directors. - Mr. Siriphong Srisawangwong - Miss Panitaporn Wongprakob - Mr. Warut Samalapha	**1. Regular business support transactions of the Group.** 1.1 Office rental income	21.00	21.00	-	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • It is a lease transaction for office space previously unused by the Company, leased to the Group. The rental rate is in accordance with the market rate, and the transaction size qualifies as a small transaction, which falls under the approval authority of management.
		2. Financial Assistance Received 2.1 Loan guarantees 2.1.1 The Company provides guarantees for the Group.					• This transaction involved financial assistance provided to the joint ventures for operational purposes. • This is a financial assistance transaction as per the terms outlined in the joint venture agreement and/or as mutually agreed upon, which has been approved by the Board of Directors of the Group.
		- Beginning balance	180,000.00	-	-	• For the fiscal year ended 31 December 2025, the Companyprovided guarantees for group companies with a beginning balance of 180.00 million baht. During the period, the guarantees decreased by 180.00 million baht, resulting in no outstanding guarantees as of the end of the period.	
		- Increase during the period	-	180,000.00	-		
		- Decrease during the period	(180,000.00)	-	-		
		- End-of-period balance	-	180,000.00	180,000.00		
234. Alpha Industrial Asset 4 Company Limited	• A joint venture in which the major shareholder, Alpha Industrial Solutions Company Limited (the joint venture), holds 100% of the shares in Alpha Industrial Asset 4 Company Limited • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Mr. Pathan Sombunsin	**1. Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**5.25**	**-**	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • It is a lease transaction for office space previously unused by the Company, leased to the Group. The rental rate is in accordance with the market rate, and the transaction size qualifies as a small transaction, which falls under the approval authority of management.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
235. Origin Hotel SPV 6 Company Limited The Company was registered for dissolution on 14 October 2025.	• A subsidiary in which the major shareholder, Origin Hotel Public Company Limited (a subsidiary), holds 100% of the shares in One Origin SPV 6 Company Limited • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Ms. Khajita Wutthikankoson	**1. Regular business support transactions of the Group.** 1.1 Office rental income	**21.00**	**12.25**	-	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • It is a lease transaction for office space previously unused by the Company, leased to the Group. The rental rate is in accordance with the market rate, and the transaction size qualifies as a small transaction, which falls under the approval authority of management.
236. SPV So Bangtao Co., Ltd.	• A subsidiary in Which. The major shareholfer, Park Luxuary company limited (a subsidiary), hold 80% of share in SPV So Bangtao company limited. • The senior executives of the Group are directors. - Mr. Pitipong Trinurak - Miss Kanokpailin Wilaikaew - Mr. Kriangkrai Kribongkan	**1. Regular business support transactions of the Group.** 1.1 Office rental income	**1.75**	-	-	• For the fiscal year ended 31 December 2025, the Company generated a total of 0.02 million Baht in office rental income.	• It is a regular business support transaction of the Group. • It is a lease transaction for office space previously unused by the Company, leased to the Group. The rental rate is in accordance with the market rate, and the transaction size qualifies as a small transaction, which falls under the approval authority of management.
237. Mr. Wittaya Thanyasrisang	• Serves as a director of Digital Butler Company Limited	**1. Financial assistance transactions to the Group.** 1.1 Loans from related parties - Beginning balance - Additional borrowing during the period - Repayment during the period - End-of-period balance	 1,453.00 - - 1,453.00	 1,453.00 - - 1,453.00	 1,453.00 - - 1,453.00	• The Company borrowed short-term funds from the director of Digital Butler Company Limited to be used for the general business operations of the Group for the period ended 31 December 2025, the opening balance was 1.45 million Baht. No additional loan during the period and the End-of-period balance was 1.45 million Baht.	• Financial Assistance to the Company • According to the Stock Exchange of Thailand's criteria, related party transactions of the company group in which related persons hold shares not exceeding 10 percent are considered transactions exempted from compliance with the related party transaction criteria.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
238. Mr. Worrakorn Weeraphat	• Serves as a director of Digital Butler Company Limited	**1. Financial assistance transactions to the Group.** 1.1 Loans from related parties - Beginning balance - Additional borrowing during the period - Repayment during the period - End-of-period balance	 1,453.00 - - 1,453.00	 1,453.00 - - 1,453.00	 1,453.00 - - 1,453.00	• The Company borrowed short-term funds from the director of Digital Butler Company Limited to be used for the general business operations of the Group for the period ended 31 December 2025, the opening balance was 1.45 million Baht. No additional loan during the period and the End-of-period balance was 1.45 million Baht.	• Financial Assistance to the Company • According to the Stock Exchange of Thailand's criteria, related party transactions of the company group in which related persons hold shares not exceeding 10 percent are considered transactions exempted from compliance with the related party transaction criteria.
239. Mr. Kriangkrai Kribongkan	• Holds the position of Chief Executive Officer of the Group.	**1. It is a regular business transaction of the Group.** 1.1 Revenue from the sale of condominiums 1.2 Deposits and Advance Payments from Customer	 - **650.00**	 - **650.00**	 - -	• For the fiscal year ended 31 December 2025, Mr. Kriengkrai Kreebongkorn did not enter into a condominium sale and purchase agreement. • For the fiscal year ended 31 December 2025, the Group received deposits and advance payments totaling 0.65 million Baht.	• It is a regular business transaction of the Group. • The selling price of the condominium unit was at a normal market rate and comparable to prices offered to other external customers. Therefore, the transaction is considered appropriate and reasonable.
240. Mr. Pitipong Trinurak	• Holds the position of Chief Executive Officer of the Group.	**1. It is a regular business transaction of the Group.** 1.1 Revenue from the sale of condominiums 1.2 Deposits and Advance Payments from Customer	 - **1,300.00**	 - **1,300.00**	 - -	• For the fiscal year ended 31 December 2025, Mr. Pitipong Trinurak did not enter into a condominium sale and purchase agreement. • For the fiscal year ended 31 Dec 2025, the Group received deposits and advance payments totaling 1.30 million Baht.	• It is a regular business transaction of the Group. • The selling price of the condominium unit was at a normal market rate and comparable to prices offered to other external customers. Therefore, the transaction is considered appropriate and reasonable.

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
241. Mr. Surin Sahachatphokanan	• Holds the position of Chief Executive Officer of the Group.	**1. It is a regular business transaction of the Group.** 1.1 Revenue from the sale of condominiums	-	-	-	• For the fiscal year ended 31 December 2025, Mr. Surin Sahachatphokanan did not enter into a condominium sale and purchase agreement.	• It is a regular business transaction of the Group. • The selling price of the condominium unit was at a normal market rate and comparable to prices offered to other external customers. Therefore, the transaction is considered appropriate and reasonable.
		1.2 Deposits and Advance Payments from Customer	**2,200.00**	**2,200.00**	-	• For the fiscal year ended 31 December 2025, the Group received deposits and advance payments totaling 2.20 million Baht.	
242. Mr. Jumpol Prawitthana	• Holds the position of Chief Executive Officer of the Group.	**1. It is a regular business transaction of the Group.** 1.1 Revenue from the sale of condominiums	-	-	-	• For the fiscal year ended 31 December 2025, Mr. Jumpol Prawithana did not enter into a condominium sale and purchase agreement.	• It is a regular business transaction of the Group. • The selling price of the condominium unit was at a normal market rate and comparable to prices offered to other external customers. Therefore, the transaction is considered appropriate and reasonable.
		1.2 Deposits and Advance Payments from Customer	**650.00**	**650.00**	-	• For the fiscal year ended 31 December 2025, the Group received deposits and advance payments totaling 0.65 million Baht.	
243. Mr. Piti Jarukamjorn	• Holds the position of Chief Executive Officer of the Group.	**1. It is a regular business transaction of the Group.** 1.1 Revenue from the sale of condominiums	-	-	-	• For the fiscal year ended 31 December 2025, Mr. Piti Jarukamjorn did not enter into a condominium sale and purchase agreement.	• It is a regular business transaction of the Group. • The selling price of the condominium unit was at a normal market rate and comparable to prices offered to other external customers. Therefore, the transaction is considered appropriate and reasonable.
		1.2 Deposits and Advance Payments from Customer	**1,600.00**	**1,600.00**	-	• For the fiscal year ended 31 December 2025, the Group received deposits and advance payments totaling 1.60 million Baht.	

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
244. Mr. Siriphong Srisawangwong	• Holds the position of Chief Executive Officer of the Group.	**1. It is a regular business transaction of the Group.** 1.1 Revenue from the sale of condominiums	-	-	-	• For the fiscal year ended 31 December 2025, Mr. Siriphong Srisawangwong did not enter into a condominium sale and purchase agreement.	• It is a regular business transaction of the Group. • The selling price of the condominium unit was at a normal market rate and comparable to prices offered to other external customers. Therefore, the transaction is considered appropriate and reasonable.
		1.2 Deposits and Advance Payments from Customer	**2,150.00**	**2,150.00**	-	• For the fiscal year ended 31 December 2025, the Group received deposits and advance payments totaling 2.15 million Baht.	
245. Mr. Apisit Suntornchukiart	• Holds the position of Chief Executive Officer of the Group.	**1. It is a regular business transaction of the Group.** 1.1 Revenue from the sale of condominiums	-	**5,586.54**	-	• For the fiscal year ended 31 December 2025, Mr. Apisit Suntornchukiart has made a contract to purchase a condominium unit for 5.59 million Baht.	• It is a regular business transaction of the Group. • The selling price of the condominium unit was at a normal market rate and comparable to prices offered to other external customers. Therefore, the transaction is considered appropriate and reasonable.
		1.2 Deposits and Advance Payments from Customer	**650.00**	**650.00**	-	• For the fiscal year ended 31 December 2025, the Group received deposits and advance payments totaling 0.65 million Baht.	
246. Mrs. Arada Jaroon-ek	• Holds the position of Chief Executive Officer of the Group.	**1. It is a regular business transaction of the Group.** 1.1 Revenue from the sale of condominiums	-	-	-	• For the fiscal year ended 31 December 2025, Mrs. Arada Jaroon-ek did not enter into a condominium sale and purchase agreement.	• It is a regular business transaction of the Group. • The selling price of the condominium unit was at a normal market rate and comparable to prices offered to other external customers. Therefore, the transaction is considered appropriate and reasonable.
		1.2 Deposits and Advance Payments from Customer	**26,752.50**	**6,958.10**	-	• For the fiscal year ended 31 December 2025, the Group received deposits and advance payments totaling 26.75 million Baht.	

Person/Juristic Person with Potential Conflict of Interest	Relationship	Nature of Transaction	Transaction Value (Thousand Baht)			Necessity/Reasonableness of Transaction (THB million)	Audit Committee's Opinion
			Fiscal Year Ended 31 Dec 2025	Fiscal Year Ended 31 Dec 2024	Fiscal Year Ended 31 Dec 2023		
247. Mr. Chawakij Phumboonchue	• Holds the position of Chief Executive Officer of the Group.	**1. It is a regular business transaction of the Group.** 1.1 Revenue from the sale of condominiums	-	1,957.01	-	• For the fiscal year ended 31 December 2025, Mr. Chawakij Phumboonchue has made a contract to purchase a condominium unit.	• It is a regular business transaction of the Group. • The selling price of the condominium unit was at a normal market rate and comparable to prices offered to other external customers. Therefore, the transaction is considered appropriate and reasonable.
		1.2 Deposits and Advance Payments from Customer	-	-	-	• For the fiscal year ended 31 December 2025, the Group received no deposits or advance payments.	
248. Mr. Polchompunuth Thongthaem Na Ayutthaya	• Holds the position of Chief Executive Officer of the Group.	**1. It is a regular business transaction of the Group.** 1.1 Revenue from the sale of condominiums	-	-	-	• For the fiscal year ended 31 December 2025, Mr. Polchompunuth Thongthaem Na Ayutthaya did not enter into a condominium sale and purchase agreement.	• It is a regular business transaction of the Group. • The selling price of the condominium unit was at a normal market rate and comparable to prices offered to other external customers. Therefore, the transaction is considered appropriate and reasonable.
		1.2 Deposits and Advance Payments from Customer	2,150.00	2,150.00	-	• For the fiscal year ended 31 December 2025, the Group received deposits and advance payments totaling 2.15 million Baht.	
249. Mr. Kasidet Ngamlamaai	• Holds the position of Chief Executive Officer of the Group.	**1. It is a regular business transaction of the Group.** 1.1 Revenue from the sale of condominiums	1,490.00	-	-	• For the fiscal year ended 31 December 2025, Mr. Kasidet Ngamlamaai entered into a sale and purchase agreement for condominium units totaling 1.49 million baht	• It is a regular business transaction of the Group.
250. Ms. Thanaporn Suthipet	• Holds the position of Chief Executive Officer of the Group.	**1. It is a regular business transaction of the Group.** 1.1 Revenue from the sale of condominiums	1,263.67	-	-	• For the fiscal year ended 31 December 2025, Ms. Thanaporn Suthipet entered into a sale and purchase agreement for condominium units totaling 1.26 million baht	• It is a regular business transaction of the Group.
251. Mr. Sukhom Uiwirat	• Holds the position of Chief Executive Officer of the Group.	**1. It is a regular business transaction of the Group.** 1.1 Revenue from the sale of condominiums	6,550.00	-	-	• For the fiscal year ended 31 December 2025, Mr. Sukhom Uiwirat entered into a sale and purchase agreement for condominium units totaling 6.55 million baht	• It is a regular business transaction of the Group.

10 Auditor's Report

Origin Property Public Company Limited and its subsidiaries
Report and consolidated and separate financial statements
31 December 2025

Independent Auditor's Report

To the Shareholders of Origin Property Public Company Limited

Opinion

I have audited the accompanying consolidated financial statements of Origin Property Public Company Limited and its subsidiaries (the Group), which comprise the consolidated statement of financial position as at 31 December 2025, and the related consolidated statements of comprehensive income, changes in shareholders' equity and cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information, and have also audited the separate financial statements of Origin Property Public Company Limited (the Company) for the same period (collectively "the financial statements").

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Origin Property Public Company Limited and its subsidiaries and of Origin Property Public Company Limited as at 31 December 2025, their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards.

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing. My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. I am independent of the Group in accordance with the Code of Ethics for Professional Accountants including Independence Standards issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that are relevant to my audit of the financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of Matter

I draw attention to Note 6 "Related party transactions", Note 8 "Trade and other receivables" and Note 14 "Investments in joint ventures" to the financial statements. The Group entered into joint venture agreements with several venturers to operate the property development business for condominiums, housing estates, and hotels. Under the conditions of the joint venture agreements, the rights and duties of both parties are defined and stipulate terms for the Group to enter into the project management as described in Note 14.5 "Revenues from project management with joint ventures" to the financial statements. During the year, the Group recognised revenues from project management of Baht 525 million (2024: Baht 1,654 million) in the statement of comprehensive income. As at 31 December 2025, the Group has a net outstanding project management receivables from joint venture companies, after deducting the allowance for expected credit losses, of Baht 586 million (2024: Baht 723 million).

In addition, as part of the disposal process of investments in subsidiaries to reclassify as investments in joint ventures, the Group is entitled to charge fees for land transfer rights to the joint venture companies. As at 31 December 2025, the Group has a net outstanding receivables, after deducting the allowance for expected credit losses, of Baht 385 million (2024: Baht 511 million) from land transfer rights as specified in the transfers of rights for sale and purchase of land agreements or transfers of rights for land agreements with the joint venture companies, which is presented as part of other receivables in the statement of financial position. The payments are in accordance with the repayment period as specified in the agreements.

However, the aforementioned balance with the joint venture companies may be exposed to uncertainties of future events, which may be delayed from scheduled plan, including economic uncertainties that affect the liquidity of some projects. These factors could affect the determination of the repayment period of these receivables. Nevertheless, the Group's management is confident in the feasibility of the projects and closely monitors their progress to continuously implement the project plans.

My opinion is not modified in respect of this matter.

Key Audit Matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial statements of the current period. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

I have fulfilled the responsibilities described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report, including in relation to these matters. Accordingly, my audit included the performance of procedures designed to respond to my assessment of the risks of material misstatement of the financial statements. The results of my audit procedures, including the procedures performed to address the matter below, provide the basis for my audit opinion on the accompanying financial statements as a whole.

Key audit matter and how audit procedures respond for this matter are described below.

Recognition of revenues from sales of real estate

Revenues from sales of real estate are key performance indicators for users of the financial statements. In addition, the purchase and sales agreements are variable, with some having addendums granting a special discount or various sales promotions. There are therefore risks with respect to the amount or timing of revenue recognition.

I have examined the recognition of revenues from sales of real estate of the Group by

- Assessing and testing the Group's IT system and its internal controls with respect to the revenue cycle by making enquiry of responsible persons, gaining an understanding of the controls and selecting representative samples to test the operation of the designed controls.
- Applying a sampling method to select sales agreements to assess whether revenue recognition was consistent with the conditions of the relevant agreements, and was in compliance with the Group's policy.
- On a sampling basis, examining supporting documents for revenue transactions occurring during the year and near the account period-end.
- Reconciling the number of un-transferred land and house, and condominium units with the original title deeds and/or bank confirmations for title deeds kept by financial institutions.
- Performing analytical procedures on disaggregated data to detect possible irregularities in sales transactions throughout the period, including accounting entries made through journal vouchers.
- Reviewing revenue adjustment entries made subsequent to the accounting period-end.

Other Information

Management is responsible for the other information. The other information comprise the information included in annual report of the Group, but does not include the financial statements and my auditor's report thereon. The annual report of the Group is expected to be made available to me after the date of this auditor's report.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated.

When I read the annual report of the Group, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance for correction of the misstatement.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Thai Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Thai Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Thai Standards on Auditing, I exercise professional judgement and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to pro vide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the consolidated financial statements. I am

responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. I remain solely responsible for my audit opinion.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, I determine these matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

I am responsible for the audit resulting in this independent auditor's report.

Wilai Sunthornwanee
Certified Public Accountant (Thailand) No. 7356

EY Office Limited
Bankok: 27 February 2026

11 Financial Statements

Origin Property Public Company Limited and its subsidiaries
Statement of financial position
As at 31 December 2025

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
Assets					
Current assets					
Cash and cash equivalents	7	475,623,277	1,440,823,775	10,986,937	117,268,789
Trade and other current receivables	8	2,981,732,351	3,057,219,327	321,004,530	180,512,002
Short-term loans to related parties	6	597,103,395	885,739,459	36,067,942	997,948,731
Short-term loan to unrelated party	14	177,104,659	-	-	-
Project development costs for sale	9	36,765,499,068	35,377,762,648	9,997,103	32,300,838
Deposits for land		758,324,912	838,611,236	-	-
Advance payment for construction		344,021,340	450,214,043	-	-
Other current financial assets	10	14,452,407	151,034,762	2,085,916	2,051,900
Other current assets	11	968,246,437	679,330,343	10,912,782	10,775,556
		43,082,107,846	42,880,735,593	391,055,210	1,340,857,816
Assets held for sale	15	-	142,410,735	-	-
Total current assets		**43,082,107,846**	**43,023,146,328**	**391,055,210**	**1,340,857,816**
Non-current assets					
Restricted and collateral bank deposits	12	308,020,709	297,232,795	-	-
Other non-current receivables	8	244,079,258	206,879,646	-	-
Long-term loans to related parties	6	2,424,610,685	2,825,296,203	19,537,405,528	23,043,284,221
Other non-current financial assets	10	298,833,956	319,723,877	-	-
Investments in subsidiaries	13	-	-	14,267,912,031	9,772,717,421
Investments in joint ventures	14	9,746,281,395	10,534,532,059	775,251,570	848,519,970
Investments in associates		24,971,130	38,526,541	-	-
Land held for development		370,843,153	20,168,539	-	-
Investment properties	15	335,293,143	186,054,765	26,830,433	28,841,597
Property, plant and equipment	16	3,589,513,502	3,748,697,446	12,388,205	19,039,254
Long-term deposits for land and other advances		59,012,728	192,072,530	-	-
Non-current advance payment for construction		665,956,706	662,347,368	-	-

	Note	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
Right-of-use assets	23	487,632,032	853,919,434	35,627,141	42,113,812
Intangible assets	17	138,332,869	158,809,684	8,785,297	12,459,663
Goodwill	17	385,489,053	385,489,053	-	-
Deferred tax assets	30	1,205,483,137	1,141,255,675	21,543,830	16,892,466
Other non-current assets		347,309,219	215,332,972	3,379,501	3,406,840
Total non-current assets		**20,631,662,675**	**21,786,338,587**	**34,689,123,536**	**33,787,275,244**
Total assets		**63,713,770,521**	**64,809,484,915**	**35,080,178,746**	**35,128,133,060**

The accompanying notes are an integral part of the financial statements.

Origin Property Public Company Limited and its subsidiaries
Statement of financial position (continued)
As at 31 December 2025

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
Liabilities and shareholders' equity					
Current liabilities					
Bank overdrafts and short-term loans from financial institutions	18	1,285,967,974	1,920,644,673	330,000,000	806,420,000
Bills of exchange	19	197,752,382	366,567,092	257,093,374	366,567,092
Trade and other current payables	20	3,077,239,595	2,491,219,489	496,954,297	213,662,344
Short-term loans from unrelated party		178,147,800	-	-	-
Current portion of long-term loans	21	6,142,478,992	4,000,681,164	1,799,808,503	645,017,850
Current portion of debentures	22	6,564,597,515	6,309,808,757	4,915,499,550	4,939,223,306
Short-term loans from related parties and related persons	6	532,385,570	769,857,016	1,992,740,722	1,958,230,024
Current portion of lease liabilities	23	169,189,214	320,475,808	4,232,219	4,674,423
Deposits and advances received from customers	6	3,367,257,550	2,905,249,705	2,983,228	3,189,034
Unearned income	6	171,108,114	132,578,678	39,210	93,210
Corporate income tax payable		226,311,806	365,179,767	-	376,387
Excess difference under equity method in investments in joint ventures	14	210,237,176	234,715,075	-	-
Suspense output VAT		192,009,537	182,291,804	3,349,422	2,489,043
Current portion of provision for net revenue guarantee	10	64,109,687	47,820,291	-	-
Other current liabilities	6	319,532,405	301,743,242	8,469,216	10,090,293
Total current liabilities		**22,698,325,317**	**20,348,832,561**	**9,811,169,741**	**8,950,033,006**
Non-current liabilities					
Long-term loans - net of current portion	21	7,987,297,156	9,246,356,689	1,430,415,982	690,500,543
Debentures - net of current portion	22	10,055,208,343	12,464,093,220	7,953,727,769	10,093,287,911
Lease liabilities - net of current portion	23	381,189,948	705,835,100	34,301,255	38,533,474
Non-current provision for employee benefits		79,549,454	65,555,350	7,532,174	6,679,466
Provision for net revenue guarantee - net of current portion	10	141,304,554	180,009,339	-	-
Deferred tax liabilities	30	382,792,705	449,605,372	-	-
Other non-current liabilities	6	7,619,702	66,784,910	4,887,276	-
Total non-current liabilities		**19,034,961,862**	**23,178,239,980**	**9,430,864,456**	**10,829,001,394**
Total liabilities		**41,733,287,179**	**43,527,072,541**	**19,242,034,197**	**19,779,034,400**

The accompanying notes are an integral part of the financial statements.

Origin Property Public Company Limited and its subsidiaries
Statement of financial position (continued)
As at 31 December 2025

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
Shareholders' equity					
Share capital	24				
Registered 3,067,653,066 ordinary shares of Baht 0.50 each (2024: 2,454,122,453 ordinary shares of Baht 0.50 each)		1,533,826,533	1,227,061,227	1,533,826,533	1,227,061,227
Issued and fully paid 2,454,122,453 ordinary shares of Baht 0.50 each		1,227,061,227	1,227,061,227	1,227,061,227	1,227,061,227
Ordinary share premium		2,350,458,674	2,350,458,674	2,350,458,674	2,350,458,674
Preference share discount of subsidiaries		(2,910,400)	(2,910,400)	-	-
Capital reserve for share-based payments		79,833,764	79,833,764	79,833,764	79,833,764
Surplus from the change in the ownership		2,782,052,188	2,414,962,378	-	-
Interests in subsidiaries					
Retained earnings Appropriated - statutory reserve	26	154,577,622	154,577,622	154,577,622	154,577,622
Unappropriated		13,814,326,432	13,145,922,426	12,026,213,262	11,537,167,373
Other components of shareholders' equity		(38,075,286)	(38,075,286)	-	-
Equity attributable to owners of the Company		20,367,324,221	19,331,830,405	15,838,144,549	15,349,098,660
Non-controlling interests of the subsidiaries		1,613,159,121	1,950,581,969	-	-
Total shareholders' equity		**21,980,483,342**	**21,282,412,374**	**15,838,144,549**	**15,349,098,660**
Total liabilities and shareholders' equity		**63,713,770,521**	**64,809,484,915**	**35,080,178,746**	**35,128,133,060**

The accompanying notes are an integral part of the financial statements.

Origin Property Public Company Limited and its subsidiaries
Statement of comprehensive income
For the year ended 31 December 2025

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
Profit or loss:					
Revenues					
Revenues from sales of real estate	27	5,340,534,229	6,836,102,752	14,703,199	102,789,739
Service income	6, 27	1,697,938,995	1,624,841,191	-	-
Revenues from hotel operations and rental	27	487,899,011	528,509,292	-	-
Revenues from project management	6, 27	525,295,703	1,654,598,827	-	27,468,318
Dividend income	6, 13, 14	-	-	514,775,238	1,527,114,264
Gain on disposals of investments in subsidiaries	2.2, 32	245,360,007	878,668,512	-	326,616
Gain on disposals of investments in joint ventures	14	299,920,166	-	-	-
Interest income	6	238,331,027	183,975,100	1,162,102,361	1,179,746,197
Other income		388,072,002	278,601,525	122,411,059	74,425,379
Total revenues		**9,223,351,140**	**11,985,297,199**	**1,813,991,857**	**2,911,870,513**
Expenses					
Cost of real estate sales		3,901,704,771	4,855,565,142	22,631,594	82,686,840
Cost of services		1,259,130,337	1,248,991,076	-	-
Cost of hotel operations and rental		366,968,307	514,177,611	-	-
Selling expenses		1,393,755,629	1,522,817,760	31,541,148	31,840,641
Administrative expenses		1,017,628,363	1,136,564,891	169,006,722	164,194,848
Expected credit losses	6, 8	118,915,453	626,469,330	34,290,006	12,961,701
Impairment loss on investments in subsidiaries and associate	13	2,561,830	-	4,800,000	37,200,000
Total expenses		**8,060,664,690**	**9,904,585,810**	**262,269,470**	**328,884,030**
Operating profit		**1,162,686,450**	**2,080,711,389**	**1,551,722,387**	**2,582,986,483**
Share of profit from investments in joint ventures and associates	14	605,737,350	181,031,865	-	-
Finance cost	28	(818,319,240)	(677,237,521)	(997,634,205)	(928,653,790)
Profit before income tax expenses		**950,104,560**	**1,584,505,733**	**554,088,182**	**1,654,332,693**
Income tax expenses	30	(165,662,624)	(341,376,570)	(13,510,146)	(27,573,468)
Profit for the year		**784,441,936**	**1,243,129,163**	**540,578,036**	**1,626,759,225**
Other comprehensive income:					
Other comprehensive income not to be reclassified to profit or loss in subsequent periods					

	Note	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
Actuarial gain - net of income tax		-	18,489,400	-	2,106,030
Share of other comprehensive income from investments in joint ventures	14.2	-	148,140	-	-
Other comprehensive income for the year		**-**	**18,637,540**	**-**	**2,106,030**
Total comprehensive income for the year		**784,441,936**	**1,261,766,703**	**540,578,036**	**1,628,865,255**
Profit attributable to:					
Equity holders of the Company		719,936,153	1,051,790,212	**540,578,036**	**1,626,759,225**
Non-controlling interests of the subsidiaries		64,505,783	191,338,951		
		784,441,936	**1,243,129,163**		
Total comprehensive income attributable to:					
Equity holders of the Company		719,936,153	1,068,589,845	**540,578,036**	**1,628,865,255**
Non-controlling interests of the subsidiaries		64,505,783	193,176,858		
		784,441,936	**1,261,766,703**		
Earnings per share	31				
Basic earnings per share and diluted earnings per share					
Profit attributable to equity holders of the Company		**0.2933**	**0.4286**	**0.2203**	**0.6629**

The accompanying notes are an integral part of the financial statements.

Origin Property Public Company Limited and its subsidiaries
Statement of changes in shareholders' equity
For the year ended 31 December 2025

(Unit: Baht)

	Note	Consolidated financial statements											
		Equity attributable to owners of the Company										Equity attributable to non-controlling interests of the subsidiaries	Total shareholders' equity
		Issued and paid-up share capital	Ordinary share premium	Preference share discount of subsidiaries	Capital reserve for share-based payments	Surplus from the change in theown-ership interest in subsidiary	Retained earnings		Other component of shareholders' equity		Total equity attributable to owners of the Company		
							Appropriated - statutory reserve	Unappropri-ated	Other comprehensive income comprehensive income from joint ventures	Deficit on business combination under common control			
Balance as at 1 January 2024		1,227,061,227	2,350,458,674	(2,910,400)	79,833,764	2,414,962,378	154,577,622	12,865,252,848	(275,485)	(37,947,941)	19,051,012,687	2,046,852,498	21,097,865,185
Profit for the year		-	-	-	-	-	-	1,051,790,212	-	-	1,051,790,212	191,338,951	1,243,129,163
Other comprehensive income for the year		-	-	-	-	-	-	16,651,493	148,140	-	16,799,633	1,837,907	18,637,540
Total comprehensive income for the year		-	-	-	-	-	-	1,068,441,705	148,140	-	1,068,589,845	193,176,858	1,261,766,703
Called up and increase in share capital of subsidiary		-	-	-	-	-	-	-	-	-	-	844,910	844,910
Transactions related with subsidiary's warrants		-	-	-	-	-	-	-	-	-	-	1,080,629	1,080,629
Acquisition of investment in subsidiaries		-	-	-	-	-	-	-	-	-	-	(1,784,240)	(1,784,240)
Disposal of investment in subsidiary		-	-	-	-	-	-	-	-	-	-	(16,936,695)	(16,936,695)
Dividend paid	35	-	-	-	-	-	-	(787,772,127)	-	-	(787,772,127)	-	(787,772,127)
Subsidiaries paid dividends to their non-controlling interests	13.3	-	-	-	-	-	-	-	-	-	-	(272,651,991)	(272,651,991)
Balance as at 31 December 2024		1,227,061,227	2,350,458,674	(2,910,400)	79,833,764	2,414,962,378	154,577,622	13,145,922,426	(127,345)	(37,947,941)	19,331,830,405	1,950,581,969	21,282,412,374

Origin Property Public Company Limited and its subsidiaries
Statement of changes in shareholders' equity (continued)
For the year ended 31 December 2025

(Unit: Baht)

	Note	Consolidated financial statements											
		Equity attributable to owners of the Company										Equity attributable to non-controlling interests of the subsidiaries	Total shareholders' equity
		Issued and paid-up share capital	Ordinary share premium	Preference share discount of subsidiaries	Capital reserve for share-based payments	Surplus from the change in theown-ership interest in subsidiary	Retained earnings		Other component of shareholders' equity		Total equity attributable to owners of the Company		
							Appropriated - statutory reserve	Unappropri-ated	Other comprehensive income	Deficit on business combination under common control			
									comprehensive income from joint ventures				
Balance as at 1 January 2025		1,227,061,227	2,350,458,674	(2,910,400)	79,833,764	2,414,962,378	154,577,622	13,145,922,426	(127,345)	(37,947,941)	19,331,830,405	1,950,581,969	21,282,412,374
Profit for the year		-	-	-	-	-	-	719,936,153	-	-	719,936,153	64,505,783	784,441,936
Other comprehensive income for the year		-	-	-	-	-	-	-	-	-	-	-	-
Total comprehensive income for the year		-	-	-	-	-	-	719,936,153	-	-	719,936,153	64,505,783	784,441,936
Called up and increase in share capital of subsidiaries		-	-	-	-	-	-	-	-	-	-	264,110	264,110
Change in the ownership interest in subsidiary	13	-	-	-	-	367,089,810	-	-	-	-	367,089,810	(371,369,810)	(4,280,000)
Transactions related with subsidiary's warrants		-	-	-	-	-	-	-	-	-	-	101,582	101,582
Acquired ordinary shares of subsidiaries from non-controlling interests		-	-	-	-	-	-	-	-	-	-	(2,269,980)	(2,269,980)
Dividend paid	35	-	-	-	-	-	-	(51,532,147)	-	-	(51,532,147)	-	(51,532,147)
Subsidiaries paid dividends to their non-controlling interests	13.3	-	-	-	-	-	-	-	-	-	-	(28,654,533)	(28,654,533)
Balance as at 31 December 2025		1,227,061,227	2,350,458,674	(2,910,400)	79,833,764	2,782,052,188	154,577,622	13,814,326,432	(127,345)	(37,947,941)	20,367,324,221	1,613,159,121	21,980,483,342

The accompanying notes are an integral part of the financial statements.

Origin Property Public Company Limited and its subsidiaries
Statement of changes in shareholders' equity (continued)
For the year ended 31 December 2025

(Unit: Baht)

	Note	Separate financial statements					
		Issued and paid-up share capital	Ordinary share premium	Capital reserve for share-based payments	Retained earnings		Total shareholders' equity
					Appropriated - statutory reserve	Unappropriated	
Balance as at 1 January 2024		1,227,061,227	2,350,458,674	79,833,764	154,577,622	10,696,074,245	14,508,005,532
Profit for the year		-	-	-	-	1,626,759,225	1,626,759,225
Other comprehensive income for the year		-	-	-	-	2,106,030	2,106,030
Total comprehensive income for the year		-	-	-	-	1,628,865,255	1,628,865,255
Dividend paid	35	-	-	-	-	(787,772,127)	(787,772,127)
Balance as at 31 December 2024		1,227,061,227	2,350,458,674	79,833,764	154,577,622	11,537,167,373	15,349,098,660
Balance as at 1 January 2025		1,227,061,227	2,350,458,674	79,833,764	154,577,622	11,537,167,373	15,349,098,660
Profit for the year		-	-	-	-	540,578,036	540,578,036
Other comprehensive income for the year		-	-	-	-	-	-
Total comprehensive income for the year		-	-	-	-	540,578,036	540,578,036
Dividend paid	35	-	-	-	-	(51,532,147)	(51,532,147)
Balance as at 31 December 2025		1,227,061,227	2,350,458,674	79,833,764	154,577,622	12,026,213,262	15,838,144,549

The accompanying notes are an integral part of the financial statements.

Origin Property Public Company Limited and its subsidiaries
Cash flow statement
For the year ended 31 December 2025

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Cash flows from operating activities				
Profit before tax	950,104,560	1,584,505,733	554,088,182	1,654,332,693
Adjustments to reconcile profit before tax to net cash provided by (paid from) operating activities				
Depreciation and amortisation	468,263,591	658,505,461	18,857,550	21,122,653
Expected credit losses	118,915,453	626,469,330	34,290,006	12,961,701
Loss on impairment of project development cost for sale	6,833,718	-	4,068,547	-
Loss on write-off of deposits for land and long-term other advances	102,500,000	-	-	-
Loss on impairment of investments in subsidiaries and associate	2,561,830	-	4,800,000	37,200,000
Gain on disposal of investments in subsidiaries	(245,360,007)	(878,668,542)	-	(326,616)
Gain on disposal of investments in joint ventures	(299,920,166)	(1,645,970)	-	-
Loss on purchase of investments in subsidiaries	27,825	-	-	-
Loss on write-off of investment properties	133,043	700,000	-	-
Loss on disposal and write-off of buildings and equipment	35,950,756	36,341,183	14,686	-
Loss on write-off of intangible assets	688,668	18,720	-	-
Loss on impairment of property, plant and equipment	4,634,574	34,666,468	-	-
Loss (gain) on lease modification and termination	(10,660,170)	32,479,431	-	-
Loss on impairment of right-of-use assets	-	39,502,945	-	-
Loss on impairment of goodwill	-	6,498,877	-	-
Provision for employee benefits	15,546,766	18,454,879	852,708	1,194,271
Expenses in relation to share-based payments	101,582	1,080,629	-	-
Share of profit from investments in joint ventures and associates	(605,737,350)	(181,031,865)	-	-
Gain on disposal of financial assets	-	(17,263,759)	-	(26,407,946)
Loss (gain) on fair value adjustments of financial assets	19,496,536	42,119,351	(34,016)	(37,603)
Dividend income	-	-	(514,775,238)	(1,527,114,264)
Interest income	(238,331,027)	(183,975,100)	(1,162,102,361)	(1,179,746,197)
Finance cost	818,319,240	677,237,521	997,634,205	928,653,790
Profit (loss) from operating activities before changes in operating assets and liabilities	1,144,069,422	2,495,995,292	(62,305,731)	(78,167,518)
(Increase) decrease in operating assets				
Trade and other receivables	239,251,094	1,313,573,779	(23,180,059)	(45,196,305)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Project development costs for sale	569,010,460	(787,011,136)	18,235,188	79,987,080
Deposits for land	110,846,126	(229,463,066)	-	-
Advance payment for construction	122,694,815	163,895,258	-	-
Other current assets	(244,211,537)	(73,922,245)	1,577,314	13,906,538
Restricted and collateral bank deposits	(10,787,914)	167,440,550	-	-
Other non-current assets	(118,493,655)	(107,117,041)	27,339	1,196,958
Increase (decrease) in operating liabilities				
Trade and other current payables	384,200,696	1,180,265,556	(60,147,306)	40,841,730
Deposits and advances received from customers	465,634,181	1,629,502,279	(205,806)	1,964,913
Unearned income	38,529,435	(17,354,160)	(54,000)	21,832
Suspense output VAT	9,717,733	(107,425,791)	860,379	(501,954)
Provision for net revenue guarantee	(22,415,389)	(32,684,232)	-	-
Other current liabilities	19,731,474	10,655,018	2,720,562	(8,717,048)
Other non-current liabilities	(59,165,207)	(4,817,887)	-	-
Cash flows from (used in) operating activities	2,648,611,734	5,601,532,174	(122,472,120)	5,336,226
Cash paid for employee benefit	(1,552,662)	(6,747,330)	-	-
Interest paid	(1,760,763,403)	(1,716,703,721)	(934,921,001)	(846,962,168)
Corporate income tax paid	(440,193,993)	(1,237,303,206)	(18,537,896)	(43,368,654)
Net cash flows from (used in) operating activities	**446,101,676**	**2,640,777,917**	**(1,075,931,017)**	**(884,994,596)**
Cash flows from investing activities				
Dividend received	541,535,934	936,108,060	514,775,238	2,205,114,184
Decrease (increase) in loans to related parties	708,717,496	(1,120,881,245)	4,622,618,003	(282,636,792)
Purchase of other financial assets	-	(439,960,071)	-	(199,960,000)
Proceeds from disposals of other financial assets	137,975,739	981,368,746	-	325,504,670
Cash paid to purchase additional investments in subsidiaries	-	-	(4,499,994,610)	(2,030,499,980)
Net cash receipt from disposals of investments in subsidiaries	849,400,170	217,314,967	-	5,326,586
Net cash paid for acquisitions of investments in subsidiaries	(955,484,118)	(35,339,514)	-	(1,654,990)
Net cash paid for business combination	(7,973,192)	(71,366,669)	-	-
Cash receipt from disposals of investments in joint ventures	594,927,077	3,855,750	-	-
Cash paid to purchase additional investments in joint ventures	(804,240,480)	(4,097,737,620)	-	(297,525,000)
Proceed from deduction in share capital of joint ventures	351,382,910	489,921,790	73,268,400	-
Acquisitions of investment properties	(2,705,073)	(39,214,942)	-	-

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Acquisitions of property, plant and equipment	(258,433,347)	(190,134,202)	(48,985)	(625,224)
Acquisitions of intangible assets	(29,925)	(10,027,707)	-	-
Proceed from disposals of investment properties	-	526,233	-	526,233
Proceed from disposals of buildings and equipment	3,057,168	62,920,211	-	290,896
Proceed from disposals of intangible assets	-	-	-	695,500
Interest received	150,828,207	76,199,327	853,926,823	475,701,104
Net cash flows from (used in) investing activities	**1,308,958,566**	**(3,236,446,886)**	**1,564,544,869**	**200,257,187**
Cash flows from financing activities				
Increase (decrease) in bank overdrafts and short-term loans from financial institutions	(632,853,871)	750,487,791	(476,420,000)	506,420,000
Decrease in bills of exchange	(170,000,000)	(1,915,000,000)	(110,000,000)	(1,315,000,000)
Increase in short-term loans from unrelated party	178,147,800	-	-	-
Increase (decrease) in short-term loans from related parties and related persons	(237,471,446)	273,839,403	(19,507,424)	1,046,218,082
Cash receipt from long-term loans	8,148,640,822	5,793,998,456	5,269,688,885	1,902,317,217
Repayment of long-term loans	(7,351,743,767)	(4,587,763,030)	(3,003,860,197)	(1,462,415,313)
Cash receipt from issuance of debentures	4,171,300,000	6,782,300,000	2,782,000,000	5,483,100,000
Repayment of debentures	(6,321,800,000)	(5,063,200,000)	(4,947,200,000)	(4,558,100,000)
Cash paid for issuance fees of debentures	(50,351,625)	(50,255,303)	(31,706,704)	(38,186,473)
Cash receipt from long-term loan from unrelated party	-	86,298,030	-	-
Payment of principal portion of lease liabilities	(366,586,105)	(467,942,126)	(6,358,117)	(6,982,318)
Proceed from calls up and increase in share capital of subsidiaries	264,110	844,910	-	-
Cash paid for direct costs related to the increase in share capital of subsidiary	(2,269,980)	-	-	-
Cash paid to purchase shares from non-controlling interest of a subsidiaries	(5,350,000)	-	-	-
Dividends paid	(51,532,147)	(787,772,128)	(51,532,147)	(787,772,128)
Dividends paid to non-controlling interests from subsidiaries	(28,654,531)	(272,651,991)	-	-
Net cash flows from financing activities	**(2,720,260,740)**	**543,184,012**	**(594,895,704)**	**769,599,067**
Net increase (decrease) in cash and cash equivalents	**(965,200,498)**	**(52,484,957)**	**(106,281,852)**	**84,861,658**
Cash and cash equivalents at beginning of the year	1,440,823,775	1,493,308,732	117,268,789	32,407,131
Cash and cash equivalents at end of the year	**475,623,277**	**1,440,823,775**	**10,986,937**	**117,268,789**
Supplemental cash flows information				
Non-cash items:				
Investments in joint ventures changed to investments in subsidiaries	1,027,202,000	87,921,500	-	-
Transfer of project development costs for sales to land held for development	350,675,614	-	-	-

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Transfer of property, plant and equipment to project development costs for sale	195,145,322	391,688,514	-	-
Transfer of investment properties to project development costs for sale	-	18,259,151	-	-
Transfer of other current assets to investment properties	-	3,385,065	-	-
Transfer of other current assets to property, plant and equipment	-	7,598,785	-	-
Transfer of investment properties to property, plant and equipment	-	39,940,532	-	-
Transfer of investment properties from (to) assets held for sale	(142,410,735)	142,410,735	-	-
Other payables for purchases of investment properties	-	106,545	-	-
Other payables for purchases of buildings and equipment	10,024,881	14,093,157	-	-
Increase in right-of-use assets	32,507,139	114,625,038	-	-
Receivables from disposals of investments	564,572,304	527,862,692	-	-
Estimation of the fair value of discounted contingent consideration	32,128,557	38,236,472	-	-
Payables to subsidiaries paid loans on behalf of the Company	-	-	359,164,637	-

The accompanying notes are an integral part of the financial statements.

12 Notes to financial statements

Origin Property Public Company Limited and its subsidiaries
Notes to financial statements
For the year ended 31 December 2025

1. General information

Origin Property Public Company Limited ("the Company") is a public company incorporated and domiciled in Thailand. The Company and its subsidiaries (together "the Group") are principally engaged in property development and investing in other companies. The registered office of the Company is at 496 Moo 9, Tambon Samrong Nuea, Amphoe Mueang Samut Prakan, Samut Prakan, and these is one branch in Bangkok.

2. Basis of preparation

2.1 The financial statements have been prepared in accordance with Thai Financial Reporting Standards enunciated under the Accounting Professions Act B.E. 2547 and their presentation has been made in compliance with the stipulations of the Notification of the Department of Business Development, issued under the Accounting Act B.E. 2543.

The financial statements in Thai language are the official statutory financial statements of the Company. The financial statements in English language have been translated from the Thai language financial statements.

The financial statements have been prepared on a historical cost basis except where otherwise disclosed in the accounting policies.

2.2 Basis of consolidation

a) These consolidated financial statements include the financial statements of Origin Property Public Company Limited ("the Company") and its subsidiaries ("the subsidiaries") (together "the Group") as follows:

Company's name	Direct/indirect shareholding percentage	
	2025 (%)	2024 (%)
Subsidiaries held by the Company		
Property development business		
Origin Hotel Public Company Limited	100	100
Origin Vertical Corporation Company Limited	100	100
Britania Public Company Limited	83	70
Park Luxury Company Limited	100	100
Origin Capital Collage 107 Company Limited	100	100
Origin Ramkhamhaeng Company Limited	100	100
Origin Nationwide Company Limited	100	100
Origin Knightsbridge Thepharak Company Limited	100	100
Providing services relating to real estate business		
Primo Service Solutions Public Company Limited	75	75
Origin Global (Hong Kong) Limited (incorporated in Hong Kong)	100	100
One Hampton Deluxe Ocean Sriracha Company Limited	100	100

Company's name	Direct/indirect shareholding percentage	
	2025 (%)	2024 (%)
Other business		
Origin Grand Company Limited	100	100
Prominent Capital Company Limited	100	100
Prominent Asset Management Company Limited**	100	100
Origin Healthcare Company Limited	97	97
Origin Energy Company Limited	100	100
Origin Music Company Limited**	100	100
Origin BE8 Company Limited	70	70
Origin Reit Management Company Limited	100	100
V Home Company Limited	100	100
Subsidiaries held by Origin Hotel Public Company Limited		
Property development business		
One District Rayong Company Limited	100	100
One Ramintra Company Limited	100	100
One Wellness Sukhumvit 107 Company Limited	100	100
One Origin Chiang Mai Company Limited	100	100
One Origin Bangtao Beach Company Limited	100	100
One Origin North Pattaya Company Limited	100	100
One Origin Beachfront Bangtao Company Limited	100	100
One Origin Kata Phuket Company Limited	100	100
One Origin Sriracha Company Limited**	100	100
One Origin Pattaya Sukhumvit Company Limited	100	100
One Origin Chaeng Wattana Company Limited	100	100
One Origin Bangna Hotel Company Limited**	100	100
One Origin Vichit Phuket Company Limited	100	100
One Origin Cherngtalay Phuket Company Limited	100	100
One Origin Planet One Company Limited**	100	100
One Origin Sukhumvit 49 Company Limited	100	100
One Origin SPV 5 Company Limited**	100	100
Origin Hotel SPV 6 Company Limited**	100	100
One Origin SPV 3 Company Limited**	100	-
Others business		
Origin Food Company Limited	100	100
Subsidiaries held by Origin Vertical Corporation Company Limited		
Property development business		
Origin Play Phahol N19 Station Company Limited	100	100
Origin Place Samutprakan Company Limited	100	100

Company's name	Direct/indirect shareholding percentage	
	2025 (%)	2024 (%)
Origin Plug & Play E22 Station Company Limited	100	100
Origin Plug & Play Sri Lasalle Station Company Limited	100	100
Origin Place Lasalle Company Limited	100	100
The Origin Ramkhamhaeng 142 Station Company Limited	100	100
The Origin Phetkasem Bangkae Company Limited	100	100
Origin Place Ramkhamhaeng 153 Company Limited	100	100
Origin Suwinthawong Company Limited	100	100
Origin Setthabut Station Company Limited	100	100
The Origin Bangna Bangphli Company Limited	100	100
Origin Chaengwattana Company Limited	100	100
Origin Ramintra 87 Company Limited	100	100
Origin Condominium SPV 4 Company Limited	100	100
Origin Condominium SPV 9 Company Limited**	100	100
Origin Bang Bamru Station Company Limited	100	100
Origin Ramintra Company Limited	100	-
Providing services relating to real estate business		
One Hampton Knightsbridge Samutprakan City Company Limited	100	100
Hampton Place Bangna Company Limited (formerly known as "Origin Condominium SPV 5 Company Limited")	100	100
Subsidiaries held by Britania Public Company Limited		
Property development business		
Stable Home Property Company Limited	100	100
District Grand Real Estate Company Limited	100	100
Belgravia Bangna Company Limited	100	100
Belgravia Ratchaphruek Company Limited	100	100
Britania Wongwaen Ramintra Company Limited	100	100
Grand Britania Pracha Uthit 76 Company Limited	100	100
Britania Bangna - Theparak Company Limited	100	100
Britania Pracha Uthit 90 Company Limited	100	100
Britania SPV 6 Company Limited	100	100
Belgravia Sai 3 Company Limited	100	100
Britania SPV 28 Company Limited	100	100
Britania SPV 29 Company Limited**	100	100
Britania SPV 30 Company Limited**	100	100
Birmingham Asset Management Company Limited (formerly known as "Britania SPV 31 Company Limited")	100	100
Britania Bangna KM.39 Company Limited	100	-
Britania SPV 18 Company Limited	100	-
Britania SPV 21 Company Limited	100	-

Company's name	Direct/indirect shareholding percentage	
	2025 (%)	2024 (%)
Britania SPV 24 Company Limited	100	-
Subsidiaries held by Park Luxury Company Limited		
Property development business		
Park Origin Phayathai Company Limited	100	100
Park Origin T2 Company Limited	100	100
Origin Capital Praram 9 Company Limited	100	100
Knightsbridge Sukhumvit Punnawithi Company Limited	100	100
Origin Sphere Company Limited	100	100
So Origin Sukhumvit Company Limited	100	100
Origin Prime 2 Company Limited	100	100
Origin Ratchayothin Company Limited	100	100
Park Luxury SPV 2 Company Limited**	100	100
Origin Condo Bangtao 2 Company Limited	100	100
Origin Kata Phuket Company Limited	100	100
Origin Cherngtalay Phuket Company Limited	100	100
Park Luxury SPV 3 Company Limited**	100	100
SPV So Origin Bangtao Company Limited	100	-
Providing services relating to real estate business		
One Hampton Next To Emporium Company Limited	100	100
One Hampton Phayathai Company Limited	100	100
One Hampton Thonglor Company Limited	100	100
Other business		
Ori Saute Company Limited	100	100
Subsidiaries held by Origin Nationwide Company Limited		
Property development business		
Origin Chachoengsao Company Limited	100	100
The Origin Campus Khon Kaen Non Muang Company Limited	100	100
Origin Condo Centre Phuket 1 Company Limited	100	100
Origin Condo Centre Phuket 3 Company Limited	100	100
Origin Place Khon Kaen Company Limited	100	100
Origin Pattaya Sukhumvit 3 Company Limited	100	100
The Origin Sriracha 1 Company Limited	100	100
The Origin Sriracha 2 Company Limited	100	100
One Origin Hua Hin Company Limited	100	100
Origin Sriracha Company Limited (formerly known as "The Origin Dusit Company Limited")	100	-
One Origin Amata Nakorn Company Limited	100	100*
Providing services relating to real estate business		

Company's name	Direct/indirect shareholding percentage	
	2025 (%)	2024 (%)
One Hampton Rayong Company Limited	100	100
One Hampton Sriracha Company Limited	100	100
One Hampton Brixton Rayong Company Limited	100	100
One Hampton Brixton Kaset Sriracha Company Limited	100	100
One Hampton Brixton Bangsaen Company Limited	100	100
Hampton Sriracha 2 Company Limited (formerly known as "Origin Nationwide SPV 1 Company Limited")	100	100
Hampton Suites Rayong Company Limited (formerly known as "Origin EEC SPV 6 Company Limited")	100	100
Hampton Play Bangsaen Company Limited (formerly known as "Origin Condominium SPV 6 Company Limited")	100	100*
Hampton Kathu Phuket Company Limited (formerly known as "Origin Condominium SPV 7 Company Limited")	100	100*
Origin Condominium SPV 8 Company Limited	100	100*
Subsidiaries held by Primo Service Solutions Public Company Limited		
Providing services relating to real estate business		
Passion Realtor Company Limited	100	100
Uno Service Company Limited	100	100
PMM Property Management Company Limited	100	100
Crown Residence Company Limited	100	100
United Project Management Company Limited	100	100
Hampton Hotel and Residence Management Company Limited	100	100
Livtech Lab Company Limited	70	70
UPM Design Studio Company Limited	100	100
Prim Insurance Broker Company Limited	100	100
ProjectsAsia Limited	100	100*
Wyde Furniture Company Limited	60	60*
Subsidiaries held by other subsidiaries		
Property development business		
Origin Kaset Society Company Limited	100	100
Origin Prime Company Limited	100	100
Origin Sathorn Company Limited	100	100
Origin Condo Bangtao 1 Company Limited	100	100
Providing services relating to real estate business		
Digital Butler Company Limited	57	57
Uno Facility Management and Cleaning Company Limited	100	100
Passion Asset 360 Company Limited**	100	60
Nomadic Butler Company Limited**	100	55
Wyde Interior Company Limited	100	100*
Other business		
V Construction and Supply Company Limited	100	100

Company's name	Direct/indirect shareholding percentage	
	2025 (%)	2024 (%)
Origin Chiva Healthcare Company Limited**	90	90
Hair Restore Company Limited	60	60
Prop2morrow Company Limited	35	35

Remark: * The subsidiaries were restructured within the Group, resulting in a change of shareholders during the year 2025. However, those change had no impact in the consolidated financial statements.

** The subsidiaries are under the process of liquidation.

b) The Group is deemed to have control over an investee or subsidiaries if it has rights, or is exposed, to variable returns from its involvement with the investee, and it has the ability to direct the activities that affect the amount of its returns.

c) Subsidiaries are fully consolidated, being the date on which the Group obtains control, and continue to be consolidated until the date when such control ceases.

d) The financial statements of the subsidiaries are prepared using the same accounting policies as the Company.

e) Material balances and transactions between the Group have been eliminated from the consolidated financial statements.

f) Non-controlling interests represent the portion of profit or loss and net assets of the subsidiaries that are not held by the Company and are presented separately in the consolidated profit or loss and within equity in the consolidated statement of financial position.

g) During the year 2025, there were the changes in the composition of the subsidiaries as follows:

Newly established subsidiary

Park Luxury Company Limited established a new subsidiary to engage in property development business.

The change of investment in subsidiary to joint venture

The Group disposed 40% of its investments in ordinary shares of a subsidiary to third party as described in Note 14.3 and 32 to the financial statements. The Group then recognised gain on disposal of investment amounting to Baht 57.45 million in the consolidated financial statements.

As a result, the Group lost control and classified the remaining investment in the company to investment in joint venture.

The change of investments in joint ventures to subsidiaries

The Group purchased ordinary shares of 8 joint ventures from joint venturers. Thus, the shareholding percentage in those companies changed from 50 - 51% to 100% as described in Note 14.3 and 33 to the financial statements. The Group then classified the investments in those companies as investments in subsidiaries.

Disposal of investment in subsidiary

The Group disposed 100% of its investment in ordinary shares of subsidiary to third party as described in Note 32 to the financial statements. The Group then recognised gain on disposals of investment amounting to Baht 187.51 million in the consolidated financial statement.

2.3 The separate financial statements present investments in subsidiaries and joint ventures under the cost method.

3. New financial reporting standards

3.1 Financial reporting standards that became effective in the current year

During the year, the Group has adopted the revised financial reporting standards which are effective for fiscal years beginning on or after 1 January 2025. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The adoption of these financial reporting standards does not have any significant impact on the Group's financial statements.

3.2 Financial reporting standards that will become effective for fiscal years beginning on or after 1 January 2026

The Federation of Accounting Professions issued a revised financial reporting standard, which is effective for fiscal years beginning on or after 1 January 2026. This financial reporting standard was aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The management of the Group believes that adoption of these amendments will not have any significant impact on the Group's financial statements.

4. Accounting policies

4.1 Revenue and expense recognition

Revenues from sales of real estate

Revenues from sales of land and house, and residential condominium units are recognised at the point in time when control of the real estate is transferred to the customer, generally upon transfer of the legal ownership. Revenue from sales of real estate is measured at the amount of consideration received after deducting discounts, expense that the Group paid for the customer and considerations payable to the customer. The terms of payment are in accordance with the payment schedule specified in the customer contract. Considerations received before transferring control of the real estate to the customer are presented under the caption of "Deposits and advances received from customers".

Revenues from project management

Revenues from project consultant and marketing research services are recognised at a point in time upon completion of the service. Service rate is based on project value identified in the agreement.

Revenues from construction management services are recognised over time when services have been rendered taking into account the stage of completion. The stage of completion is calculated by the method identified in the construction management agreement.

Revenues from sales and marketing management services are recognised over time when services have been rendered. Service rate is based on project value.

Rendering of services

Service revenue under long-term contracts is recognised over time when services have been rendered taking into account the stage of completion, measuring based on comparison of actual costs incurred up to the end of the period and total anticipated costs to be incurred to completion.

The recognised revenue which is not yet due per the contracts has been presented under the caption of "Contract assets" under trade and other receivables in the statement of financial position, which are reclassified to trade receivables when the Group's right to consideration is unconditional such as upon completion of services and acceptance by the customer.

The obligation to transfer goods or services to a customer for which the Group has received consideration (or an amount of consideration is due) from the customer is presented under the caption of "Contract liabilities" under trade and other payables in the statement of financial position, which are recognised as revenue when the Group performs under the contract.

Revenue from sale of goods is recognised at the point in time when control of the asset is transferred to the customer, generally upon delivery of the goods. Revenue is measured at the amount of the consideration received or receivable, excluding value added tax, of goods supplied after deducting returns, discounts, allowances and price promotions to customers.

Revenue from property management services under short-term contracts is recognised on a straight-line basis over the period of the contracts.

Revenues from hotel operations

Revenues from hotel operations comprise revenues from rooms, food and beverage and related services, from which income are recognised when services have been rendered and are presented at the invoiced value, excluding value added tax, after deducting discounts.

Rendering of rental

Rental of area in buildings and related services income are recognised on an accrual basis over the period of contract.

Interest income

Interest income is calculated using the effective interest method and recognised on an accrual basis. The effective interest rate is applied to the gross carrying amount of a financial asset, unless the financial assets subsequently become credit-impaired when it is applied to the net carrying amount of the financial asset (net of the expected credit loss allowance).

Finance cost

Interest expense from financial liabilities at amortised cost is calculated using the effective interest method and recognised on an accrual basis.

Dividend income

Dividend income is recognised when the right to receive the dividends is established.

4.2 Cash and cash equivalents

Cash and cash equivalents consist of cash on hand and at banks, and all highly liquid investments with an original maturity of three months or less and not subject to withdrawal restrictions.

4.3 Project development costs for sale and cost of real estate sales

Project development costs for sale are stated at the lower of cost and net realisable value. Project development costs consist of the cost of land, land improvement costs, design fees, utilities, construction costs, capitalised borrowing costs and other related expenses, as well as estimated project development costs.

In determining the costs of land and houses sold and residential condominium units sold, the anticipated total development costs (taking into account actual costs incurred to date) are attributed to land and houses and residential condominium units on the basis of the saleable area and the selling price.

Cost of real estate sales includes cost of other goods, such as furniture and fixtures, that are considered part of the house or residential condominium unit and transferred to a customer in accordance with the contract.

Selling expenses directly associated with projects, such as specific business tax and transfer fee, are recognised when the sale occurs.

The Group recognises loss on diminution in value of projects (if any) in profit or loss.

4.4 Cost to obtain a contract

The Group recognises commission paid to obtain a customer contract as an asset and amortised to expenses on a systematic basis that is consistent with the pattern of revenue recognition. An impairment loss is recognised to the extent that the carrying amount of an asset recognised exceeds the remaining amount of consideration that the entity expects to receive less direct costs. Provided that the amortisation period of the asset that the Group otherwise would have used is one year or less, costs to obtain a contract are immediately recognised as expenses.

4.5 Assets held for sale

The Group classifies non-current assets as held for sale if their carrying amounts will be recovered principally through a sale transaction rather than through continuing use. Non-current assets classified as held for sale are measured at the lower of their carrying amount and fair value less costs to sell. Costs to sell are the incremental costs directly attributable to the disposal of an asset, excluding finance costs and income tax expense.

The criteria for held for sale classification is regarded as met only when the sale is highly probable, and the asset is available for immediate sale in its present condition. Actions required to complete the sale should indicate that it is unlikely that significant changes to the sale will be made or that the decision to sell will be withdrawn. Management must be committed to the plan to sell the asset and the sale expected to be completed within one year from the date of the classification.

Investment properties are not depreciated once classified as assets held for sale.

Assets classified as held for sale are presented separately as current items in the statement of financial position.

4.6 Investments in subsidiaries, joint ventures and associates

Investments in joint ventures and associates are accounted for in the consolidated financial statements using the equity method.

Investments in subsidiaries and joint ventures are accounted for in the separate financial statements using the cost method.

4.7 Investment properties

Investment properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are stated at cost less accumulated depreciation and allowance for loss on impairment (if any).

Depreciation of investment properties which are buildings for rent and condominium units for rent is calculated by reference to their costs on the straight-line basis over estimated useful lives of 30 years and 20 years, respectively. Depreciation of the investment properties is included in determining income. However, no depreciation is provided on assets under construction and installation.

On disposal of investment properties, the difference between the net disposal proceeds and the carrying amount of the asset is recognised in profit or loss in the year when the asset is derecognised.

4.8 Property, plant and equipment and depreciation

Land is stated at cost. Buildings and equipment are stated at cost less accumulated depreciation and allowance for loss on impairment of assets (if any).

Depreciation of buildings and equipment is calculated by reference to their costs, on the straight-line basis over the following estimated useful lives:

Hotel building and building improvements	20 - 50 years
Buildings and building improvements	3 - 10 and 20 years
Furniture, fixtures, office equipment and others	3 - 20 years

Depreciation is included in determining income. No depreciation is provided on land and assets under construction and installation. An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on disposal of an asset is included in profit or loss when the asset is derecognised.

4.9 Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the respective assets. All other borrowing costs are expensed in the period they are incurred. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

To the extent that funds are borrowed specifically for the development of projects, interest costs are presented as the actual borrowing costs less any investment income from the temporary investment of those borrowings. To the extent that funds are borrowed and used for the general purposes, the interest costs are determined by applying a capitalisation rate to the expenditures on that project. The capitalisation rate is the weighted average of the borrowing costs applicable to the borrowings of the entity that are outstanding during the year, other than borrowings made for specific purposes.

4.10 Intangible assets

Intangible assets acquired through business combination are initially recognised at their fair value on the date of business acquisition while intangible assets acquired in other cases are recognised at cost. Following the initial recognition, the intangible assets are carried at cost less accumulated amortisation and allowance for impairment loss (if any).

Intangible assets with finite lives are amortised a systematic basis over the economic useful life and tested for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method of such intangible assets are reviewed at least at each financial year end. The amortisation expense is charged to profit or loss.

A summary of the intangible assets with finite useful lives is as follows:

Brand	By conveyancing
Customer contracts from business combination	By percentage of completion
Computer software	5 - 10 years
Others	3 - 10 years

No amortisation is provided on computer software under installation.

Intangible assets with indefinite useful lives of the Group are trademark from business combination.

Intangible assets with indefinite useful lives are not amortised, but are tested for impairment annually either individually or at the cash-generating unit level. The assessment of indefinite useful lives of the intangible assets is reviewed annually.

4.11 Goodwill

Goodwill is initially recorded at cost, which equals to the excess of cost of business combination over the fair value of the net assets acquired. If the fair value of the net assets acquired exceeds the cost of business combination, the excess is immediately recognised as gain in profit or loss.

Goodwill is carried at cost less any accumulated impairment losses. Goodwill is tested for impairment annually and when circumstances indicate that the carrying value may be impaired.

For the purpose of impairment testing, goodwill acquired in a business combination is allocated to each of the Group's cash generating units (or group of cash-generating units) that are expected to benefit from the synergies of the combination. The Group estimates the recoverable amount of each cash-generating unit (or group of cash-generating units) to which the goodwill relates. Where the recoverable amount of the cash-generating unit is less than the carrying amount, an impairment loss is recognised in profit or loss. Impairment losses relating to goodwill cannot be reversed in future periods.

4.12 Leases

At inception of contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Group as a lessee

The Group applied a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. At the commencement date of the lease (i.e. the date the underlying asset is available for use), the Group recognises right-of-use assets representing the right to use underlying assets and lease liabilities based on lease payments.

Right-of-use assets

Right-of-use assets are measured at cost, less accumulated depreciation, any accumulated impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities initially recognised, initial direct costs incurred, and lease payments made at or before the commencement date of the lease, and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located less any lease incentives received.

Depreciation of right-of-use assets are calculated by reference to their costs, on the straight-line basis over the shorter of their estimated useful lives and the lease term.

Land	2 - 23	years
Buildings	3 - 10	years
Condominium units and shops	1 - 6	years
Others	5 - 15	years

If ownership of the leased asset is transferred to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

Lease liabilities

Lease liabilities are measured at the present value of the lease payments to be made over the lease term. The lease payments include fixed payments less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be payable under residual value guarantees. Moreover, the lease payments include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising an option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses in the period in which the event or condition that triggers the payment occurs.

The Group discounted the present value of the lease payments by the interest rate implicit in the lease or the Group's incremental borrowing rate. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a change in the lease term, a change in the lease payments or a change in the assessment of an option to purchase the underlying asset.

Short-term leases and leases of low-value assets

A lease that has a lease term less than or equal to 12 months from commencement date or a lease of low-value assets is recognised as expenses on a straight-line basis over the lease term.

The Group as a lessor

A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership of an underlying asset to a lessee. Lease receivables from operating leases is recognised as income in profit or loss on a straight-line basis over the lease term. Initial direct costs incurred in obtaining an operating lease are added to the carrying amount of the underlying assets and recognised as an expense over the lease term on the same basis as the lease income.

4.13 Related party transactions

Related parties comprise individuals or enterprises that control, or are controlled by, the Company, whether directly or indirectly, or which are under common control with the Company.

They also include associates, and individuals or enterprises which directly or indirectly own a voting interest in the Company that gives them significant influence over the Company, key management personnel, directors, and officers with authority in the planning and direction of the Company's operations.

4.14 Deferred financial fees

Financial expense or debenture issuing costs that are typically incurred on or before the transaction date are recorded as deferred financial fees are presented as a deduction against the related loan or debenture amounts in the statement of financial position and amortised to be interest expense using the effective interest rate method over the term of the loan or debentures.

The amortisation of deferred financial fees is included in the financial cost.

4.15 Foreign currencies

The consolidated and separate financial statements are presented in Baht, which is also the Group functional currency.

Transactions in foreign currencies are translated into Baht at the exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated into Baht at the exchange rate ruling at the end of reporting period.

Gains and losses on exchange are included in determining income.

4.16 Impairment of non-financial assets

At the end of each reporting period, the Group performs impairment reviews in respect of the investments in subsidiaries, investments in joint ventures, investments in associates, land held for development, investment properties, property, plant and equipment, right-of-use assets and other intangible assets whenever events or changes in circumstances indicate that an asset may be impaired. The Group also carries out annual impairment reviews, and when circumstances indicate that the carrying value may be impaired, in respect of goodwill and intangible assets with indefinite useful lives. An impairment loss is recognised when the recoverable amount of an asset, which is the higher of the asset's fair value less costs to sell and its value in use, is less than the carrying amount.

In determining value in use, the estimated future cash flows are discounted to their present value using a discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs to sell, an appropriate valuation model is used. These calculations are corroborated by a valuation model that, based on information available, reflects the amount that the Group could obtain from the disposal of the asset in an arm's length transaction between knowledgeable, willing parties, after deducting the costs of disposal.

An impairment loss is recognised in profit or loss.

4.17 Provisions

Provisions are recognised when the Group has a present obligation as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

4.18 Income tax

Income tax expense represents the sum of corporate income tax currently payable and deferred tax.

Current tax

Current income tax is provided in the accounts at the amount expected to be paid to the taxation authorities, based on taxable profits determined in accordance with tax legislation.

Deferred tax

Deferred income tax is provided on temporary differences between the tax bases of assets and liabilities and their carrying amounts at the end of each reporting period, using the tax rates enacted at the end of the reporting period.

The Group recognises deferred tax liabilities for all taxable temporary differences while it recognises deferred tax assets for all deductible temporary differences and tax losses carried forward to the extent that it is probable that future taxable profit will be available against which such deductible temporary differences and tax losses carried forward can be utilised.

At each reporting date, the Group reviews and reduces the carrying amount of deferred tax assets to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised.

The Group records deferred tax directly to shareholders' equity if the tax relates to items that are recorded directly to shareholders' equity.

4.19 Financial instruments

The Group initially measures financial assets at its fair value plus, in the case of financial assets that are not measured at fair value through profit or loss, transaction costs. However, trade and other receivables, that do not contain a significant financing component, are measured at the transaction price as disclosed in the accounting policy relating to revenue recognition.

Classification and measurement of financial assets

Financial assets are classified, at initial recognition, as to be subsequently measured at amortised cost, fair value through other comprehensive income ("FVOCI"), or fair value through profit or loss ("FVTPL"). The classification of financial assets at initial recognition is driven by the Group's business model for managing the financial assets and the contractual cash flows characteristics of the financial assets.

Financial assets at amortised cost

The Group measures financial assets at amortised cost if the financial asset is held in order to collect contractual cash flows and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest rate ("EIR") method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

Financial assets at FVTPL

Financial assets measured at FVTPL are carried in the statement of financial position at fair value with net changes in fair value including interest income recognised in profit or loss.

These financial assets include derivatives, security investments held for trading, equity investments which the Group has not irrevocably elected to classify at FVOCI and financial assets with cash flows that are not solely payments of principal and interest.

Classification and measurement of financial liabilities

Except for derivative liabilities, at initial recognition the Group's financial liabilities are recognised at fair value net of transaction costs and classified as liabilities to be subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process. In determining amortised cost, the Group takes into account any fees or costs that are an integral part of the EIR. The EIR amortisation is included in finance costs in profit or loss.

Derecognition of financial instruments

A financial asset is primarily derecognised when the rights to receive cash flows from the asset have expired or have been transferred and either the Group has transferred substantially all the risks and rewards of the asset, or the Group has transferred control of the asset.

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in profit or loss.

Impairment of financial assets

The Group recognises an allowance for expected credit losses ("ECLs") for all debt instruments not held at FVTPL. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate.

For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure (a lifetime ECL).

The Group considers a significant increase in credit risk and considers a financial asset as credit impaired or default when contractual payments are past due. However, in certain cases, the Group may also consider a financial asset to have a significant increase in credit risk and to be in default using other internal or external information, such as credit rating of issuers.

For trade and other receivables and cost to obtain a contract, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date.

ECLs are calculated based on its historical credit loss experience and adjusted for forward-looking factors specific to the debtors and the economic environment.

A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Offsetting of financial instruments

Financial assets and financial liabilities are offset, and the net amount is reported in the statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

4.20 Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between buyer and seller (market participants) at the measurement date. The Group applies a quoted market price in an active market to measure their assets and liabilities that are required to be measured at fair value by relevant financial reporting standards. Except in case of no active market of an identical asset or liability or when a quoted market price is not available, the Group measures fair value using valuation technique that are appropriate in the circumstances and maximises the use of relevant observable inputs related to assets and liabilities that are required to be measured at fair value.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy into three levels based on categorise of input to be used in fair value measurement as follows:

Level 1 - Use of quoted market prices in an active market for such assets or liabilities

Level 2 - Use of other observable inputs for such assets or liabilities, whether directly or indirectly

Level 3 - Use of unobservable inputs such as estimates of future cash flows

At the end of each reporting period, the Group determines whether transfers have occurred between levels within the fair value hierarchy for assets and liabilities held at the end of the reporting period that are measured at fair value on a recurring basis.

5. Significant accounting judgements and estimates

The preparation of financial statements in conformity with financial reporting standards at times requires management to make subjective judgements and estimates regarding matters that are inherently uncertain. These judgements and estimates affect reported amounts and disclosures; and actual results could differ from these estimates. Significant judgements and estimates are as follows:

Project development costs estimation

In calculating cost of land and houses sold and residential condominium units sold, the Group has to estimate all project development costs, comprising land cost, land improvement costs, design fee, utility costs, construction costs and other related costs. The management estimates these costs based on their business experience and revisits the estimations on a periodical basis or when the actual costs incurred significantly vary from the estimated costs.

Non-consolidation of the companies in which the Group's shareholding is more than half of the total shares

The Group's management has determined that the Group does not have control over some companies which the Group holds more than half of the shares and voting rights in those companies since the joint venture agreements stipulate that key matters, as defined in the agreements, must be approved by at least one member appointed by each venturer. As a result, the Group determined that it does not have control over those companies, that the investments are investments in joint ventures, and that those companies are not to be included in the consolidated financial statements.

Consolidation of subsidiaries that the Group holds less than half of shares

The management of the Group determined that the Group has control over Prop2morrow Company Limited, even though the Group holds 35% of shares and voting rights that is less than half of shares and voting rights. This is because the Group is a major shareholder and has the ability to direct the significant activities, while other shareholders are only minor shareholders. As a result, Prop2morrow Company Limited is deemed to be a subsidiary of the Group and has to be included in the consolidated financial statements from the date on which the Group assumed control.

Allowance for expected credit losses of trade and other receivables

In determining an allowance for expected credit losses of trade and other receivables, the management needs to make judgement and estimates based upon, among other things, past collection history, aging profile of outstanding debts and the forecast economic condition for groupings of various customer segments with similar credit risks. The Group's historical credit loss experience and forecast economic conditions may also not be representative of whether a customer will actually default in the future.

Classification of long-term loans

In classifying the current portion of long-term loans, the management is required to use judgement to estimate collateral redemptions and loan settlement in accordance with the terms and conditions stipulated in the loan agreements.

Fair value of financial instruments

In determining the fair value of financial instruments recognised in the statement of financial position for which quoted market prices are not readily available, the management exercise judgement, using a variety of valuation techniques and models. The input to these models is taken from observable markets, and includes consideration of correlation and longer-term volatility of financial instruments. Change in assumptions about these factors could affect the fair value recognised in the statement of financial position and disclosures of fair value hierarchy.

Goodwill and intangible assets

The initial recognition and measurement of goodwill and intangible assets, and subsequent impairment testing, require management to make estimates of cash flows to be generated by the asset or the cash-generating units and to choose a suitable discount rate in order to calculate the present value of those cash flows.

6. Related party transactions

During the years, the Group had significant business transactions with related persons or related parties. Such transactions, which are summarised below, arose in the ordinary course of business and were concluded on commercial terms and bases agreed upon between the Group and those related persons or related parties.

(Unit: Million Baht)

	Consolidated financial statements		Separate financial statements		Pricing policy
	2025	2024	2025	2024	
Transactions with subsidiaries (eliminated from the consolidated financial statements)					
Share service income	-	-	49	27	Cost plus 7%
Dividend income	-	-	387	1,471	As declared
Interest income	-	-	1,157	1,169	5.0% - 5.2% per annum
Service income	-	-	2	-	Contract price
Rental income	-	-	5	5	Contract price
Sales and marketing service fee	-	-	1	6	Contract price
Service expenses	-	-	19	16	Contract price
Interest expenses	-	-	80	62	5.2% per annum
Transactions with joint ventures					
Project management income - recognised at contract date	42	561	-	-	Contract price by each project, where management fee is determined based on project value
Project management income - recognised on monthly basis	483	1,093	-	-	Contract price by each project, where management fee is determined based on project value
Dividend income	542*	936*	128	56	As declared
Interest income	204	153	-	9	4.50% - 6.50% per annum (2024: 4.50% - 6.60% per annum)
Service income	768	818	48	35	Contract price
Rental income	5	21	2	2	Contract price
Advance received from loss compensation on income guarantee	117	76	-	-	Contract price
Compensation for construction cost	-	72	-	-	As charged
Service expenses	17	95	-	-	Contract price
Interest expenses	47	37	18	7	6.20% - 6.50% per annum (2024: 6.20% per annum)
Rental expenses	12	13	-	-	Contract price
Transactions with related persons					
Revenues from unit sales	9	8	-	-	Market price

* The Group recognised dividends in the consolidated financial statements by deducting them from the investments in joint ventures.

As at 31 December 2025 and 2024, the balances of the accounts between the Group and those related parties are as follows:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Trade and other receivables - related parties (Note 8)				
Subsidiaries	-	-	261,971	141,773
Joint ventures	2,735,960	3,004,595	76,759	38,539
Total	2,735,960	3,004,595	338,730	180,312
Less: Allowance for expected credit losses	(480,020)	(571,063)	(19,099)	(758)
Total trade and other receivables - related parties, net	**2,255,940**	**2,433,532**	**319,631**	**179,554**
Trade and other current payables - related parties (Note 20)				
Subsidiaries	-	-	398,760	81,025
Joint ventures	269,561	252,443	114	1,643
Total trade and other current payables - related parties	**269,561**	**252,443**	**398,874**	**82,668**
Deposits and advances received from customers - related persons				
Shareholders and directors	38,103	18,308	1,690	1,690
Total deposits and advances received from customers - related persons	**38,103**	**18,308**	**1,690**	**1,690**
Unearned income - related parties				
Subsidiaries	-	-	-	93
Joint ventures	73,443	85,112	-	-
Total unearned income - related parties	**73,443**	**85,112**	**-**	**93**
Other current liabilities and other non-current liabilities - related persons and parties				
Joint ventures	163,000	127,104	-	-
Indirect subsidiary	-	-	400	550
Related person	10,169	9,559	-	-
Total other current liabilities and other non-current liabilities - related persons and parties	**173,169**	**136,663**	**400**	**550**
Short-term loans to related parties				
Subsidiaries	-	-	19,598,355	24,051,233
Joint ventures	3,034,915	3,711,036	-	-
Less: Allowance for expected credit losses	(13,200)	-	(24,881)	(10,000)
Total short-term loans to related parties - net	3,021,715	3,711,036	19,573,474	24,041,233
Less: Reclassified to long-term loans	(2,424,612)	(2,825,296)	(19,537,406)	(23,043,284)
Short-term loans	**597,103**	**885,740**	**36,068**	**997,949**
Short-term loans from related parties				
Subsidiaries	-	-	1,772,850	1,361,789
Indirect subsidiary	-	-	-	233,768
Director of a subsidiary	2,906	2,906	-	-
Joint ventures	529,480	766,951	219,891	362,673
Total short-term loans from related parties	**532,386**	**769,857**	**1,992,741**	**1,958,230**

Short-term loans to related parties

Short-term loans to related parties in the form of promissory notes and loan agreements, unsecured loans with fixed interest rate and payable at call or when the borrower has sufficient cash flow. The Group has reclassified some of the loans as long-term loans, since it does not expect to call for repayment of loans within 12 months. In addition, the related parties are also subjected to some conditions under the loan agreements from financial institutions.

Movements of loans to related parties during the years ended 31 December 2025 and 2024 are as follows:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Beginning balance	3,711,036	1,563,522	24,041,233	22,800,872
Increase	600,065	3,537,491	5,353,889	7,140,644
Decrease	(1,304,041)	(1,389,977)	(9,806,767)	(5,890,283)
Reclassify*	27,855	-	-	-
Expected credit losses	(13,200)	-	(14,881)	(10,000)
Ending balance	**3,021,715**	**3,711,036**	**19,573,474**	**24,041,233**

* The Group has reclassified short-term loans to related parties resulting from change in the composition of the Group as described in Note 14, 32 and 33 to the financial statements.

Loans from related parties and related persons

Movements of loans from related parties and related persons during the years ended 31 December 2025 and 2024 are as follows:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Beginning balance	769,857	496,018	1,958,230	891,736
Increase	64,000	426,900	565,138	1,385,250
Decrease	(301,471)	(153,061)	(530,627)	(318,756)
Ending balance	**532,386**	**769,857**	**1,992,741**	**1,958,230**

Directors' and management's benefits

During the years ended 31 December 2025 and 2024, the Group had employee benefit expenses payable to its directors and management as below.

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Short-term benefits	69,110	79,723	28,145	30,922
Post-employment benefits	5,938	6,167	2,632	2,668
Total	**75,048**	**85,890**	**30,777**	**33,590**

Guarantee obligations with related parties

The Group has outstanding guarantee obligations with its related parties, as described in Note 36.5 to the financial statements.

7. Cash and cash equivalents

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Cash	3,416	2,115	30	45
Bank deposits	472,207	1,438,709	10,957	117,224
Total cash and cash equivalents	**475,623**	**1,440,824**	**10,987**	**117,269**

As at 31 December 2025, bank deposits in saving accounts and fixed deposits carried interests between 0.15% and 0.25% per annum (2024: between 0.15% and 0.75% per annum).

8. Trade and other receivables

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Trade receivables - related parties				
Aged on the basis of due dates:				
Not yet due	7,014	64,075	-	-
Past due				
Up to 3 months	72,315	63,713	-	-
3 - 6 months	39,630	2,563	-	-
6 - 12 months	81,743	9,625	-	-
Over 12 months	32,833	3,313	-	-
Total	**233,535**	**143,289**	**-**	**-**
Less: Allowance for expected credit losses	(2,674)	(1,068)	-	-
Total trade receivables - related parties, net	**230,861**	**142,221**	**-**	**-**
Trade receivables - unrelated parties				
Aged on the basis of due dates:				
Not yet due	92,018	68,593	-	-
Past due				
Up to 3 months	48,033	63,779	-	-
3 - 6 months	45,706	34,698	-	-
6 - 12 months	24,597	23,614	-	-
Over 12 months	99,057	66,980	-	-
Total	**309,411**	**257,664**	**-**	**-**
Less: Allowance for expected credit losses	(68,006)	(55,788)	-	-
Total trade receivables - unrelated parties, net	**241,405**	**201,876**	**-**	**-**
Project management receivables - related parties				
Aged on the basis of due dates:				
Not yet due	30,630	91,273	-	-
Past due				

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Up to 3 months	52,025	154,855	-	-
3 - 6 months	51,465	91,234	-	-
6 - 12 months	135,955	182,194	-	-
Over 12 months	729,476	750,568	-	-
Total	**999,551**	**1,270,124**	**-**	**-**
Less: Allowance for expected credit losses	(413,408)	(547,335)	-	-
Total project management receivables - related parties, net	**586,143**	**722,789**	**-**	**-**
Other receivables - related parties				
Aged on the basis of due dates:				
Not yet due	122,320	290,408	66,810	42,057
Past due				
Up to 3 months	103,394	257,141	2,120	8,791
3 - 6 months	53,612	317,597	7,156	7,187
6 - 12 months	128,109	193,589	8,805	15,138
Over 12 months	774,790	274,096	2,753	9,324
Total	**1,182,225**	**1,332,831**	**87,644**	**82,497**
Less: Allowance for expected credit losses	(55,810)	(22,660)	(3,600)	(758)
Total other receivables - related parties, net	**1,126,415**	**1,310,171**	**84,044**	**81,739**
Other receivables - unrelated parties				
Aged on the basis of due dates:				
Not yet due	14,693	21,540	1,666	62
Past due				
Up to 3 months	15,978	10,973	81	150
3 - 6 months	7,460	529	-	85
6 - 12 months	16,358	19,310	110	401
Over 12 months	82,387	74,775	7,558	6,973
Total	**136,876**	**127,127**	**9,415**	**7,671**
Less: Allowance for expected credit losses	(52,985)	(57,953)	(8,041)	(6,973)
Total other receivables - unrelated parties, net	**83,891**	**69,174**	**1,374**	**698**
Receivables from disposals of investments	567,858	527,863	-	-
Less: Deferred interest income	(3,286)	-	-	-
Total	564,572	527,863	-	-
Less: Allowance for expected credit losses	(18,352)	(16,615)	-	-
Total receivables from disposals of investments, net	546,220	511,248	-	-
Interest receivables - related parties	190,896	112,639	199,063	62,341

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Interest receivables - unrelated parties	8,156	1,869	-	-
Total	**199,052**	**114,508**	**199,063**	**62,341**
Less: Allowance for expected credit losses	(8,128)	-	(15,499)	-
Total Interest receivables , net	190,924	114,508	183,564	62,341
Accrued income - related parties	102,898	87,985	52,023	35,474
Accrued income - unrelated parties	58,894	17,205	-	260
Contract assets - related parties	26,855	57,727	-	-
Contract assets - unrelated parties	30,692	28,221	-	-
Advances	614	974	-	-
Total	**219,953**	**192,112**	**52,023**	**35,734**
Trade and other receivables - net	3,225,812	3,264,099	321,005	180,512
Current	2,981,733	3,057,219	321,005	180,512
Non-current	244,079	206,880	-	-
Total	**3,225,812**	**3,264,099**	**321,005**	**180,512**

The normal credit term is 15 to 180 days (2024: 30 to 180 days).

Set out below is the movements in the allowance for expected credit losses of trade and other receivables.

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Net book value at beginning of year	701,419	74,950	7,731	4,769
Provision for expected credit losses	105,715	626,469	19,409	2,962
Elimination from acquisition of subsidiaries	(171,927)	-	-	-
Write-off	(15,844)	-	-	-
Net book value at end of year	**619,363**	**701,419**	**27,140**	**7,731**

The significant increase in allowance for expected credit losses of trade and other receivables in 2025 and 2024 was mainly due to delay in some joint venture projects. As a result, some project management receivables have been overdue for a long time. Therefore, the Group has considered setting aside an allowance for expected credit losses for such project management receivables.

9. Project development costs for sale

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Land and construction under development	26,740,716	26,912,913	-	-
Land and construction developed	10,031,617	8,464,850	14,066	32,301
Total project development costs for sale	36,772,333	35,377,763	14,066	32,301
Less: Allowance for loss on diminution in value the projects	(6,834)	-	(4,069)	-
Net project development costs for sale	**36,765,499**	**35,377,763**	**9,997**	**32,301**

9.1 The Group has mortgaged project land and construction thereon with financial institutions as collateral for credit facilities, letters of guarantee, aval bills and debentures as follows:

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Net book values (Million Baht)	33,624	31,808	-	-

9.2 During the years, the Group included borrowing costs as cost of project development costs for sale. The weighted average rates used to determine the amount of borrowing costs during the years were as follows:

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Borrowing costs included in project development costs (Million Baht)	896	1,098	-	-
Capitalisation rates (%)	3.90 - 10.27	4.00 - 10.27	-	-

10. Other financial assets

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Financial assets at FVTPL				
Open-ended fund - debt securities	9,869	142,973	2,086	2,052
RealX investment token	298,534	319,424	-	-
Listed equity investments	4,583	8,062	-	-
Non-listed equity instrument	300	300	-	-
Total financial assets at FVTPL	313,286	470,759	2,086	2,052
Total other financial assets	**313,286**	**470,759**	**2,086**	**2,052**
Current	14,452	151,035	2,086	2,052
Non-current	298,834	319,724	-	-
Total	**313,286**	**470,759**	**2,086**	**2,052**

During the year 2023, the Group invested in 1.95 million tokens of RealX investment token, which initiated public offering through the ICO portal approved by the Securities and Exchange Commission (SEC) for investing in Revenue Sale and Transfer Agreement (RSTA) which generate income stream from project's assets of Real Estate Integration Company Limited (a subsidiary of Real Estate Exponential Company Limited) with the price of Baht 182 each, for a total of Baht 355 million.

The Group classified the investment in these tokens as an investment in debt instrument and presented as financial assets at fair value through profit or loss (FVTPL) and the provision for net revenue guarantee is recognised in the consolidated statement of financial position.

11. Other current assets

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Inventories	61,328	55,840	-	-
Deposit for construction	17,251	32,022	-	-
Prepaid expenses	564,884	311,910	9,278	8,280
Cost to obtain contracts	187,385	151,678	-	-
Input tax refundable	74,033	56,969	136	5
Others	63,365	70,911	1,499	2,491
Total other current assets	**968,246**	**679,330**	**10,913**	**10,776**

A reconciliation of the net book values of costs to obtain contracts for the years 2025 and 2024 are presented below.

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Net book value at beginning of year	151,678	143,218	-	-
Addition during the year	141,096	44,088	5,394	5,070
Increase from acquisitions of subsidiaries	45,621	17,137	-	-
Amortisation	(151,010)	(52,765)	(5,394)	(5,070)
Net book value at end of year	**187,385**	**151,678**	**-**	**-**

12. Restricted and collateral bank deposits

As at 31 December 2025, most of balance are pledged bank deposits amounting to Baht 305 million which the Group has pledged with the banks to issue bank guarantees (2024: Baht 295 million).

As at 31 December 2025, restricted bank deposits carried interests between 0.15% and 0.25% per annum (2024: between 0.15% and 0.40% per annum).

13. Investments in subsidiaries

13.1 Details of investments in subsidiaries as presented in separate financial statements are as follows:

(Unit: Thousand Baht)

Company's name	Paid-up capital		Shareholding percentage		Cost	
	2025	2024	2025 (%)	2024 (%)	2025	2024
Origin Hotel Public Company Limited	3,000,000	3,000,000	100	100	3,012,367	3,012,367
Primo Service Solutions Public Company Limited	160,000	160,000	75	75	125,704	125,704
Origin Vertical Corporation Company Limited	500,000	500,000	100	100	508,669	508,669
Britania Public Company Limited	726,605	426,403	83	70	1,804,828	304,833
Origin Grand Company Limited	377,040	377,040	100	100	377,040	377,040
	200,000 *	200,000 *	-	-	237,200	237,200
Park Luxury Company Limited	4,000,000	1,000,000	100	100	7,007,528	4,007,528
Origin Capital Collage 107 Company Limited	87,400	87,400	100	100	87,400	87,400

Company's name	Paid-up capital		Shareholding percentage		Cost	
	2025	2024	2025 (%)	2024 (%)	2025	2024
Origin Global (Hong Kong) Limited	USD 30,000	USD 30,000	100	100	968	968
Prominent Capital Company Limited	1,000	1,000	100	100	1,000	1,000
Prominent Assets Management Company Limited	25,000	25,000	100	100	25,000	25,000
Origin Healthcare Company Limited	231,320	231,320	97	97	176,191	176,191
Origin Ramkhamhaeng Company Limited	262,000	262,000	100	100	303,035	303,035
Origin Energy Company Limited	6,000	6,000	100	100	6,000	6,000
Origin Nationwide Company Limited	250,000	250,000	100	100	295,006	295,006
Origin Music Company Limited	1,000	1,000	100	100	1,000	1,000
Origin Knightsbridge Thepharak Company Limited	265,000	265,000	100	100	327,800	327,800
Origin BE8 Company Limited	1,250	1,250	70	70	875	875
Origin Reit Management Company Limited	15,000	15,000	100	100	15,000	15,000
V Home Company Limited	6,000	6,000	100	100	6,000	6,000
One Hampton Deluxe Ocean Sriracha Company Limited	1,655	1,655	100	100	1,655	1,655
Primo Service Solutions Public Company Limited's subsidiaries						
Passion Realtor Company Limited					1,595	1,595
PMM Property Management Company Limited					1,674	1,674
Wyde Interior Company Limited					325	325
Uno Service Company Limited					43	43
Crown Residence Company Limited					9	9
Total					**14,323,912**	**9,823,917**
Less: Allowance for impairment loss of investment					(56,000)	(51,200)
Total investments in subsidiaries - net					**14,267,912**	**9,772,717**

* Paid-up preference shares

13.2 Dividend income from subsidiaries

During the years 2025 and 2024, the Company recognised dividend income from the following subsidiaries.

(Unit: Thousand Baht)

Subsidiaries	Separate financial statements	
	2025	2024
Primo Service Solutions Public Company Limited	75,000	337,500
Origin Vertical Corporation Company Limited	100,000	500,000
Britania Public Company Limited	12,000	379,800
Origin Grand Company Limited	-	47,849
Park Luxury Company Limited	200,000	200,000
Prim Insurance Broker Company Limited	-	5,500
Total	**387,000**	**1,470,649**

13.3 Material non-controlling interests

(Unit: Million Baht)

	Britania Public Company Limited and its subsidiaries		Primo Service Solutions Public Company Limited and its subsidiaries	
	2025	2024	2025	2024
Proportion of equity interest held by non-controlling interests	17	30	25	25
Accumulated balance of non-controlling interests	1,200	1,554	402	381
Profit allocated to non-controlling interests during the year	19	127	47	64
Dividend paid to non-controlling interests during the year	3	160	26	112

13.4 Summarised financial information that based on amounts before inter-company elimination about subsidiaries that have material non-controlling interests

(Unit: Million Baht)

	Britania Public Company Limited and its subsidiaries		Primo Service Solutions Public Company Limited and its subsidiaries	
	2025	2024	2025	2024
Summarised information about financial position				
Current assets	13,903	13,698	1,701	1,599
Non-current assets	4,604	4,915	513	470
Current liabilities	8,042	8,405	496	403
Non-current liabilities	3,616	4,965	77	113

(Unit: Million Baht)

	For the year ended 31 December			
	Britania Public Company Limited and its subsidiaries		Primo Service Solutions Public Company Limited and its subsidiaries	
	2025	2024	2025	2024
Summarised information about comprehensive income				
Revenue	2,455	3,860	1,852	1,637
Profit	126	427	191	262
Other comprehensive income	-	8	-	(4)
Total comprehensive income	126	435	191	258
Summarised information about cash flow				
Cash flow from (used in) operating activities	742	1,096	(218)	294
Cash flow from (used in) investing activities	(164)	(2,826)	25	242
Cash flow from (used in) financing activities	(641)	1,557	(134)	(471)
Net increase (decrease) in cash and cash equivalents	**(63)**	**(173)**	**(327)**	**65**

13.5 The change of investment in subsidiary

Britania Public Company Limited

The subsidiary has allocated newly issued ordinary shares to existing shareholders under the rights offering which the Company additionally invested in 600 million newly issued ordinary shares of the subsidiary with a par value of Baht 0.50 each, at a price of Baht 2.50 per share, for a total of Baht 1,500 million. As a result, the Company's percentage of shareholding increased from 70% to 83%. The Company presents the effect of the change in its ownership interest in the subsidiary, amounting to Baht 367 million, as surplus from the change in the ownership interest in subsidiaries in the consolidated statement of financial position.

In addition, the Company received, at no cost, 150 million warrants from the additional investment with the exercise ratio of 1 warrant to 1 ordinary share at an exercise price of Baht 3 per share. The warrants have a term of 3 years from the date of issuance of the warrants and can be exercised every quarter, beginning on 30 September 2025 and with the final exercise date on 15 June 2028. The Company has assessed the cost of the warrants received from the additional investment in ordinary shares and found that the cost is not significant.

Park Luxury Company Limited

The subsidiary has allocated newly issued ordinary 30 million shares as working capital for the company, with a par value of Baht 100 per share, totaling Baht 3,000 million. The Company additionally invested in all of the newly issued ordinary shares, resulting in the Company maintaining its 100% shareholding proportion as before.

13.6 Impairment loss on investments in subsidiaries

During the years 2025 and 2024, the Company recognised impairment loss on investments in subsidiaries from the following subsidiaries.

(Unit: Thousand Baht)

Subsidiaries	Separate financial statements	
	2025	2024
Origin Grand Company Limited	37,200	37,200
Origin Ramkhamhaeng Company Limited	8,000	8,000
Origin Knightsbridge Thepharak Company Limited	6,000	6,000
Origin Music Company Limited	1,000	-
Origin Reit Management Company Limited	2,925	-
Origin BE8 Company Limited	875	-
Total	**56,000**	**51,200**

14. Investments in joint ventures

14.1 Details of investments in joint ventures

Investments in joint ventures represent investments in entities which are jointly controlled by the Group and other companies. Details of these investments are as follows:

(Unit: Thousand Baht)

Joint ventures	Consolidated financial statements					
	Shareholding percentage		Carrying amounts based on equity method		Cost	
	2025 (%)	2024 (%)	2025	2024	2025	2024
Property development business						
Joint ventures held by the Company						
Origin Latphrao Company Limited	51	51	160,654	234,640	162,351	235,620
Alpha Industrial Solutions Company Limited	50	50	674,919	744,877	612,900	612,900
Joint ventures held by Origin Hotel Public Company Limited						
Origin One Thonglor Company Limited	-	51	-	275,829	-	331,092
Origin One Phromphong Company Limited	51	51	223,571	210,730	219,300	219,300
Origin One Sukhumvit 24 Company Limited	51	51	295,562	301,160	326,400	326,400
One Sukhumvit 59 Company Limited	-	51	-	333,479	-	368,220
One Phayathai Company Limited	51	51	89,386	106,503	173,400	173,400

(Unit: Thousand Baht)

Joint ventures	Consolidated financial statements					
	Shareholding percentage		Carrying amounts based on equity method		Cost	
	2025 (%)	2024 (%)	2025	2024	2025	2024
One Origin Bunpha Bangna Company Limited	-	50	-	63,232	-	69,000
One Sanampao Company Limited	51	51	209,640	220,857	289,170	289,170
One Asset Bloom Company Limited	50	50	3,512	3,506	5,000	5,000
One Origin Hospitality Company Limited	51	51	225,262	231,003	143,310	143,310
One Origin Rungsina Company Limited	51	51	12,502	12,815	44,668	44,668
One Origin SPV 1 Company Limited	51	51	26,626	26,975	45,031	45,031
One Origin EnCo Company Limited	50	50	94,648	106,738	123,000	123,000
One Asian Sriracha Company Limited	60	60	1,575	2,017	54,570	54,570
One Origin Sukhumvit 68 Company Limited	51	51	-	-	25,500	25,500
One Origin Khao Yai Thanarat Company Limited	60	60	14,698	16,254	70,350	70,350
One Origin SPV 3 Company Limited	-	51	-	-	-	510
Origin Hotel Pruksa Sukhumvit Company Limited	50	50	8,783	13,877	21,988	21,988
One Origin Onnut Company Limited	51	51	-	-	63,402	63,402
One Origin SPV 4 Company Limited	50	50	44,253	33,338	66,570	52,600
One Origin Chiang Mai Nimman Company Limited	50	50	47,817	-	63,086	500
Joint ventures held by Origin Vertical Corporation Company Limited						
Origin Sukhumvit Sailuat Company Limited	51	51	146,994	173,482	128,350	159,961
Origin Ramintra Company Limited	-	51	-	335,324	-	331,500
Origin Ramkhamhaeng Interchange Company Limited	51	51	44,240	110,030	40,419	104,109
Origin Bunpha Bangna Company Limited	50	50	277,397	141,866	234,000	198,975
Origin Plug & Play Samutprakan Company Limited	51	51	176,984	118,021	186,150	186,150
So Origin Phahol 69 Station Company Limited	51	51	224,932	195,888	198,900	198,900
Origin Play Sri Udom Station Company Limited	51	51	344,286	303,577	372,300	372,300
Origin Plug & Play Charan Ratchawithi Company Limited	51	51	352,346	174,900	397,800	397,800
Origin Play Bangkhunnon Company Limited	51	51	192,428	103,019	229,500	212,326
Origin Plug & Play Phetkasem Company Limited	51	51	95,293	75,374	188,981	169,141
Origin Phahol 57 Company Limited	51	51	104,122	49,954	173,400	173,400
Origin Condominium SPV 2 Company Limited	51	51	67,320	68,965	109,574	109,574
Origin Condominium SPV 3 Company Limited	51	51	107,471	107,515	172,965	172,965
Origin Taopoon Company Limited	51	51	62,377	67,344	244,698	244,698
Origin EEC SPV 5 Company Limited	51	51	32,503	32,549	58,997	58,997
Origin Bang Wa Company Limited	51	51	156,968	166,895	277,999	277,999
Origin Condominium SPV 1 Company Limited	51	51	57,718	-	166,515	104,429
Origin Chaengwattana Company Limited	60	-	148,849	-	300,000	-
Joint ventures held by Britania Public Company Limited						
Britania Bangna KM.17 Company Limited	51	51	137,131	135,269	127,500	127,500

(Unit: Thousand Baht)

Joint ventures	Consolidated financial statements					
	Shareholding percentage		Carrying amounts based on equity method		Cost	
	2025 (%)	2024 (%)	2025	2024	2025	2024
Stable Town Company Limited	51	51	116,559	115,274	112,200	112,200
Grand Britania Khukhot Station Company Limited	51	51	171,987	166,535	216,750	216,750
Britania Amata Phanthong Company Limited	51	51	237,691	227,461	295,800	295,800
Britania Bangna KM.35 Company Limited	51	51	191,198	191,433	280,500	280,500
Britania Bangna KM.39 Company Limited	-	51	-	73,471	-	183,600
Britania Sukhumvit 76 Company Limited	51	51	-	3,797	72,930	72,930
Britania Rayong Company Limited	51	51	43,854	45,185	58,650	58,650
Britania SPV 2 Company Limited	51	51	44,989	48,696	82,487	82,487
Britania SPV 3 Company Limited	51	51	1,917	-	20,400	510
Britania SPV 4 Company Limited	51	51	-	-	510	510
Britania SPV 5 Company Limited	51	51	7,720	7,658	58,650	58,650
Britania Rungsina Company Limited	51	51	66,842	66,379	102,938	101,123
Britania C.S.I.Asset Company limited	51	51	67,877	54,861	80,515	68,177
Britania SPV 1 Company Limited	51	51	-	-	510	510
Britania Asian Khaoyai Company Limited	60	60	40,161	40,322	52,920	52,920
Britania SPV 10 Company Limited	51	51	-	-	510	510
Britania SPV 11 Company Limited	51	51	-	-	510	510
Britania SPV 12 Company Limited	51	51	-	-	510	510
Brighton Amata Phanthong Company Limited	51	51	46,152	47,711	70,081	70,081
Britania SPV 14 Company Limited	51	51	42,393	42,037	67,162	67,162
Britania SPV 15 Company Limited	51	51	56,104	61,543	110,429	110,429
Britania SPV 9 Company Limited	51	51	-	55	48,643	48,643
Britania SPV 18 Company Limited	-	51	-	-	-	510
Britania SPV 19 Company Limited	51	51	21,990	27,132	143,576	143,576
Britania SPV 20 Company Limited	51	51	143,087	143,715	189,377	189,377
Britania SPV 21 Company Limited	-	50	-	-	-	5,000
Britania SPV 22 Company Limited	51	51	109,519	109,623	168,837	168,837
Britania SPV 24 Company Limited	-	50	-	-	-	17,390
Britania SPV 23 Company Limited	51	51	103,634	100,218	137,865	134,406
Grand Britania Tawi Watthana Company Limited	50	50	178,272	154,133	224,262	199,936
Britania SPV 16 Company Limited	50	50	58,545	44,623	100,390	84,937
Britania SPV 25 Company Limited	51	51	-	433	26,020	26,020
Britania SPV 26 Company Limited	51	51	-	-	69,232	69,232
Britania Chaiyapruek - Chaengwattana Company Limited	51	51	43,682	45,182	189,428	189,428
Britania SPV 27 Company Limited	51	51	18,287	-	104,040	51,861
Belgravia Ratchaphruek Nakhon In Company Limited	51	51	139,464	60,643	216,240	131,968

(Unit: Thousand Baht)

Joint ventures	Consolidated financial statements					
	Shareholding percentage		Carrying amounts based on equity method		Cost	
	2025 (%)	2024 (%)	2025	2024	2025	2024
Joint ventures held by Park Luxury Company Limited						
Origin Park T1 Company Limited	51	51	1,319,339	1,502,044	1,174,530	1,174,530
Park Origin Ratchathewi Company Limited	51	51	237,766	264,752	229,068	246,840
Park Origin Praram 4 Company Limited	51	51	221,476	277,296	206,515	262,488
Park Pillar R4 Company Limited	51	51	274,625	224,729	230,775	230,775
Park Ratchada Company Limited	51	51	112,182	151,984	108,055	144,279
Knightsbridge Kaset Interchange Company Limited	51	51	124,734	242,250	115,857	188,700
So Origin Siriraj Company Limited	51	51	106,917	93,656	198,900	184,021
Park Luxury SPV 1 Company Limited	50	50	-	-	30,000	30,000
Origin Nationwide Asian Company Limited	60	60	108,527	116,734	212,706	212,706
Joint ventures held by Origin Nationwide Company Limited						
Origin Sriracha Company Limited	-	51	-	162,742	-	153,438
Origin Phuket Villa Company Limited	50	50	80,552	79,857	138,125	127,063
Origin EEC SPV 1 Company Limited	51	51	49,313	49,494	81,320	81,320
Origin EEC SPV 3 Company Limited	51	51	-	-	510	510
Origin EEC SPV 4 Company Limited	51	51	38,049	38,450	60,264	60,264
Origin Play Bangsaen Company Limited	51	51	153,075	45,183	173,400	130,177
Origin Place Bangsaen Company Limited	51	51	64,169	64,728	121,457	121,457
Origin Pattaya Sukhumvit 1 Company Limited	51	51	-	-	52,450	52,450
Origin Pattaya Sukhumvit 2 Company Limited	50	50	-	-	150,200	150,200
Origin Condo Centre Phuket 2 Company Limited	50	50	-	-	100,000	100,000
Other business						
Kin Origin Healthcare Company Limited	50	50	31,747	35,664	44,195	42,694
Origin Gunkul Energy Company Limited	50	50	9,119	9,047	7,100	7,100
Total investments in joint ventures			**9,746,281**	**10,534,532**	**12,856,343**	**13,872,907**

(Unit: Thousand Baht)

Joint ventures	Separate financial statements			
	Shareholding Percentage		Carrying amounts based on cost method	
	2025 (%)	2024 (%)	2025	2024
Property development business				
Origin Latphrao Company Limited	51	51	162,351	235,620
Alpha Industrial Solutions Company Limited	50	50	612,900	612,900
Total investments in joint ventures			**775,251**	**848,520**

14.2 Movements in investments in joint ventures

Movements in investments in joint ventures under the equity method in the consolidated financial statements are as follows:

(Unit: Thousand Baht)

	Consolidated financial statements	
	2025	2024
Net book value at beginning of year	10,299,817	8,124,835
Share of profit from investments in joint ventures	616,731	186,644
Share of other comprehensive income from investments in joint ventures	-	148
Dividend income	(541,536)	(936,108)
Reclassify investments in subsidiaries to joint ventures	(85,574)	(703,410)
Reclassify investments in joint ventures to subsidiaries	(874,044)	22,101
Additional investments	800,234	4,097,739
Deduction in share capital	(351,383)	(314,905)
Advance received from share capital reduction	-	(175,017)
Advance paid for additional investments	4,006	-
Disposal of investments in joint ventures	(332,207)	(2,210)
Net book value at end of year	**9,536,044**	**10,299,817**

The items in the consolidated statement of financial position are presented as follows:

(Unit: Thousand Baht)

	Consolidated financial statements	
	2025	2024
Investments in joint ventures	9,746,281	10,534,532
Excess difference under equity method in investments in joint ventures	(210,237)	(234,715)
Net book value	**9,536,044**	**10,299,817**

The Group presented the negative investment value based on equity method as “Excess difference under equity method of investments in joint ventures” in the consolidated statement of financial position. The negative investment value was resulted the recognition of share of loss from investments in joint ventures, which exceed the cost and deferred income.

Movements in investments in joint ventures under the cost method in the separate financial statements are as follows:

(Unit: Thousand Baht)

	Separate financial statements	
	2025	2024
Net book value at beginning of year	848,520	550,995
Additional investments	-	297,525
Deduction in share capital	(73,268)	-
Net book value at end of year	**775,252**	**848,520**

14.3 The significant changes of investments in joint ventures

The change of investment in subsidiary to joint venture

During the current year, the Group disposed part of the investment in ordinary shares of a subsidiary to third party and classified the remaining investment in the company to investment in joint venture. The Group used the fair value of investment on the date that the Group lost control in the company as initial cost amounting to Baht 0.6 million.

The change of investments in joint ventures to subsidiaries

During the current year, the Group purchased the ordinary shares of 8 joint ventures from joint venturers. Thus, the shareholding percentage in those companies changed from 50 - 51% to 100%. The Group then classified the investments in those companies as investments in subsidiaries. Details are as follows:

Subsidiaries	Percentage of shareholding		Description	Cost (Thousand Baht)	Carrying amounts based on equity method (Thousand Baht)
	Old (%)	New (%)			
Property development business					
One Origin SPV 3 Company Limited	51	100	The Group purchased 0.05 million ordinary shares at Baht 10 each and reclassified the initial investment in 0.05 million ordinary shares of Baht 10 each to investment in a subsidiary	510	(2,280)
Origin Ramintra Company Limited	51	100	The Group purchased 31.85 million ordinary shares at Baht 10.44 each and reclassified the initial investment in 33.15 million ordinary shares of Baht 10 each to investment in a subsidiary	331,500	334,136
Britania Bangna KM.39 Company Limited	51	100	The Group purchased 17.64 million ordinary shares at Baht 10 each and reclassified the initial investment in 18.36 million ordinary shares of Baht 10 each to investment in a subsidiary	183,600	72,606
Britania SPV 18 Company Limited	51	100	The Group purchased 0.05 million ordinary shares at Baht 10 each and reclassified the initial investment in 0.05 million ordinary shares of Baht 10 each to investment in a subsidiary	510	(16)
Britania SPV 21 Company Limited	50	100	The Group received 0.50 million ordinary shares from a joint ventures at no cost and reclassified the initial investment in 0.50 million ordinary shares of Baht 10 each net of the full allowance for impairment of investment to investment in a subsidiary	-	1,704
Britania SPV 24 Company Limited	50	100	The Group purchased 1.74 million ordinary shares at Baht 6.04 each and reclassified the initial investment in 1.74 million ordinary shares of Baht 10 each to investment in a subsidiary	17,390	11,490
Origin Sriracha Company Limited	51	100	The Group purchased 15.68 million ordinary shares at Baht 10 each and reclassified the initial investment in 16.32 million ordinary shares of Baht 10 each to investment in a subsidiary	163,200	163,620
Origin One Thonglor Company Limited	51	100	The Group purchased 36.75 million ordinary shares at Baht 12.59 each and reclassified the initial investment in 27.54 million ordinary shares of Baht 10 each and 10.71 million ordinary shares of Baht 5.20 each to investment in a subsidiary	331,092	292,784
			Total	**1,027,802**	**874,044**

Additional investments in joint ventures

During the current year, the Group made additional investments in 20 joint ventures totaling Baht 804 million. Details of significant additional investments are as follows:

Joint ventures	Percentage of shareholding (%)	Description	Amount (Thousand Baht)
Property development business			
One Origin Chiang Mai Nimman Company Limited	50	Additionally invested in 6.95 million ordinary shares of Baht 10 each in joint venture (called up of Baht 9)	62,586
Origin Bunpha Bangna Company Limited	50	Additionally called up capital of Baht 1.5 per share for 23.35 million ordinary shares	35,025
Origin Play Bangkhunnon Company Limited	51	Additionally called up capital of Baht 0.75 per share for 22.9 million ordinary shares	17,174
Origin Plug & Play Phetkasem Company Limited	51	Additionally called up capital of Baht 1 per share for 19.84 million ordinary shares	19,839
Origin Condominium SPV 1 Company Limited	51	Additionally called up capital of Baht 3.74 per share for 16.60 million ordinary shares	62,086
Origin Chaengwattana Company Limited	60	Additionally invested in 29.94 million ordinary shares of Baht 10 each in joint venture	299,400
Britania SPV 3 Company Limited	51	Additionally invested in 1.99 million ordinary shares of Baht 10 each in joint venture	19,890
Grand Britania Tawi Watthana Company Limited	50	Additionally called up capital of Baht 1.06 per share for 22.95 million ordinary shares	24,327
Britania SPV 27 Company Limited	51	Additionally called up capital of Baht 5.04 per share for 10.35 million ordinary shares	52,179
Belgravia Ratchaphruek Nakhon In Company Limited	51	Additionally called up capital of Baht 5.10 per share for 16.52 million ordinary shares	84,272
Origin Play Bangsaen Company Limited	51	Additionally called up capital of Baht 2.50 per share for 17.29 million ordinary shares	43,223

Deduction in share capital of joint ventures

During the current year, the 7 joint ventures decreased in share capital totaling Baht 351 million. Details of the significant deduction in share capital are as follows:

Joint ventures	Percentage of shareholding (%)	Description	Amount (Thousand Baht)
Property development business			
Origin Latphrao Company Limited	51	The joint venture registered a decrease share capital from Baht 462 million (46.20 million ordinary shares with a par value of Baht 10 each) to Baht 318.34 million (31.84 million ordinary shares with par value at Baht 10 each) by returning the capital for each share at par value totaling Baht 143.66 million to the shareholders. The Group received Baht 73.26 million for the decrease in share capital.	73,268
Origin Ramkhamhaeng Interchange Company Limited	51	The joint venture registered a decrease share capital from Baht 204.14 million (20.41 million ordinary shares with a par value of Baht 10 each) to Baht 79.25 million (7.92 million ordinary shares with par value at Baht 10 each) by returning the capital for each share at par value totaling Baht 124.89 million to the shareholders. The Group received Baht 63.69 million for the decrease in share capital.	63,690
Park Origin Praram 4 Company Limited	51	The joint venture registered a decrease share capital from Baht 514.68 million (51.47 million ordinary shares with a par value of Baht 10 each) to Baht 404.67 million (40.46 million ordinary shares with par value at Baht 10 each) by returning the capital for each share at par value totaling Baht 110 million to the shareholders. The Group received Baht 55.97 million for the decrease in share capital.	55,973
Park Ratchada Company Limited	51	The joint venture registered a decrease share capital from Baht 282.90 million (28.29 million ordinary shares with a par value of Baht 10 each) to Baht 211.87 million (21.18 million ordinary shares with par value at Baht 10 each) by returning the capital for each share at par value totaling Baht 71.03 million to the shareholders. The Group received Baht 36.22 million for the decrease in share capital.	36,224

Joint ventures	Percentage of shareholding (%)	Description	Amount (Thousand Baht)
Park Ratchada Company Limited	51	The joint venture registered a decrease share capital from Baht 370 million (37 million ordinary shares with a par value of Baht 10 each) to Baht 227.17 million (22.17 million ordinary shares with par value at Baht 10 each) by returning the capital for each share at par value totaling Baht 142.83 million to the shareholders. The Group received Baht 72.84 million for the decrease in share capital.	72,843

Disposals of investments in joint ventures

Joint ventures held by Origin Hotel Public Company Limited (a subsidiary)

During the year, the subsidiary disposed of 2 investments in joint ventures. The Group recognised gain on disposal of investments in joint ventures amounting to Baht 300 million in the consolidated statement of comprehensive income. And during the year, the Group had net cash receipt from disposal of investments in joint ventures in amount of Baht 595 million and recognised receivable from disposal of investments in the consolidated statement of financial position amounting to Baht 37 million. Details are as follows:

One Sukhumvit 59 Company Limited

On 6 August 2025, the Board of Directors Meeting of the subsidiary passed a resolution to approve the disposal of investment in One Sukhumvit 59 Company Limited, which is a joint venture of the subsidiary, of 36.82 million ordinary shares with a par value of Baht 10 per share, representing 51% of the total ordinary shares, to an unrelated company. The subsidiary entered into a share purchase agreement and transferred all shares of the joint venture to an unrelated company on 15 August 2025.

In addition, the share purchase agreement also includes a condition requiring One Sukhumvit 59 Company Limited to repay a loan amounting to Baht 177 million, along with interest, to the subsidiary in full amount by August 2026.

One Origin Bunpha Bangna Company Limited

On 25 August 2025, the Board of Directors Meeting of the subsidiary passed a resolution to approve the disposal of investment in One Origin Bunpha Bangna Company Limited, which is a joint venture of the subsidiary, of 20.10 million ordinary shares with a par value of Baht 10 per share, representing 50% of the total ordinary shares, to an unrelated company. The subsidiary entered into a share purchase agreement and transferred all shares of the joint venture to the unrelated company on 27 August 2025.

14.4 Dividend income from joint ventures

During the years 2025 and 2024, the Group recognised dividend income from the following joint ventures.

(Unit: Thousand Baht)

Joint ventures	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Origin Latphrao Company Limited	19,905	56,465	19,905	56,465
Alpha Industrial Solutions Company Limited	107,870	-	107,870	-
Origin Sukhumvit Sailuat Company Limited	-	80,692	-	-
Origin Ramkhamhaeng Interchange Company Limited	17,995	61,388	-	-
Origin Play Sri Udom Station Company Limited	8,191	-	-	-
Origin Plug & Play Charan Ratchawithi Company Limited	79,162	-	-	-
Origin Park T1 Company Limited	202,020	312,425	-	-
Park Origin Ratchathewi Company Limited	8,639	14,025	-	-
Park Origin Praram 4 Company Limited	8,137	271,246	-	-
Park Ratchada Company Limited	6,060	68,651	-	-
Origin Sriracha Company Limited	-	71,216	-	-

Joint ventures	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Knightsbridge Kaset Interchange Company Limited	83,557	-	-	-
Total	**541,536**	**936,108**	**127,775**	**56,465**

14.5 Revenues from project management with joint ventures

The joint venture agreements stipulate terms for the Group to enter into the project management and administrative service agreements which the Group is to act as the service provider for the joint venture companies. These responsibilities include conducting project feasibility studies, plan for loan applications from financial institutions and sales planning, construction development control, project management, marketing, and other project-related operations throughout the project period. The service fees and payments are divided into two portions, namely, service fees for the completed work to be proposed to the venturers before signing the joint venture agreements, which are due on the contract date or according to master business plan under the joint venture agreements, and service fees for the work completed after the joint venture agreement signing date, which will be charged monthly. During the year, the Group recognised revenues from these service fees of Baht 525 million (2024: Baht 1,654 million), which are presented as revenues from project management in the statement of comprehensive income.

14.6 Maintaining the secured covenants of the loan agreements of joint ventures

The loan agreements contain secured covenants which, among other things, require joint ventures to maintain the shareholding structure, no declaration and payment of dividend, interest-bearing debt to equity ratio and debt service coverage ratio at the rate prescribed in the agreements.

Upon reviewing the financial statements of the joint venture companies as at 31 December 2025, it was noted that three joint ventures were unable to comply with certain conditions stipulated in their loan agreements with financial institutions, such as the requirement to increase capital within the timeframe specified in the loan agreements. Loans for such joint ventures became payable on demand. Management has already engaged with the financial institutions to request extensions of the loan agreements or waivers of the respective covenants, and the financial institutions are currently in the process of considering the waiver requests. Based on past experience, the management believes that the Group are able to receive waiver as requested.

However, the joint ventures have continued to make principal and interest payments in accordance with the repayment terms under the loan agreements up to the present without default.

14.7 Summarised financial information about material joint ventures

Summarised information about financial position as at 31 December 2025 and 2024

(Unit: Million Baht)

	Origin Park T1 Company Limited		Origin Bunpha Bangna Company Limited		Origin Plug & Play Charan Ratchawithi Company Limited		Origin Play Bangkhunnon Company Limited	
	2025	2024	2025	2024	2025	2024	2025	2024
Cash and cash equivalents	81	134	18	61	216	15	82	57
Project development costs for sale	2,469	2,798	915	722	777	1,795	769	567
Other current assets	147	217	43	98	67	124	69	92
Property, plant and equipment	5	6	-	3	-	1	-	-
Other non-current assets	-	-	1	17	-	33	-	19
Total assets	**2,702**	**3,155**	**977**	**901**	**1,060**	**1,968**	**920**	**735**
Current portion of long-term loans	-	-	(16)	(318)	-	(878)	(172)	-
Other current liabilities	(177)	(277)	(371)	(254)	(251)	(444)	(270)	(128)
Long-term loans - net of current portion	-	-	-	-	-	-	-	(265)

	Origin Park T1 Company Limited		Origin Bunpha Bangna Company Limited		Origin Plug & Play Charan Ratchawithi Company Limited		Origin Play Bangkhunnon Company Limited	
	2025	2024	2025	2024	2025	2024	2025	2024
Other non-current liabilities	(17)	(19)	-	-	(1)	-	-	-
Total liabilities	(194)	(296)	(387)	(572)	(252)	(1,322)	(442)	(393)
Net assets (100%)	**2,508**	**2,859**	**590**	**329**	**808**	**646**	**478**	**342**
Shareholding percentage	51%	51%	50%	50%	51%	51%	51%	51%
Share of net assets	**1,279**	**1,458**	**295**	**165**	**412**	**329**	**244**	**174**
Elimination entries and others	(4)	(6)	(18)	(23)	(60)	(154)	(52)	(71)
Project development costs for sale from business combination	44	50	-	-	-	-	-	-
Carrying amounts of joint ventures based on equity method	**1,319**	**1,502**	**277**	**142**	**352**	**175**	**192**	**103**

Summarised information about financial position as at 31 December 2025 and 2024 (continued)

(Unit: Million Baht)

	Origin One Phromphong Company Limited		Origin One Sukhumvit 24 Company Limited		Britania Amata Phanthong Company Limited		Alpha Industrial Solutions Company Limited	
	2025	2024	2025	2024	2025	2024	2025	2024
Cash and cash equivalents	35	12	61	73	2	10	31	46
Short-term loans to related parties	-	-	-	-	-	-	363	381
Project development costs for sale	-	-	-	-	695	771	-	-
Other current assets	142	165	367	360	7	(20)	213	213
Property, plant and equipment	733	982	848	891	-	-	1	1
Other non-current assets	456	265	314	324	3	3	892	1,623
Total assets	**1,366**	**1,424**	**1,590**	**1,648**	**707**	**764**	**1,500**	**2,264**
Bank overdrafts and short-term loans from financial institutions	-	-	-	-	(10)	(10)	-	-
Short-term loans from related parties and related persons	-	-	-	-	-	(40)	-	(87)
Current portion of long-term loans	(77)	(73)	(45)	(40)	-	-	-	(40)
Other current liabilities	(206)	(215)	(161)	(165)	(69)	(96)	(84)	(99)
Long-term loans - net of current portion	(484)	(562)	(484)	(529)	-	-	-	(266)
Other non-current liabilities	(161)	(161)	(320)	(323)	(1)	(1)	(67)	(149)
Total liabilities	(928)	(1,011)	(1,010)	(1,057)	(80)	(147)	(151)	(641)
Net assets (100%)	**438**	**413**	**580**	**591**	**627**	**617**	**1,349**	**1,623**
Shareholding percentage	51%	51%	51%	51%	51%	51%	50%	50%
Share of net assets	**224**	**211**	**296**	**301**	**320**	**315**	**675**	**812**
Elimination entries and others	-	-	-	-	(82)	(88)	-	(67)
Carrying amounts of joint ventures based on equity method	**224**	**211**	**296**	**301**	**238**	**227**	**675**	**745**

Summarised information about comprehensive income for the years ended 31 December 2025 and 2024

(Unit: Million Baht)

	Origin Park T1 Company Limited		Origin Bunpha Bangna Company Limited		Origin Plug & Play Charan Ratchawithi Company Limited		Origin Play Bangkhunnon Company Limited	
	2025	2024	2025	2024	2025	2024	2025	2024
Revenue	577	916	851	2	1,858	7	520	2
Income tax income (expense)	(14)	(38)	(48)	2	(79)	2	(26)	2
Profit (loss)*	55	153	191	(8)	317	(7)	103	(8)
Share of profit (loss)	19	68	101	(11)	257	(9)	72	(1)

(Unit: Million Baht)

	Origin One Phromphong Company Limited		Origin One Sukhumvit 24 Company Limited		Britania Amata Phanthong Company Limited		Alpha Industrial Solutions Company Limited	
	2025	2024	2025	2024	2025	2024	2025	2024
Revenue	274	231	248	210	81	126	220	222
Income tax income (expense)	(10)	(12)	(2)	(1)	(3)	(3)	(20)	(17)
Profit (loss)*	25	2	(11)	(7)	10	12	74	66
Share of profit (loss)	13	4	(6)	(3)	10	12	38	25

*No other comprehensive income

15. Investment properties

The net book values of investment properties as at 31 December 2025 and 2024 are presented below.

(Unit: Thousand Baht)

	Consolidated financial statements				Separate financial statements
	Land and building for rent	Condominium units for rent	Assets under construction	Total	Condominium units for rent
As at 31 December 2025:					
Cost	72,229	58,718	236,499	367,446	40,299
Less: Accumulated depreciation	(12,494)	(19,659)	-	(32,153)	(13,469)
Net book value	59,735	39,059	236,499	335,293	26,830
As at 31 December 2024:					
Cost	72,229	58,718	82,921	213,868	40,299
Less: Accumulated depreciation	(11,079)	(16,734)	-	(27,813)	(11,457)
Net book value	61,150	41,984	82,921	186,055	28,842

A reconciliation of the net book values of investment properties for the years 2025 and 2024 is presented below.

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Net book value at beginning of year	186,055	328,376	28,842	31,401
Acquisition during the year - at cost	2,598	46,914	-	-
Capitalised interest	5,624	16,585	-	-
Reclassifications - net	3,118	(57,731)	-	-
Transfer from (to) assets held for sale	142,411	(142,411)	-	-
Write-off - net	(133)	-	-	-
Disposals - net	-	(1,226)	-	(526)
Depreciation charged for the year	(4,380)	(4,452)	(2,012)	(2,033)
Net book value at end of year	335,293	186,055	26,830	28,842

As at 31 December 2025, the Group has mortgaged land and construction with a net book value of Baht 62.12 million (2024: Nil) (the Company only: Baht 0.58 million, 2024: Nil) as collateral for the debentures.

The fair values of the investment properties as at 31 December 2025 and 2024 are presented below.

(Unit: Million Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Land and buildings for rent	77	75	-	-
Condominium units for rent	100	96	59	58
Assets under installation	236	83	-	-

The fair values of the condominium units for rent have been determined based on valuation performed by an accredited independent valuer based on market prices.

The fair value of the buildings for rent have been determined based on valuation performed by an accredited independent valuer base on the income approach. Key assumptions used in the valuation include yield rate, inflation rate and long-term growth in real rental rates.

16. Property, plant and equipment

Movement of the property, plant and equipment account for the years ended 31 December 2025 and 2024 are as follows:

(Unit: Thousand Baht)

	Consolidated financial statements					
	Land	Hotel building and building improvements	Buildings and building improvements	Furniture, fixture, office equipment and others	Assets under construction and installation	Total
As at 1 January 2024:						
Cost	2,093,635	1,210,255	690,512	569,183	446,719	5,010,304
Less: Accumulated depreciation	-	(59,286)	(263,414)	(267,848)	-	(590,548)
Less: Allowance for impairment loss	(2,151)	-	-	(129)	-	(2,280)
Net book value	2,091,484	1,150,969	427,098	301,206	446,719	4,417,476

	Consolidated financial statements					
	Land	Hotel building and building improvements	Buildings and building improvements	Furniture, fixture, office equipment and others	Assets under construction and installation	Total
For the year ended 31 December 2024:						
Net book value at beginning of year	2,091,484	1,150,969	427,098	301,206	446,719	4,417,476
Additions	-	409	983	46,259	145,443	193,094
Addition from acquisition of subsidiary - net	-	-	15,242	824	-	16,066
Capitalised interest	-	-	-	-	79,675	79,675
Reverse accrued construction cost	-	-	(11,660)	-	-	(11,660)
Disposals - net	-	-	(62,201)	(53)	-	(62,254)
Write-off - net	-	-	(15,415)	(2,292)	(19,299)	(37,006)
Transfer	-	1,201	108,110	1,168	(110,479)	-
Reclassifications - net	(355,469)	-	9,419	4,328	(2,428)	(344,150)
Decrease from disposals of subsidiaries - net	(144,574)	(49,404)	(20,751)	(3,466)	(15,785)	(233,980)
Depreciation for the year	-	(25,659)	(141,783)	(66,456)	-	(233,898)
Loss on impairment	-	-	-	-	(34,666)	(34,666)
Net book value at end of year	1,591,441	1,077,516	309,042	281,518	489,180	3,748,697
As at 31 December 2024:						
Cost	1,593,592	1,160,415	595,546	608,991	523,847	4,482,391
Less: Accumulated depreciation	-	(82,899)	(286,504)	(327,344)	-	(696,747)
Less: Allowance for impairment loss	(2,151)	-	-	(129)	(34,667)	(36,947)
Net book value	1,591,441	1,077,516	309,042	281,518	489,180	3,748,697
For the year ended 31 December 2025:						
Net book value at beginning of year	1,591,441	1,077,516	309,042	281,518	489,180	3,748,697
Additions	125,626	4,646	14,957	8,924	100,211	254,364
Addition from acquisition of subsidiary - net	-	829,739	7,358	93,579	-	930,676
Capitalised interest	-	-	-	-	45,407	45,407
Disposals - net	-	-	-	(3,439)	-	(3,439)
Write-off - net	-	-	(24,919)	(1,259)	(9,390)	(35,568)
Reclassifications - net	(158,657)	-	(1,722)	625	(31,713)	(191,467)
Decrease from disposals of subsidiaries - net	-	(829,739)	(12,451)	(93,790)	-	(935,980)
Depreciation for the year	-	(25,010)	(128,552)	(64,980)	-	(218,542)
Loss on impairment	-	-	(3,144)	-	(1,490)	(4,634)
Net book value at end of year	1,558,410	1,057,152	160,569	221,178	592,205	3,589,514
As at 31 December 2025:						
Cost	1,560,561	1,156,256	516,786	611,897	593,695	4,439,195
Less: Accumulated depreciation	-	(99,104)	(353,073)	(390,590)	-	(842,767)
Less: Allowance for impairment loss	(2,151)	-	(3,144)	(129)	(1,490)	(6,914)
Net book value	1,558,410	1,057,152	160,569	221,178	592,205	3,589,514

(Unit: Thousand Baht)

	Consolidated financial statements					
	Land	Hotel building and building improvements	Buildings and building improvements	Furniture, fixture, office equipment and others	Assets under construction and installation	Total
Depreciation for the year						
2024 (Baht 33 million included in cost of hotel operations and rental, and the balance in cost of services, selling and administrative expenses)						233,898
2025 (Baht 37 million included in cost of hotel operations and rental, and the balance in cost of services, selling and administrative expenses)						218,542

(Unit: Thousand Baht)

	Separate financial statements			
	Land	Buildings and building improvements	Furniture, fixture and office equipment and others	Total
As at 1 January 2024:				
Cost	15,321	76,969	117,044	209,334
Less: Accumulated depreciation	-	(64,051)	(103,925)	(167,976)
Less: Allowance for impairment loss	(15,321)	-	-	(15,321)
Net book value	-	12,918	13,119	26,037
For the year ended 31 December 2024:				
Net book value at beginning of year	-	12,918	13,119	26,037
Additions	-	326	299	625
Write-off - net	-	-	(291)	(291)
Depreciation for the year	-	(3,534)	(3,798)	(7,332)
Net book value at end of year	-	9,710	9,329	19,039
As at 31 December 2024:				
Cost	15,321	77,295	117,052	209,668
Less: Accumulated depreciation	-	(67,585)	(107,723)	(175,308)
Less: Allowance for impairment loss	(15,321)	-	-	(15,321)
Net book value	-	9,710	9,329	19,039
For the year ended 31 December 2025:				
Net book value at beginning of year	-	9,710	9,329	19,039
Additions	-	-	49	49
Write-off - net	-	-	(15)	(15)
Depreciation for the year	-	(3,533)	(3,152)	(6,685)
Net book value at end of year	-	6,177	6,211	12,388
As at 31 December 2025:				
Cost	15,321	49,482	117,068	181,871
Less: Accumulated depreciation	-	(43,305)	(110,857)	(154,162)
Less: Allowance for impairment loss	(15,321)	-	-	(15,321)
Net book value	-	6,177	6,211	12,388

(Unit: Thousand Baht)

	Separate financial statements			
	Land	Buildings and building improvements	Furniture, fixture and office equipment and others	Total
Depreciation for the year				
2024 (included in selling and administrative expenses)				7,332
2025 (included in selling and administrative expenses)				6,685

16.1 As at 31 December 2025, the Group has mortgaged land and construction thereon which net book value of Baht 2,917 million (2024: Baht 2,486 million), with a financial institutions as collateral for credit facilities and debentures (the Company only: 2025 and 2024: Nil).

16.2 As at 31 December 2025, certain items of plant and equipment of the Group were fully depreciated but are still in use. The gross carrying amount before deducting accumulated depreciation of those assets amounted to approximately Baht 230 million (2024: Baht 246 million) (the Company only: Baht 119 million, 2024: Baht 149 million).

16.3 As at 31 December 2025, the Group has land under servitude total 9.04 rai (2024: 7.50 rai) (the Company only: 2025 and 2024: 0.43 rai) with net book values amounting to Baht 30.13 million (2024: Baht 26.47 million) (the Company only: 2025 and 2024: Nil).

17. Goodwill and intangible assets with indefinite useful lives

Goodwill and intangible assets with indefinite useful lives for the years ended 31 December 2025 and 2024 are as follows:

(Unit: Thousand Baht)

	Consolidated financial statements		
	Goodwill	Intangible assets with indefinite useful lives	Total
Park Luxury Company Limited	190,416	-	190,416
ProjectsAsia Limited	195,073	26,374	221,447
Total	**385,489**	**26,374**	**411,863**

The Group has determined the recoverable amounts of its cash-generating units based on value in use using cash flow projections from financial estimation approved by management covering a 5-year period for all cash-generating units.

Key assumptions used in the value-in-use calculations are as follows:

(Unit: Percent per annum)

Growth rate	0.00 - 1.00
Discount rate	7.00, 9.65 and 15.00

The Management has considered growth rate from historical operation results and expected market growth and discount rate as a pre-tax rate to reflect the risks specific to each cash-generating unit.

From the cash flow projection, the management has considered that goodwill and intangible assets with indefinite useful lives are not impaired.

18. Bank overdrafts and short-term loans from financial institutions

(Unit: Million Baht)

	Interest rate (% per annum)		Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024	2025	2024
Bank overdrafts	MOR	MOR	64,702	55,686	-	-
Short-term loans	MLR - 4.50 ถึง MLR + 2.50	MLR - 1.95 ถึง MLR + 2.50	1,223,089	1,864,959	330,000	806,420
Less: Prepaid interest			(1,823)	-	-	-
Total bank overdrafts and short-term loans from financial institutions			1,285,968	1,920,645	330,000	806,420

Bank overdrafts and short-term loans from financial institutions, in form of the loan agreements and the promissory notes that the Group issued to financial institutions, are secured by the mortgage of the Group's land and construction thereon (the Company only: 2024: the subsidiaries' land and construction thereon (2025: Nil)). The loan agreements contain secured covenants which, among other things, require the Group to maintain the shareholding structure and interest-bearing debt to equity ratio at the rate prescribed in the agreements.

19. Bills of exchange

(Unit: Million Baht)

	Interest rate (% per annum)		Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024	2025	2024
Face value	3.60	3.60 - 4.05	200,000	370,000	260,000	370,000
Less: Prepaid interest			(2,248)	(3,433)	(2,907)	(3,433)
Bills of exchange - net			197,752	366,567	257,093	366,567

The bills of exchange were issued to institutional investors and private placements, without collateral.

20. Trade and other current payables

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Trade payables and accrued construction costs				
Related parties				
Trade payables	2,509	5,139	220	238
Total	2,509	5,139	220	238
Unrelated parties			-	-
Trade payables	830,987	650,482	136	3,643
Accrued construction costs	591,521	432,448	-	1,989
Total	1,422,508	1,082,930	136	5,632
Total trade payables and accrued construction costs	1,425,017	1,088,069	356	5,870
Other current payables				
Related parties				
Other current payables	196,735	178,604	392,369	79,409
Accrued expenses	70,317	68,700	6,285	3,021
Total	267,052	247,304	398,654	82,430

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Unrelated parties				
Other current payables	490,172	398,378	4,244	10,668
Accrued expenses	528,760	449,580	92,808	108,482
Retentions	321,951	258,865	-	4,865
Others	44,288	49,023	892	1,347
Total	1,385,171	1,155,846	97,944	125,362
Total other current payables	1,652,223	1,403,150	496,598	207,792
Total trade and other current payables	**3,077,240**	**2,491,219**	**496,954**	**213,662**

21. Long-term loans

(Unit: Thousand Baht)

Long-term loans obtained by	Interest rate per agreement (% per annum)		Repayment schedule		Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024	2025	2024	2025	2024
The Company	MLR - 4.50 to MLR + 1.00	MLR - 4.50 to MLR - 1.375	Within September 2030	Within May 2027	3,249,508	1,342,844	3,249,508	1,342,844
Subsidiaries	SPRL - 3.80 to MLR + 3.00	MLR - 2.75 to MLR + 3.00	Within October 2036	Within December 2033	10,902,671	11,916,236	-	-
Total					14,152,179	13,259,080	3,249,508	1,342,844
Less: Deferred financial fees					(22,403)	(12,042)	(19,284)	(7,325)
Net long-term loans					14,129,776	13,247,038	3,230,224	1,335,519
Less: Current portion					(6,142,479)	(4,000,681)	(1,799,808)	(645,018)
Long-term loans - net of current portion					7,987,297	9,246,357	1,430,416	690,501

Movements of the long-term loans account for the years ended 31 December 2025 and 2024 are as follows:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Beginning balance	13,259,080	12,803,920	1,342,844	902,942
Add: Drawdown	8,148,641	5,880,296	5,269,689	1,902,317
Add: Addition from acquisition of subsidiary	410,563	168,000	-	-
Less: Repayment	(7,351,745)	(4,587,763)	(3,363,025)	(1,462,415)
Less: Decrease from disposals of subsidiaries	(314,360)	(1,005,373)	-	-
Ending balance	**14,152,179**	**13,259,080**	**3,249,508**	**1,342,844**

Long-term loans of the Group have principal repayment conditions as stipulated in the loan agreements when the collaterals mortgaged with the financial institutions are redeemed or repayment are made monthly and quarterly. The interests are repayable monthly.

As at 31 December 2025 and 2024, the loans are secured by the mortgage of the Group's land and construction thereon.

The loan agreements contain secured covenants which, among other things, require the Group to maintain the shareholding structure, interest-bearing debt to equity ratio and debt service coverage ratio at the rate prescribed in the agreements, not repaying loans from the parent company prior to the full settlement of the loans under the agreements, refraining from incurring additional indebtedness or obligations, refraining from providing guarantees to any individual or legal entity, refraining from disposing of or pledging assets, and withholding dividend payments.

As at 31 December 2025, the Group did not contain secured covenants under certain loan agreements, covering 6 agreements with an aggregate outstanding balance of Baht 1,204 million. However, the Group has continued to make principal and interest payments in accordance with the repayment terms under the loan agreements up to the present without default. In addition, the Group obtained a waiver for non-compliance with the financial ratio from the financial institution on 18 February 2026 for one agreement. For the remaining agreements, management has already coordinated with the financial institutions, and negotiations are currently in progress. The financial institutions are in the process of reviewing the matter for consideration of extending the loan agreements or granting a waiver of certain financial covenants. Based on past experience, the management believes that the Group are able to receive waiver as requested. For financial reporting purposes, the Group classified such borrowings as current liabilities, presented under "Current portion of long-term loans", in the consolidated statement of financial position, in accordance with the applicable financial reporting standards.

The assessment of compliance with the covenants specified in the loan agreements is required to be performed annually on 31 December. During the 12-month period after the reporting date, it was identified that certain conditions may not be fulfilled within the contractual timeline. These conditions, stipulated in the loan agreements, include requirements such as commencing construction within the prescribed period and maintaining the financial covenants stated in the agreements. These matters relate to 9 loan agreements totaling Baht 988 million. Management has already engaged with the financial institutions to request extensions of the loan agreements or waivers of the respective covenants, and the financial institutions are currently in the process of considering the waiver requests. Based on past experience, the management believes that the Group are able to receive waiver. However, the loans are classified as non-current liabilities as at 31 December 2025 because the Group has a right to defer settlement of the loans for at least twelve months after the reporting period.

As at 31 December 2025, the Group have the long-term credit facilities which have not yet been drawn down amounting to Baht 6,665 million (2024: Baht 14,546 million) (the Company only: 2024: Baht 910 million (2025: Nil)).

22. Debentures

As at 31 December 2025 and 2024, details of debentures are as follows.

Series	Maturity date for entire redemption	Terms	No. of units (Thousand units)	Par value (Baht)	Interest rate (% p.a.)	Term of interest pay-ment	Consolidated financial statements Carrying amount		Separate financial statements Carrying amount	
							2025	2024	2025	2024
Unsecured debentures										
1	27 April 2025	3 years	2,965	1,000	3.90	Quarterly	-	2,965,000	-	2,965,000
2	1 September 2025	3 years	982	1,000	3.95	Quarterly	-	982,200	-	982,200
3	1 September 2026	4 years	715	1,000	4.25	Quarterly	714,700	714,700	714,700	714,700
4	22 November 2025	3 years	995	1,000	4.70	Quarterly	-	994,900	-	-
5	22 March 2026	3 years	1,200	1,000	4.15	Quarterly	1,200,000	1,200,000	1,200,000	1,200,000
6	22 March 2027	4 years	700	1,000	4.45	Quarterly	700,000	700,000	700,000	700,000
7	23 May 2025	2 years	380	1,000	4.00	Quarterly	-	379,700	-	-
8	23 May 2026	3 years	1,084	1,000	4.70	Quarterly	1,083,800	1,083,800	-	-
9	11 July 2026	3 years	2,068	1,000	4.40	Quarterly	2,067,900	2,067,900	2,067,900	2,067,900

Series	Maturity date for entire redemption	Terms	No. of units (Thousand units)	Par value (Baht)	Interest rate (% p.a.)	Term of interest payment	Consolidated financial statements Carrying amount		Separate financial statements Carrying amount	
							2025	2024	2025	2024
10	11 July 2027	4 years	956	1,000	4.60	Quarterly	955,600	955,600	955,600	955,600
11	1 September 2025	1 year 8 months	1,000	1,000	4.25	Quarterly	-	1,000,000	-	1,000,000
12	16 January 2027	3 years	781	1,000	4.85	Quarterly	780,500	780,500	780,500	780,500
13	22 March 2026	1 year 10 months	935	1,000	4.25	Quarterly	935,000	935,000	935,000	935,000
14	14 May 2027	3 years	942	1,000	4.85	Quarterly	941,700	941,700	941,700	941,700
15	14 November 2027	3 years 6 months	623	1,000	5.00	Quarterly	623,300	623,300	623,300	623,300
16	12 July 2026	2 years	568	1,000	5.00	Quarterly	567,600	567,600	-	-
17	12 July 2027	3 years	732	1,000	5.25	Quarterly	731,600	731,600	-	-
18	9 August 2027	3 years	317	1,000	4.85	Quarterly	317,400	317,400	317,400	317,400
19	9 February 2028	3 years 6 months	430	1,000	5.00	Quarterly	430,300	430,300	430,300	430,300
20	9 August 2028	4 years	455	1,000	5.15	Quarterly	454,900	454,900	454,900	454,900
21	22 March 2027	2 years 1 month	454	1,000	4.50	Quarterly	454,400	-	454,400	-
22	14 February 2028	3 years	374	1,000	4.85	Quarterly	373,700	-	373,700	-
23	14 February 2029	4 years	672	1,000	5.15	Quarterly	671,900	-	671,900	-
24	11 April 2028	3 years	223	1,000	5.20	Quarterly	192,700	-	222,700	-
25	11 April 2029	4 years	259	1,000	5.50	Quarterly	259,300	-	259,300	-
26	28 July 2028	2 years 11 months	800	1,000	5.50	Quarterly	800,000	-	800,000	-
27	14 May 2027	1 year 6 months	350	1,000	5.80	Quarterly	292,200	-	-	-
28	14 May 2028	2 years 6 months	226	1,000	5.95	Quarterly	187,600	-	-	-
Secured debentures										
1	14 May 2028	2 years 6 months	275	1,000	5.75	Quarterly	274,500	-	-	-
2	25 May 2027	1 year 5 months	424	1,000	6.40	Quarterly	424,100	-	-	-
3	25 April 2028	2 years 4 months	241	1,000	6.80	Quarterly	240,900	-	-	-
Total							16,675,600	18,826,100	12,903,300	15,068,500
Less: Deferred debenture issuing costs							(55,794)	(52,198)	(34,073)	(35,989)
Net debentures							16,619,806	18,773,902	12,869,227	15,032,511
Less: Current portion							(6,564,598)	(6,309,809)	(4,915,499)	(4,939,223)
Debentures - net of current portion							10,055,208	12,464,093	7,953,728	10,093,288

The Group had registered, unsecured, unsubordinated long-term debentures in Baht currency with fixed interest rates, amounting to Baht 15,736 million. (2024: Baht 18,826 million) (the Company only: Baht 12,903 million (2024: Baht 15,069 million)).

And the Group had registered, secured, unsubordinated long-term debentures in Baht currency with fixed interest rates, amounting to Baht 940 million (2024: Nil) (the Company only: 2025 and 2024: Nil). These debentures were issued by two subsidiaries, Britania Public Company Limited and Origin Hotel Public Company Limited. The Group has pledged project development costs for sale, land and buildings, and investment properties with holder's representative, to secure long-term debentures.

All debentures contain conditions regarding the responsibilities of the issuer of the debenture, which include restrictions on the transfer of assets, the announcement or payment of dividends in the event that the issuer failed to make principal and/ or interest payments or default on any liabilities and conditions regarding the maintenance of a debt to equity ratio or interest-bearing debt to equity ratio.

23. Leases

23.1 The Group as a lessee

The Group has lease contracts for assets use in its operations. Leases generally have lease terms 1 to 23 years (2024: 1 to 23 years).

a) Right-of-use assets

Movements of the right-of-use assets for the years ended 31 December 2025 and 2024 are summarised as follows:

(Unit: Thousand Baht)

	Consolidated financial statements					Separate financial statements
	Land	Buildings	Condominium units and shops	Others	Total	Others
1 January 2024	**472,980**	**405,654**	**467,774**	**17,714**	**1,364,122**	**49,455**
Additions	9,845	11,049	87,439	1,674	110,007	-
Increase (decrease) from lease modification/lease termination	(192,280)	3,726	-	-	(188,554)	-
Decrease from disposals of subsidiaries	(2,137)	-	-	-	(2,137)	-
Reclassification - net	(11,441)	-	-	-	(11,441)	-
Depreciation for the year	(31,108)	(52,926)	(289,406)	(5,135)	(378,575)	(7,341)
Loss on impairment	-	-	(39,503)	-	(39,503)	-
31 December 2024	**245,859**	**367,503**	**226,304**	**14,253**	**853,919**	**42,114**
Additions	-	763	30,649	1,095	32,507	-
Addition from acquisition of subsidiaries	350,895	-	-	-	350,895	-
Increase (decrease) from lease modification/lease termination	5,156	(149,095)	(18,141)	(5,592)	(167,672)	-
Decrease from disposals of subsidiaries	(350,895)	-	-	-	(350,895)	-
Reclassification - net	(5,598)	-	-	-	(5,598)	-
Depreciation for the year	(26,863)	(52,836)	(142,510)	(3,315)	(225,524)	(6,487)
31 December 2025	**218,554**	**166,335**	**96,302**	**6,441**	**487,632**	**35,627**

b) Lease liabilities

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Lease liabilities	677,033	1,225,435	44,754	51,112
Less: Deferred interest expenses	(126,654)	(199,124)	(6,221)	(7,905)
Total	550,379	1,026,311	38,533	43,207
Less: Current portion	(169,189)	(320,476)	(4,232)	(4,674)
Lease liabilities - net of current portion	**381,190**	**705,835**	**34,301**	**38,533**

Movements of the lease liability account for the years ended 31 December 2025 and 2024 are summarised below:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Balance at beginning of year	1,026,311	1,484,224	43,208	48,305
Additions from new agreements	32,513	116,152	-	-
Accretion of interest	32,581	43,472	1,684	1,885
Increase (decrease) from lease modification	(69,165)	3,660	-	-
Reclassification - net	3,899	15,101	-	-
Repayments	(366,586)	(467,942)	(6,359)	(6,982)
Decrease from lease termination	(109,174)	(165,879)	-	-
Addition from acquisition of subsidiaries	320,710	-	-	-
Decrease from disposals of subsidiaries	(320,710)	(2,477)	-	-
Balance at end of year	**550,379**	**1,026,311**	**38,533**	**43,208**

A maturity analysis of lease payments is disclosed in Note 38 under the liquidity risk.

c) Expenses relating to leases that are recognised in profit or loss

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Depreciation expense of right-of-use assets	225,524	378,575	6,487	7,341
Interest expense on lease liabilities	32,581	43,472	1,684	1,885
Expenses relating to short-term leases	14,353	28,202	1,986	1,087

d) Others

The Group had total cash outflows for leases for the year ended 31 December 2025 of Baht 381 million (2024: Baht 496 million) (the Company only: Baht 8 million, 2024: Baht 8 million), including the cash outflow related to short-term leases.

23.2 The Group as a lessor

The Group has entered into operating leases for its investment property portfolio consisting of buildings and condominium units for rent of the lease terms are between 1 and 6 years (2024: 1 and 3 years).

The Group has future minimum rentals receivable under non-cancellable operating leases as at 31 December 2025 and 2024 as follows:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Within 1 year	2,740	4,101	368	235
Over 1 and up to 5 years	2,512	4,966	-	-
Total	**5,252**	**9,067**	**368**	**235**

24. Share capital

24.1 On 28 April 2025, the Annual General Meeting of the Company passed the resolutions to increase the Company's registered capital by Baht 306.77 million, from the registered capital of Baht 1,227.06 million to Baht 1,533.83 million through the issuance of 613.53 million ordinary shares with a par value of Baht 0.50 each to reserve for the exercise of warrants to purchase ordinary shares of the Company No.2 (ORI-W2). The Company registered the increase of its share capital with the Ministry of Commerce on 29 April 2025.

24.2 Reconciliations of number of registered ordinary shares and issued and paid-up ordinary shares for the years 31 December 2025 and 2024 are as follows:

(Unit: Share)

	Registered ordinary shares	Issued and paid-up ordinary shares
Number of ordinary shares as at 31 December 2024	2,454,122,453	2,454,122,453
Increase capital for the exercise of ORI-W2 (Note 25)	613,530,613	-
Number of ordinary shares as at 31 December 2025	**3,067,653,066**	**2,454,122,453**

25. Warrants

On 19 May 2025, the Company issued up to 613.5 million units of Warrants to Purchase Ordinary Shares of the Company No. 2 (ORI-W2) which are transferable, and allocated to the shareholders of the Company proportionate to their respective shareholders at the ratio of 4 existing ordinary shares to 1 unit of the warrants. The warrants are free of charge have an exercise price of Baht 4 per share and an exercise ratio of 1 warrant to 1 ordinary share. The issuance of the warrants was made in accordance with a resolution of the Annual General Meeting of the Company's shareholders held on 28 April 2025.

The first exercise date of the warrants is on 30 June 2025, and the next exercise dates will be on the last business days of each quarter (starting from the second quarter of 2025). The expiration date is on 18 May 2028.

26. Statutory reserve

Pursuant to Section 116 of the Public Limited Companies Act B.E. 2535, the Company is required to set aside a statutory reserve at least 5% of its net profit after deducting accumulated deficit brought forward (if any), until the reserve reaches 10% of the registered capital. The statutory reserve is not available for dividend distribution. At present, the statutory reserve has fully been set aside.

27. Revenue from contracts with customers

27.1 Disaggregated revenue information

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Type of revenues				
Revenues from sales of real estate	5,340,534	6,836,103	14,703	102,790
Service income	1,697,939	1,624,841	-	-
Revenues from hotel operations and rental	487,899	528,509	-	-
Revenue from project management	525,296	1,654,599	-	27,468
Total	**8,051,668**	**10,644,052**	**14,703**	**130,258**
Timing of revenue recognition				
Revenue recognised at a point in time	5,950,664	8,019,090	14,703	102,790
Revenue recognised over time	2,101,004	2,624,962	-	27,468
Total revenue	**8,051,668**	**10,644,052**	**14,703**	**130,258**

27.2 Revenue to be recognised for the remaining performance obligations

Revenues from sales of real estate

As at 31 December 2025, the Group has property sale and purchase contracts with customers, but ownership has not been transferred* with a value of Baht 22,646 million (2024: Baht 21,730 million) (the Company only: 2025 and 2024: Baht 4 million). The Group expects to satisfy the performance obligations under the contracts within 3 years (2024: 3 years) (the Company only: 2025 and 2024: 1 year).

* Revenue to be recognised for the remaining performance obligations is subject to several internal and external factors including an ability to make installment payments by customers and an approval for credit facilities granted by financial institutions, the progression of projects construction of the Company and its subsidiaries as well as economic and political conditions.

Revenues from project management

As at 31 December 2025, the Group has project management services agreements with joint ventures but services are unsatisfied (or partially unsatisfied) with a value of Baht 4,185 million (2024: Baht 4,964 million) (The Company only: 2025 and 2024: Nil). The Group expects to satisfy the performance obligations under the agreements within 12 years (2024: 8 years).

Service income

As at 31 December 2025, the Group expected revenue to be recognised in the future in respect of performance obligations under contracts with customers that are unsatisfied (or partially unsatisfied) with a value of Baht 714 million (2024: Baht 1,271 million). The Group expects to satisfy these performance obligations within 3 years (2024: 3 years).

28. Finance cost

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Interest expense on borrowings and debentures	785,738	633,766	995,950	926,769
Interest expense on lease liabilities	32,581	43,472	1,684	1,885
Total finance cost	**818,319**	**677,238**	**997,634**	**928,654**

29. Expenses by nature

Significant expenses classified by nature are as follows:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Land development cost and construction cost during the year	5,646,950	4,337,079	4,396	2,700
Change in project development costs for sale	(1,387,736)	518,486	22,304	79,987
Salaries and other employee benefits	708,226	799,332	91,989	89,255
Depreciation and amortisation	468,264	658,505	18,858	21,123
Advertising and promotion expenses	387,313	403,829	4,262	6,609
Transfer and specific business tax charges	214,737	281,822	980	4,680
Consulting fees and professional fees	183,509	173,318	28,035	34,390
Expected credit losses	118,915	626,469	34,290	12,962

30. Income tax

Income tax expenses for the years ended 31 December 2025 and 2024 are made up as follows:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Current income tax:				
Current income tax charge	296,103	837,224	18,162	34,833
Deferred tax:				
Deferred tax from origination and reversal of temporary differences	(130,440)	(495,847)	(4,652)	(7,260)
Income tax expenses reported in profit or loss	**165,663**	**341,377**	**13,510**	**27,573**

The amount of income tax relating to actuarial gains and losses in other comprehensive income for the years ended 31 December 2024 amounting to Baht 4.6 million (2025: Nil).

The reconciliation between accounting profit and income tax expenses is shown below:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Accounting profit before tax	950,105	1,584,506	554,088	1,654,333
Applicable tax rate	20%	20%	20%	20%
Accounting profit before tax multiplied by income tax rate	190,021	316,901	110,818	330,867
Write-off previous deferred tax assets	22,604	3,117	2,000	-
Previously deductible temporary differences and unrecognised tax losses that issued to reduce current tax expense	(32,493)	-	-	-
Devaluation on deferred tax assets	(5,477)	-	-	-
Share of profit from investments in joint ventures and associates	(121,147)	(36,206)	-	-
Effects of eliminated transactions	20,638	18,543	-	-
Adjustment in respect of income tax of previous year	(3,373)	-	-	-
Difference in tax rate in the Group	-	(91)	-	-

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Effects about temporary differences and tax losses	75,944	5,927	-	-
Effects of:				
Taxable revenues	1,945	-	751	-
Exempt revenues	-	(366)	(102,955)	(304,323)
Non-deductible expenses	20,998	37,819	3,110	1,063
Additional expense deductions allowed	(3,997)	(4,267)	(214)	(34)
Total	18,946	33,186	(99,308)	(303,294)
Income tax expenses reported in profit or loss	**165,663**	**341,377**	**13,510**	**27,573**

The components of deferred tax assets and deferred tax liabilities are as follows:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Deferred tax assets				
Allowance for expected credit losses	102,241	123,180	3,820	2,012
Project development costs for sale	143,150	78,220	814	-
Financial assets	8,491	6,593	-	-
Investment in subsidiaries and joint ventures	352,160	379,365	11,200	10,240
Property, plant and equipment	32,070	38,845	2,643	2,788
Right-of-use assets	54,686	105,152	363	263
Deposits and advances received from customers	126,842	6,995	-	-
Provision for employee benefits	15,880	13,111	1,506	1,336
Other provision	8,813	2,018	1,213	-
Unused tax loss	409,078	387,777	-	-
Others	19,964	-	-	-
Total	1,273,375	1,141,256	21,559	16,901
Deferred tax liabilities				
Project development costs for sale	(353,908)	(366,949)	-	-
Cost to obtain contracts	(39,116)	(36,408)	-	-
Investment properties	(190)	(158)	-	-
Intangible assets	(23,163)	(24,745)	-	-
Gain on disposal of investments to related parties	(21,336)	(21,336)	-	-
Deferred revenue	(12,972)	-	-	-
Others	-	(9)	(15)	(9)
Total	(450,685)	(449,605)	(15)	(9)
Net deferred tax assets (liabilities)	**822,690**	**691,651**	**21,544**	**16,892**

As at 31 December 2025, the Group has unused tax losses totaling Baht 496 million (2024: Baht 184 million), on which deferred tax assets have not been recognised as the Group believes future taxable profits may not be sufficient to allow utilisation of unused tax losses.

The unused tax losses amounting to Baht 2,541 million (2024: Baht 2,123 million) (the Company only: 2025 and 2024: Nil) will expire by 2030 (2024: by 2029).

31. Earnings per share

Basic earnings per share is calculated by dividing profit for the period attributable to equity holders of the Company (excluding other comprehensive income) by the weighted average number of ordinary shares in issue during the period.

Diluted earnings per share is calculated by dividing profit for the period attributable to equity holders of the Company (excluding other comprehensive income) by the weighted average number of ordinary shares in issue during the period plus the weighted average number of ordinary shares which would need to be issued to convert all dilutive potential ordinary shares into ordinary shares. The calculation assumes that the conversion took place either at the beginning of the period or on the date the potential ordinary shares were issued.

The following tables set forth the computation of basic and diluted earnings per share:

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Basic earnings per share and diluted earnings per share				
Equity holders of the Company (Thousand Baht)	719,936	1,051,790	540,578	1,626,759
Weighted average number of ordinary shares (Thousand shares)	2,454,122	2,454,122	2,454,122	2,454,122
Basic earnings per share and diluted earnings per share (Baht)	0.2933	0.4286	0.2203	0.6629

The Company presented diluted earnings per share equal to basic earnings per share in the statement of comprehensive income for the year ended 31 December 2025 since the exercise price of the warrant ORI-W2 exceeds the average market price of the Company's ordinary shares.

32. Loss of control in the subsidiaries

During the current year, the Group had lost control of the subsidiaries. The values of assets and liabilities on the date that the Group lost the control are as follows:

	(Unit: Thousand Baht)
Origin Chaengwattana Company Limited	
Cash and cash equivalents	9,638
Other current receivables	121
Project development costs for sale	492,913
Other current assets	4,745
Plant and equipment	12,961
Deferred tax assets	8,155
Other non-current assets	180
Trade and other current payables	(118,564)
Short-term loan from related party	(408,286)
Deposits and advances received from customers	(32,861)
Other current liabilities	(621)

	(Unit: Thousand Baht)
Net liabilities before elimination entries and others	(31,619)
Elimination entries and others	(111,004)
Net liabilities (100%)	(142,623)
Shareholding percentage disposed (%)	40
Proportion of net liabilities disposed	(57,049)
Amount received from disposal of investment in subsidiary	400
Gain on disposal of investment in subsidiary - net of gain on land transfer right	57,449
Origin One Thonglor Company Limited	
Net assets (100%) (Note 33)	755,598
Shareholding percentage disposed (%)	100
Proportion of net assets disposed	755,598
Amount received from disposal of investment in subsidiary	943,509
Gain on disposal of investment in subsidiary	187,911

During the year, the Group had net cash receipt from disposal of investment in subsidiaries amounting to Baht 943.9 million.

33. The change of investments in joint ventures to subsidiaries

During the current year, the Group had additionally invested in ordinary shares of 8 subsidiaries as mentioned in Note 14.3 to the financial statements. The fair values of assets and liabilities on the date that the Group gained control are as follows:

(Unit: Thousand Baht)

	One Origin SPV 3 Company Limited	Origin Ramintra Company Limited	Britania Bangna KM.39 Company Limited	Britania SPV 18 Company Limited	Britania SPV 21 Company Limited	Britania SPV 24 Company Limited	Origin Sriracha Company Limited	Origin One Thonglor Company Limited	Total
Cash and cash equivalents	11	18,916	127	805	3,038	11,149	95,539	85,361	214,946
Other current receivables	-	2,120	-	-	-	10,500	5,724	37,148	55,492
Project development costs for sale	-	867,857	431,055	-	-	349	244,492	-	1,543,753
Advance payment for construction	-	19,800	-	-	-	-	311	-	20,111
Other current assets	359	38,695	2,448	14	7	7	10,892	11,370	63,792
Plant and equipment	-	-	282	-	-	-	7,374	923,020	930,676
Right-of-use assets	-	-	-	-	-	-	-	350,895	350,895
Deferred tax assets	-	-	5,798	129	1,644	2,950	2,857	10,356	23,734
Other non-current assets	-	12,743	919	-	-	-	-	9,237	22,901
Trade and other current payables	(4,882)	(52,171)	(60,658)	(475)	(1,228)	(1,664)	(44,568)	(21,915)	(187,561)
Short-term loan from related party	-	(203,327)	-	-	-	-	-	-	(203,327)
Deposits and advances received from customers	-	(28,085)	-	-	-	-	(1,150)	-	(29,235)
Unearned income	-	-	-	-	-	-	-	(11,235)	(11,235)
Corporate income tax payable	-	(1,037)	-	-	-	-	(5,256)	-	(6,293)
Other current liabilities	-	(4,285)	(20)	-	(53)	(309)	(119)	(1,535)	(6,321)
Long-term loans	-	-	(96,203)	-	-	-	-	(314,360)	(410,563)
Lease liabilities	-	-	-	-	-	-	-	(320,710)	(320,710)

	One Origin SPV 3 Company Limited	Origin Ramintra Company Limited	Britania Bangna KM.39 Company Limited	Britania SPV 18 Company Limited	Britania SPV 21 Company Limited	Britania SPV 24 Company Limited	Origin Sriracha Company Limited	Origin One Thonglor Company Limited	Total
Deferred tax liabilities	-	(4,576)	-	-	-	-	-	-	(4,576)
Other non-current liabilities	-	-	-	-	-	-	-	(2,034)	(2,034)
Fair value of net assets (liabilities) of subsidiaries	(4,512)	666,650	283,748	473	3,408	22,982	316,096	755,598	2,044,443
Additional shareholding percentage (%)	49	49	49	49	50	50	49	49	
Cost of acquiring investments in subsidiaries	490	332,514	211,145	490	-	10,500	152,478	462,814	1,170,431
Less: Cash and cash equivalents of subsidiaries	(11)	(18,916)	(127)	(805)	(3,038)	(11,149)	(95,539)	(85,361)	(214,946)
Net cash paid for (receipt from) acquisition of investments in subsidiaries	479	313,598	211,018	(315)	(3,038)	(649)	56,939	377,453	955,485

34. Segment information

Operating segment information is reported in a manner consistent with the internal reports that are regularly reviewed by the chief operating decision maker in order to make decisions about the allocation of resources to the segment and assess its performance.

For management purposes, the Group is organised into business units based on its products and services and have four reportable segments as follows:

- Property development business segment - Condominium projects
- Property development business segment - Housing estate projects
- Property development business segment - Hotels and buildings for rent
- Other business segment which is services relating to real estate business

No operating segments have been aggregated to form the above reportable operating segments.

The chief operating decision maker monitors the operating results of the business units separately for the purpose of making decisions about resource allocation and assessing performance. Segment performance is measured based on operating profit or loss and on a basis consistent with that used to measure operating profit or loss in the financial statements.

The basis of accounting for any transactions between reportable segments is consistent with that for third party transactions.

The following tables present revenue and profit information regarding the Group's operating segments for the years ended 31 December 2025 and 2024.

(Unit: Million Baht)

For the year ended 31 December 2025	Property development business			Other business	Total reportable segments	Adjustments and eliminations	Consolidated financial statements
	Condominium projects	Housing estate projects	Hotels and buildings for rent				
Revenue from external customers	4,033	2,017	651	1,739	8,440	-	8,440
Inter-segment revenue	32	(1)	157	873	1,061	(1,061)	-
Total revenues	**4,065**	**2,016**	**808**	**2,612**	**9,501**	**(1,061)**	**8,440**
Dividend income	87	-	-	-	87	(87)	-
Gain on disposals of investments in subsidiaries	57	-	188	-	245	-	245
Gain on disposals of investments in joint ventures	-	-	300	-	300	-	300
Interest income							238
Total expenses							**(8,061)**

For the year ended 31 December 2025	Property development business			Other business	Total reportable segments	Adjustments and eliminations	Consolidated financial statements
	Condominium projects	Housing estate projects	Hotels and buildings for rent				
Operating profit							**1,162**
Share of profit (loss) from investments in joint ventures and associate	747	(23)	(118)	-	606	-	606
Finance cost							(818)
Income tax expenses							(166)
Profit for the year							**784**

(Unit: Million Baht)

For the year ended 31 December 2024	Property development business			Other business	Total reportable segments	Adjustments and eliminations	Consolidated financial statements
	Condominium projects	Housing estate projects	Hotels and buildings for rent				
Revenue from external customers	4,401	4,075	787	1,659	10,922	-	10,922
Inter-segment revenue	(85)	-	163	928	1,006	(1,006)	-
Total revenues	**4,316**	**4,075**	**950**	**2,587**	**11,928**	**(1,006)**	**10,922**
Dividend income	723	-	-	-	723	(723)	-
Gain on disposals of investments in subsidiaries	788	43	47	-	878	-	879
Interest income							184
Total expenses							**(9,905)**
Operating profit							**2,080**
Share of profit (loss) from investments in joint ventures and associates	324	(67)	(92)	16	181	-	181
Finance cost							(677)
Income tax expenses							(341)
Profit for the year							**1,243**

Geographic information

The Group operates in Thailand only. As a result, all the revenues and assets as reflected in these financial statements pertain exclusively to this geographical reportable segment.

Major customers

For the years 2025 and 2024, the Group has no major customer with revenue of 10 percent or more of an entity's revenues.

35. Dividends

Dividends	Approved by	Total dividends (Million Baht)	Dividend per share (Baht)
Final dividends for 2023	Annual General Meeting of the Company's Shareholders on 25 April 2024	736	0.30
Interim dividends for 2024	Board of Directors' Meeting on 14 November 2024	52	0.02
Total dividends for 2024		**788**	**0.32**
Interim dividends for 2025	Board of Directors' Meeting on 14 November 2025	52	0.02
Total dividends for 2025		**52**	**0.02**

36. Commitments and contingent liabilities

36.1 Capital commitments

As at 31 December 2025 and 2024, the Group has outstanding construction and capital commitments as follows:

(Unit: Million Baht)

	Consolidated financial statements	
	2025	2024
Project construction agreements	12,971	11,531
Hotel and other property construction agreements	1,220	767
Sale and purchase of land agreements	1,053	2,021

As at 31 December 2025 and 2024, joint ventures have outstanding construction and capital commitments as follows:

(Unit: Million)

	Currency	2025	2024
Project construction agreements	Baht	2,408	4,161
Hotel and other property construction agreements	Baht	400	729
	US Dollar	1	1
Sale and purchase of land agreements	Baht	3,454	4,680

36.2 Uncalled portion of investments

As at 31 December 2025 and 2024, the Group has commitments in respect of the uncalled portion of investments as below:

(Unit: Thousand Baht)

Investment in	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Subsidiaries	-	-	305,658	305,658
Joint ventures	1,547,498	2,119,770	-	-
Total	1,547,498	2,119,770	305,658	305,658

36.3 Long-term lease commitments that have not yet commenced

As of 31 December 2025, the Group has 1 lease agreement (2024: one lease agreement) that has yet to be effective with respect to land that will be used for business operation. The lease agreement stipulates that the Group shall complete the project's construction and development within the time period stated in the agreement after registering the leasehold right. The lease term is 30 years from the expiration of the project development period.

As of 31 December 2025, joint ventures have 2 lease agreements (2024: two lease agreements) that have yet to be effective with respect to land that will be used for property development. The lease agreement stipulates the land delivery date, and that joint ventures shall complete the project's construction and development within the time period stated in the agreements after registering the leasehold right. The lease term is 30 years from the expiration of the project development period.

36.4 Long-term service commitments

The subsidiaries and joint ventures entered into management agreement and hotel franchise agreements with unrelated companies, whereby the latter will provide the hotel management services. The terms of the management agreements are 16 - 20 years, starting from the date of the hotel opening or the date agreement. Under the terms of the agreements, the subsidiaries and joint ventures agree to pay administrative, advertising and promotional fees at various rates based on the revenues from the hotel operations, and agree to comply with the terms and conditions set out in the agreements.

36.5 Guarantees

1) The Group has guaranteed bank credit facilities of its subsidiaries and joint ventures as at 31 December 2025 and 2024 the followings:

(Unit: Million Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Subsidiaries	-	-	1,568	1,589
Joint ventures	6,968	6,166	3,410	3,227

The Group has provided a guarantee for a joint venture, which has drawn down a loan amounting to Baht 66 million, and is in the process of obtaining a waiver for certain covenants under the loan agreement, as disclosed in Note 14.6 to the financial statements.

2) As at 31 December 2025 and 2024, there were outstanding bank guarantees issued by financial institutions on behalf of the Group to guarantee the followings:

(Unit: Million Baht)

	Consolidated financial statements	
	2025	2024
Utility use	1,737	1,813
Payments due to creditors	3	3
Payments due to insurance broker guarantee	1	1
Total	**1,741**	**1,817**

As at 31 December 2025 and 2024, there were outstanding bank guarantees issued by financial institution behalf of joint ventures to guarantee the followings:

(Unit: Million Baht)

	2025	2024
Utility use	853	800
Payments due to creditors	7	-
Total	**860**	**800**

36.6 Litigations and legal disputes

As at 31 December 2025, the Group had deposits for land and assets amounting to Baht 170 million under 4 agreements, the total contractual value of these agreements was Baht 1,944 million, relating to intended acquisition for the purpose of land for real estate development and investment in assets related to hotel business of the Group.

Subsequent to the execution of the agreements, counterparties encountered impediments that resulted in their inability to fully comply with the contractual terms. The Group has therefore proceeded with legal actions to protect the rights and to recover the deposit. The process is currently under legal consideration.

Based on the joint assessment of the management team and legal advisors, and considering the available evidence and facts, it is deemed that the Group has a clear and highly probable right to refund the deposit. The Group has closely monitored the process and has prudently managed the associated risks.

In addition, the Group is involved in a dispute with a contractor arising from the early termination of work before the contractual completion date, for which the contractor has filed a claim for damages against the Group. However, based on a review of the contractual terms, supporting documentation, and the opinion of legal counsel, management and the legal team consider that the

Group has strong and well-substantiated defenses and is not obligated to make the payment being claimed.

The Group will closely monitor the progress of the legal proceedings and will reassess its evaluation should there be any changes in the underlying facts or future circumstances.

37. Fair value hierarchy

As at 31 December 2025 and 2024, the Group had significant assets and liabilities that were measured at fair value or for which fair value was disclosed using different levels of inputs as follows:

(Unit: Million Baht)

	Consolidated financial statements							
	As at 31 December 2025				As at 31 December 2024			
	Level 1	Level 2	Level 3	Total	Level 1	Level 2	Level 3	Total
Assets measured at fair value								
Financial assets measured at FVTPL								
Investment in open-ended fund - debt securities	-	10	-	10	-	143	-	143
Investment in RealX investment token	-	-	299	299	-	-	319	319
Listed equity investments	5	-	-	5	8	-	-	8
Assets for which fair value are disclosed								
Investment properties	-	100	313	413	-	96	158	254
Liabilities for which fair value are disclosed								
Debentures	-	16,753	-	16,753	-	18,881	-	18,881

(Unit: Million Baht)

	Separate financial statements							
	As at 31 December 2025				As at 31 December 2024			
	Level 1	Level 2	Level 3	Total	Level 1	Level 2	Level 3	Total
Assets measured at fair value								
Financial assets measured at FVTPL					-			
Investment in open-ended fund - debt securities	-	2	-	2	-	2	-	2
Assets for which fair value are disclosed								
Investment properties	-	59	-	59	-	58	-	58
Liabilities for which fair value are disclosed								
Debentures	-	12,950	-	12,950	-	15,112	-	15,112

38. Financial instruments

38.1 Financial risk management objectives and policies

The Group's financial instruments principally comprise cash and cash equivalents, trade and other current receivables, loans, other financial assets, restricted and collateral bank deposits, long-term loans, bills of exchange, trade and other current payables, debentures and lease liabilities. The financial risks associated with these financial instruments and how they are managed is described below.

Credit risk

The Group is exposed to credit risk primarily with respect to trade and other receivables and loans. The Group manages the risk by adopting appropriate credit control policies and procedures and therefore does not expect to incur material financial losses. The maximum exposure to credit risk is limited to the carrying amounts of trade and other receivables and loans as stated in the statement of financial position.

Interest rate risk

The Group's exposure to interest rate risk relates primarily to loans, bank overdrafts and short-term loans from financial institutions, bills of exchange, lease liabilities, long-term loans and debentures. Most of the Group's financial assets and liabilities bear floating interest rates or fixed interest rates which are close to the market rate.

The Group manages its interest rate risk by having a balanced portfolio of fixed and variable rate loans and borrowings.

As at 31 December 2025 and 2024, significant financial assets and liabilities classified by type of interest rate are summarised in the table below.

(Unit: Million Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Financial assets				
Fixed interest rate	3,199	3,860	19,573	24,051
Floating interest rate	766	1,718	12	115
Non-interest bearing	3,258	3,286	322	185
Total financial assets	7,223	8,864	19,907	24,351
Financial liabilities				
Fixed interest rate	18,007	21,023	15,158	17,401
Floating interest rate	15,488	15,081	3,560	2,142
Non-interest bearing	3,077	2,491	497	214
Total financial liabilities	36,572	38,595	19,215	19,757

The following table demonstrates the sensitivity of the Group's profit before tax to a reasonably possible change in interest rates on that portion of floating rate loans from affected as at 31 December 2025 and 2024.

Currency	2025		2024	
	Increase/decrease (%)	Effect on profit before tax (Million Baht)	Increase/decrease (%)	Effect on profit before tax (Million Baht)
Baht	+1.00	(36)	+1.00	(25)
	-1.00	36	-1.00	25

Liquidity risk

The Group monitors the risk of a shortage of liquidity through the use of bank overdrafts, long-term loans, and lease contracts. The Group has assessed the concentration of risk with respect to refinancing its debt and concluded it to be low.

The table below summarises the maturity profile of the Group's non-derivative financial liabilities and derivative financial instruments as at 31 December 2025 and 2024 based on contractual undiscounted cash flows:

(Unit: Million Baht)

	Consolidated financial statements As at 31 December 2025				
	On demand	Less than 1 year	1 to 5 years	> 5 years	Total
Non-derivatives					
Bank overdraft and short-term loans from financial institutions	-	1,312	-	-	1,312
Bills of exchange	-	200	-	-	200
Trade and other current payables	-	2,884	-	-	2,884
Short-term loans from unrelated party	-	179	-	-	179
Long-term loans	-	6,718	8,168	9	14,895
Debentures	-	7,322	10,605	-	17,927
Short-term loans from related parties and related persons	602	-	-	-	602
Lease liabilities	-	190	257	230	677
Total non-derivatives	**602**	**18,805**	**19,030**	**239**	**38,676**

(Unit: Million Baht)

	Consolidated financial statements As at 31 December 2024				
	On demand	Less than 1 year	1 to 5 years	> 5 years	Total
Non-derivatives					
Bank overdraft and short-term loans from financial institutions	-	1,963	-	-	1,963
Bills of exchange	-	370	-	-	370
Trade and other current payables	-	2,284	-	-	2,284
Long-term loans	-	4,592	9,824	-	14,416
Debentures	-	7,166	13,081	-	20,247
Short-term loans from related parties and related persons	836	-	-	-	836
Lease liabilities	-	358	486	378	1,222
Total non-derivatives	**836**	**16,733**	**23,391**	**378**	**41,338**

(Unit: Million Baht)

	Separate financial statements As at 31 December 2025				
	On demand	Less than 1 year	1 to 5 years	> 5 years	Total
Non-derivatives					
Bank overdraft and short-term loans from financial institutions	-	332	-	-	332
Bills of exchange	-	260	-	-	260
Trade and other current payables	-	408	-	-	408
Long-term loans	-	1,931	1,452	-	3,383
Debentures	-	5,485	8,390	-	13,875
Short-term loans from related parties and related persons	1,995	-	-	-	1,995
Lease liabilities	-	6	31	8	45
Total non-derivatives	**1,995**	**8,422**	**9,873**	**8**	**20,298**

(Unit: Million Baht)

	Separate financial statements As at 31 December 2024				
	On demand	Less than 1 year	1 to 5 years	> 5 years	Total
Non-derivatives					
Bank overdraft and short-term loans from financial institutions	-	833	-	-	833
Bills of exchange	-	370	-	-	370
Trade and other current payables	-	109	-	-	109
Long-term loans	-	702	705	-	1,407
Debentures	-	5,599	10,605	-	16,204
Short-term loans from related parties and related persons	1,961	-	-	-	1,961
Lease liabilities	-	6	24	21	51
Total non-derivatives	**1,961**	**7,619**	**11,334**	**21**	**20,935**

38.2 Fair values of financial instruments

Since the majority of the Group's financial instruments are short-term in nature or carrying interest at rates close to the market interest rates, their fair value is not expected to be materially different from the amounts presented in the statement of financial position.

The methods and assumptions used by the Group in estimating the fair value of financial instruments are as follows:

a) For financial assets and liabilities which have short-term maturity, including cash and cash equivalents, trade and other current receivables, loans, bank overdrafts and short-term loans from financial institutions, bills of exchange, trade and other current payables, and current portion of long-term loans, their carrying amounts in the statement of financial position approximate their fair value.

b) The fair value of debt securities is generally derived from quoted market prices or future cash flow using a discounted cash flow model. The discount rate is market rate adjusted by risk premium.

c) The fair value of equity securities is generally derived from quoted market prices.

d) For long-term loans carrying interest approximate to the market rate, their carrying amounts in the statement of financial position approximate their fair value.

e) For debentures, fair value is derived from quoted market prices of the Thai Bond Market Association at the close of the business on the reporting date. The carrying amount and fair value as at 31 December 2025 and 2024 as follows:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Carrying amount	16,676	18,826	12,903	15,069
Fair value	16,753	18,881	12,950	15,112

During the current year, there were no transfers within the fair value hierarchy.

38.3 Reconciliation of recurring fair value measurements, of financial assets, categorised within Level 3 of the fair value hierarchy. A reconciliation of the fair value of RealX investment token for the year 2025 and 2024 presented in the consolidated financial statement is as follows:

(Unit: Thousand Baht)

	Consolidated financial statements	
	2025	2024
Balance as at beginning of year	**319,424**	**361,895**
Net loss recognised in administrative expenses in profit or loss	(20,890)	(42,471)
Balance as at end of year	**298,534**	**319,424**

Key assumptions used in the valuation are summarised below.

Financial instrument : RealX investment token

Valuation technique : Discounted future cash flows using discount rate

Significant unobservable input : Discount rate

Rate : 7.5% (2024: 8.5%)

Sensitivity of the input to fair value : 0.5% increase (decrease) in the discount rate would result in a decrease (increase) in fair value by Baht 4 million (2024: Baht 8 million)

39. Capital management

The primary objective of the Group's capital management is to ensure that it has appropriate capital structure in order to support its business and maximise shareholder value and it meets financial covenants attached to the loan agreements. The Group has complied with these covenants throughout the reporting periods.

In managing its capital position the Group refers to its interest bearing debt-to-equity ratio or net interest bearing debt-to-equity ratio, in order to ensure compliance with a condition of loan agreements and also debentures issuance as discussed in Note 18, 21 and 22.

For the purpose of calculating this financial ratio, equity consists of shareholders' equity and debt is defined as interest-bearing debt.

As at 31 December 2025, the Group's interest bearing debt-to-equity ratio was 1.51:1 (2024: 1.70:1) (The Company only: 1.18:1, 2024: 1.27:1) and net interest bearing debt-to-equity ratio was 1.49:1 (2024: 1.62:1) (The Company only: 1.18:1, 2024: 1.27:1).

40. Subsequent events after reporting period

On 27 February 2026, the Board of Directors' Meeting of the Company passed the resolution for the payment of cash dividend of Baht 0.049 per share to the shareholders, totaling Baht 120 million. The dividend payment was to be made within 28 May 2026.

41. Approval of financial statements

These financial statements were authorised for issue by the Company's Board of Directors on 27 February 2026.

Part 4

Certification of the Accuracy of Information

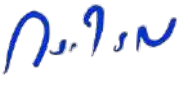
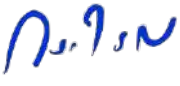
The Company carefully reviewed the information in this annual registration statement/annual report with caution. The Company hereby certifies that such information is accurate, complete and contains no false or misleading statements. There are no omissions of any materiality facts that should have been stated therein. In addition to this, the Company certifies that:

1. The financial statements and the financial information summarized in the annual registration statement/annual report are shown to be accurate and complete in regards to the financial position, operating results, and cash flow of the Company and its subsidiaries.

2. The Company organized a good disclosure system to ensure that the important information of the Company and its subsidiaries are accurately and completely disclosed. The Company also supervises the implementation of the aforementioned systems.

3. The Company organized a good internal control system and supervised the implementation of the system. The Company notified the assessment results of the internal control system on February 28, 2025 to the auditor and the Audit Committee of the Company This covers any errors and major changes of the internal control system as well as any misconducts that may affect the financial reporting of the Company and its subsidiaries.

In this regard, to evidence that all documents are the same as the certified documents, the Company assigned Ms. Kanokpailin Wilaikaew or Miss Karima Jaroonsakunwong to sign every page of these documents. If any document does not contain Ms. Kanokpailin Wilaikaew's or Miss Karima Jaroonsakunwong's signature, it will be deemed that such documents do not contain the information that the Company has certified the accuracy.

Name	Position	Signature
Mrs. Arada Jaroon-ek	Director Authorized Signatory	
Ms. Kanokpailin Wilaikaew	Director Authorized Signatory	
Attorney		
Ms. Kanokpailin Wilaikaew	Director Authorized Signatory	
Ms. Karima Jaroonsakunwong	Company Secretary	

Attachment 1
Directors and Management Team Details

Attachment 1.1

Details of Directors, Executives, Controlling Persons and Company Secretary

Mr. Chatchai Payuhanaveechai (Age: 66 years)

Appointed Date:

May 13, 2021

Current Position:

Chairman of the Board / Risk Management Committee / Corporate Governance and Sustainability Committee

Shareholding:

Director	None
Spouse / Cohabiting couple	None
Minor Children	None

Family Relationship among Directors and Executives: None

Academic Degree:

- Honorary Doctor of Business Administration, Thammasat University
- Doctor of Philosophy (Ph.D.) in Public Administration, Eastern Asia University
- Honorary Doctor of Business Administration (D.B.A), Suan Sunandha Rajabhat University
- Honorary Doctor of Philosophy Program (Ph.D.) in Liberal Arts (Finance and Banking), Sripatum University
- Honorary Doctor of Philosophy (Ph.D.) in Liberal Arts (Public Policy and Management), Kasem Bundit University
- Honorary Doctor of Philosophy (Ph.D.) in Business Administration (Management), Rajamangala University of Technology Lanna
- Master of Business Administration (MBA), Chulalongkorn University
- Bachelor of Business Administration (BBA), Thammasat University

Training Program:

- Director Certification Program (DCP), Class 116, Thai Institute of Directors Association (IOD)
- Advanced Master of Management Program (AMM, Class 2), Graduate School of Public Administration, National Institute of Development Administration (NIDA)
- The Program for Senior Executives on Justice Administration (Class 21), College of Justice, Ministry of Justice
- Top Executive Program (Class 22), Capital Market Academy
- Advanced Certificate Course in Public Administration and Law for Executives (Class 6), King Prajadhipok's Institute
- IFRS Standards, Risk Management, and Modern Business Ethics (by Mr. Chinapat Visuttipat)

Work Experience:

2025 - Present	Chairman of the Board, Corporate Governance and Sustainability Committee	Origin Property Public Company Limited
2025 - Present	Director, Chief Executive Officer	NPS Capital Enhancement Company Limited
2023 - Present	Director, Risk Management Committee	Origin Property Public Company Limited
2024 - Present	Independent Director, Audit Committee, Chairman of Nomination and Remuneration Committee	Stella X Public Company Limited
2022 - Present	Chairman of the Board	Takuni Group Public Company Limited
2021 - Present	Director	Wind Energy Holding Company Limited
1992 - Present	Director	Lakthong Company Limited
2021 - 2025	Chairman of the Executive Committee	Origin Property Public Company Limited
2023 - 2024	Independent Director,Audit Committee, Chairman of Nomination and Remuneration Committee	Nusasiri Public Company Limited
2024	Chairman of the Board	Origin Vertical Corporation Company Limited
2023 - 2024	Chairman of the Board	Origin Nationwide Company Limited
2022 - 2024	Chairman of the Board	Food Ordery Company Limited
2021 - 2024	Chairman of the Board	Park Luxury Company Limited
2021 - 2024	Chairman of the Board	Origin Condominium Company Limited
2021 - 2023	Independent Director, Nomination and Remuneration Committee	Amata VN Public Company Limited
2021 - 2022	Chairman of the Board	Well Energy Move Company Limited
2020 - 2021	Advisor	Dhipaya Insurance Public Company Limited
2019 - 2020	Director	Innospace (Thailand) Company Limited
2018 - 2020	Director	Dhipaya Life Assurance Public Company Limited
2015 - 2020	Director / President	Government Savings Bank
2015 - 2020	Director	Dhipaya Insurance Public Company Limited
2015 - 2018	Director	MFC Asset Management Public Company Limited
2012 - 2014	Deputy Managing Director	Kasikorn Bank Public Company Limited
2008 - 2014	Director	Kasikorn Leasing Company Limited

Position in other company Listed:

Listed: 2 Companies

Non-Listed: 2 Companies

Illegal record in the last 10 years: None

* Appointed in 2021 of May 13, 2021 replace Miss Kanokpailin Wilaikaew

* 1st re-appointed at the AGM 2023 of April 27, 2023

Mr. Sahas Treetipbut (Age: 78 years)

Appointed Date:

February 6, 2014

Current Position:

Chairman of the Audit Committee / Independent Director / Nomination and Remuneration Committee / Risk Management Committee

Shareholding:

Director	891,288 shares (0.036%)
Spouse / Cohabiting couple	None
Minor Children	None

Family Relationship among Directors and Executives: None

Academic Degree:

- Master in Computer and Information Sciences, Syracuse University, USA
- Bachelor of Commerce and Accountancy, Chulalongkorn University

Training Program:

- Director Accreditation Program (DAP) 28/2004 Thai Institute of Directors
- Successful Formulation & Execution of Strategy (SFE) 17/2013 Thai Institute of Directors
- How to Measure the Success of Corporate Strategy (HMS) 2/2013 Thai Institute of Directors
- EY Annual Audit Committee Seminar 2025: “In the Winds of Change: How Will You Adapt to a Shifting World?
- IFRS Standards, Risk Management, and Modern Business Ethics (by Mr. Chinapat Visuttipat)

Work Experience:

2021 - Present	Risk Management Committee	Origin Property Public Company Limited
2015 - Present	Nomination and Remuneration Committee	Origin Property Public Company Limited
2014 - Present	Chairman of the Audit Committee	Origin Property Public Company Limited
2014 - Present	Independent Director	Origin Property Public Company Limited
2025 - Present	Chairman of the Board, Chairman of the Executive Committee, Chairman of the Treasury Committee	TSR Living Solution Public Company Limited (Formerly known as Thiensurat Public Company Limited)
2008 - Present	Executive Director	Internet Thailand Public Company Limited
2006 - Present	Nomination and Remuneration Committee	Internet Thailand Public Company Limited
1999 - Present	Director	Internet Thailand Public Company Limited
2012 - 2024	Chairman of the Board	Thiensurat Public Company Limited
2018 - 2021	Chairman of Risk Management Committee	Origin Property Public Company Limited
2008 - 2020	Chairman of the Board, Independent Director, Audit Committee, Chairman of the Corporate Governance Committee	COL Public Company Limited
2013 - 2019	Director	Netbay Company Limited
2008 - 2012	Chairman of the Board	KTB General Services Company Limited
2008 - 2012	Director	Trade Siam Company Limited
2004- 2008	Managing Director	Krungthai AXA Life Insurance Public Company Limited

Position in other company Listed:

Listed: 2 Companies

Non-Listed: None

Illegal record in the last 10 years: None

* 1st re-appointed at the AGM 2016 of April 5, 2016
* 2nd re-appointed at the AGM 2019 of April 25, 2019
* 3rd re-appointed at the AGM 2022 of April 29, 2022
* 4th re-appointed at the AGM 2025 of April 28, 2025

Air Chief Marshal Bureerat Ratanavanich (Age: 77 years)

Appointed Date:

February 6, 2014

Current Position:

Audit Committee / Independent Director / Chairman of the Nomination and Remuneration Committee

Shareholding:

Director	4,857 shares (0.000%)
Spouse / Cohabiting couple	None
Minor Children	None

Family Relationship among Directors and Executives: None

Academic Degree:

- Royal Thai Army War College
- National Defense College (Class 42)
- Air War College (Class 28)

Training Program:

- Director Accreditation Program (DAP) 26/2004 Thai Institute of Directors
- Director Certification Program (DCP) 122/2009 Thai Institute of Directors
- Corporate Governance for Directors and Top Executives of State Enterprises and Public Organizations (Class 5), Public Director Institute (PDI)
- EY Annual Audit Committee Seminar 2025: "In the Winds of Change: How Will You Adapt to a Shifting World?
- IFRS Standards, Risk Management, and Modern Business Ethics (by Mr. Chinapat Visuttipat)

Work Experience:

2014 - Present	Independent Director, Audit Committee	Origin Property Public Company Limited
2015 - Present	Chairman of Nomination and Remuneration Committee	Origin Property Public Company Limited
2025 - Present	Independent Director, Audit Committee, Risk Management Committee	TSR Living Solution Public Company Limited (Formerly known as Thiensurat Public Company Limited)
2015 - Present	Chairman of the Board	Salee Industry Public Company Limited
2015 - Present	Audit Committee	Salee Industry Public Company Limited
2009 - Present	Independent Director	Salee Industry Public Company Limited
2015 - Present	Independent Director, Audit Committee	Eastern Technical Engineering Public Company Limited
2015 - Present	Chairman of Nomination and Remuneration Committee	Eastern Technical Engineering Public Company Limited
2009 - 2015	Chairman of the Audit Committee	Salee Industry Public Company Limited
2012 - 2013	Vice Chairman of the Board	Aeronautical Radio of Thailand Company Limited
2012 - 2013	Chairman of Risk Management Committee	Aeronautical Radio of Thailand Company Limited
2009	Deputy highest Military Commander	Royal Thai Armed Forces Headquarter
2009 - 2011	Audit Committee, Remuneration Committee	Airports of Thailand Public Company Limited

Position in other company Listed:

Listed: 3 Companies

Non-Listed: None

Illegal record in the last 10 years: None

* 1st re-appointed at the AGM 2016 of April 5, 2016
* 2nd re-appointed at the AGM 2019 of April 25, 2019
* 3rd re-appointed at the AGM 2022 of April 29, 2022
* 4th re-appointed at the AGM 2025 of April 28, 2025

Mr. Chinapat Visuttipat (Age: 57 years)

Appointed Date:

June 18, 2016

Current Position:

Independent Director / Audit Committee / Chairman of the Corporate Governance and Sustainability Committee

Shareholding:

Director	None
Spouse / Cohabiting couple	None
Minor Children	None

Family Relationship among Directors and Executives: None

Academic Degree:

- Master of Law, Thammasat University.
- Bachelor of Law, Thammasat University
- Graduate Diploma Program in Business Law, Thammasat University

Training Program:

- Director Diploma Program (DDP) 36/2013 Thai Institute of Directors
- Director Certification Program (DCP) 162/2012 Thai Institute of Directors
- Financial Statements for Directors (FSD) 46/2022

Work Experience:

2021 - Present	Chairman of the Corporate Governance and Sustainability Committee	Origin Property Public Company Limited
2018 - Present	Independent Director	Origin Property Public Company Limited
2018 - Present	Audit Committee	Origin Property Public Company Limited
2016 - Present	Director	Origin Property Public Company Limited
2023 - Present	Chairman of the Risk Management and Corporate Governance Committee	Namwiwat Medical Corporation Public Company Limited
2022 - Present	Chairman of the Nomination and Remuneration Committee	Namwiwat Medical Corporation Public Company Limited
2022 - Present	Director	Hydrogen REIT Management Company Limited
2021 - Present	Independent Director and Chairman of the Audit Committee	Ratchaphthana Energy Public Company Limited (Formerly known as Sahacogen (Chonburi) Public Company Limited)
2021 - Present	Independent Director and Audit Committee Member	Charoen Industries Public Company Limited
2019 - Present	Director	One Law Office Company Limited
2019 - Present	Director	One Law Club Company Limited
2018 - Present	Director	Toon Tossakan Company Limited
2018 - Present	Director	OO One Branding Company Limited
2018 - Present	Independent Director, Audit Committee	TQM Corporation Public Company Limited
2016 - Present	Independent Director,Chairman of the Audit Committee	Shera Public Company Limited (Non-Listed)
2014 - Present	Director	KHKP Company Limited

Work Experience (continue):

2016 - 2018	Independent Director,Chairman of the Audit Committee	Abatek (Asia) Public Company Limited
2018 - 2021	Director	Weil Law Company Limited
2018 - 2019	Director	159 Capitals Company Limited
2017 - 2019	Director	Zarina Group Public Company Limited
2016 - 2019	Director	Firm Company Limited

Position in other company Listed:

Listed: 5 Companies

Non-Listed: 6 Companies

Illegal record in the last 10 years: None

* 1st re-appointed at the AGM 2017 of April 4, 2017
* 2nd re-appointed at the AGM 2020 of August 27, 2020
* 3rd re-appointed at the AGM 2023 of April 27, 2023

Mr. Niwat Lamunpandh (Age: 64 years)

Appointed Date:

October 10, 2014

Current Position:

Director / Chairman of the Executive Committee

Shareholding:

Director	None
Spouse / Cohabiting couple	None
Minor Children	None

Family Relationship among Directors and Executives: None

Academic Degree:

- Master of Political Science, Suan Sunandha Rajabhat University
- Bachelor of Political Science, Ramkhamhaeng University
- National Defence College (Class 49)
- Advanced Certificate Course in Politics and Governance in Democratic Systems for Executives Class 9

Training Program:

- Director Accreditation Program (DAP) 105/2013 Thai Institute of Directors
- Director Certification Program (DCP) 269/2019 Thai Institute of Directors
- Role of the Chairman Program (RCP) 44/2019 Thai Institute of Directors
- Advanced Audit Committee Program (AACP) 36/2020 Thai Institute of Directors
- Executive Program in Management Sciences, Graduate School of Public Administration, National Institute of Development Administration.
- IFRS Standards, Risk Management, and Modern Business Ethics (by Mr. Chinapat Visuttipat)

Work Experience:

2025 - Present	Chairman of the Executive Committee	Origin Property Public Company Limited
2014 - Present	Director	Origin Property Public Company Limited
2024 - Present	Director, Chairman of Corporate Governance and Sustainable Committee	Primo Service Solutions Public Company Limited
2021 - Present	Director	Britania Public Company Limited
2018 - Present	Director	Metropolitan Electricity Authority
2015 - Present	Central Land Allocation Committee	Ministry of Interior
2021 - 2023	Director	SRT Asset Company Limited
2014 - 2022	Chairman of the Board	Primo Service Solutions Company Limited
2021 - 2021	Chairman of the Board	Britania Company Limited
2017 - 2021	Chairman of the Executive Committee	Origin Property Public Company Limited
2015 - 2017	Executive Committee	Origin Property Public Company Limited
2011 - 2015	Independent Director and Audit Committee	Wiik & Hoeglund Public Company Limited

Position in other company Listed:

Listed: 2 Companies

Non-Listed: 2 Companies

Illegal record in the last 10 years: None

* 1st re-appointed at the AGM 2017 of April 4, 2017
* 2nd re-appointed at the AGM 2020 of August 27, 2020
* 3rd re-appointed at the AGM 2023 of April 27, 2023

Mr. Peerapong Jaroon- ek (Age: 49 years)

Appointed Date:

December 16, 2009

Current Position:

Director / Executive Director / Nomination and Remuneration committee / Chief Executive Officer

Shareholding:

Director	728,260,954 shares (29.68%)
Spouse / Cohabiting couple	262,036,456 shares (10.68%)
Minor Children	None
Peerada Capital Company Limited	618,779,918 shares (25.21%)

Family Relationship among Directors and Executives: He is Mrs. Arada Jaroon - ek's husband

Academic Degree:

- Honorary Doctorate Degree of Arts in Real Estate Business Management for the Academic Year 2019, Kasem Bundit University
- Master of Business and Administration (International Program), Kasetsart University (KIMBA)
- Master of Engineering, University of New South Wales, Australia
- Bachelor of Civil Engineering, Khon Kaen University

Training Program:

- Director Certification Program (DCP) 122/2009 Thai Institute of Directors
- International Construction and Engineering Contract, The Engineering Institute of Thailand Under H.M. The King's Patronage
- Director Certification - Capital Market Academy (CMA 27)
- Executive Integrated Medical Management Program (4/2020), Chulabhorn International College of Medicine, Thammasat University
- Top Executive Program on China Business Insights and Network
- IFRS Standards, Risk Management, and Modern Business Ethics (by Mr. Chinapat Visuttipat)
- The Listed Company Value Enhancement Promotion Project (JUMP+) by the Stock Exchange of Thailand
- Speaker in The NEXT Real program, Batch 14, on the topic of Strategy, Experience, Launching a Success, and Driving Growth.
- Speaker for the training course "Smart Property Developer" and Networking (SPD) for senior executives, 4th edition.
- Council and Associates meetings and the 2025 TBCSD annual event: "TBCSD Sustainable Business Forum 2025"
- CEO Talk Triple C, Season 2

Work Experience:

2015 - Present	Nomination and Remuneration Committee	Origin Property Public Company Limited
2014 - Present	Executive Committee	Origin Property Public Company Limited
2009 - Present	Director, Chief Executive Officer	Origin Property Public Company Limited
2025 - Present	Chairman of the Board	Origin Hotel Public Company Limited
2024 - Present	Director	Origin Hotel Public Company Limited
2022 - Present	Director	Britania Public Company Limited
2022 - Present	Director	One Sanampao Company Limited
2022 - Present	Director	Peerada Capital Company Limited
2021 - Present	Chairman of the Board	Alpha Industrial Solutions Company Limited
2021 - Present	Chairman of the Board	Origin Gunkul Energy Company Limited

Work Experience (continue):

2021 - Present	Chairman of the Board	Origin Energy Company Limited
2021 - Present	Chairman of the Board	One Phayathai Company Limited
2021 - Present	Director	Prominent Asset Management Company Limited
2018 - Present	Chairman of the Board	Origin Global (Hong Kong) Company Limited
2018 - Present	Chairman of the Board	One Origin Promphong Company Limited
2017 - Present	Chairman of the Board	Origin One Sukhumvit 24 Company Limited
2014 - Present	Chairman of the Board	Peerada Capital Company Limited
2021 - 2025	Chairman of the Board	One Sukhumvit 59 Company Limited
2014 - 2025	Director	Origin One Thonglor Company Limited
2021 - 2024	Director	One Origin Company Limited
2022 - 2023	President	Thai Condominium Association
2018 - 2023	Chairman of the Board	Origin Food Company Limited
2021 - 2022	Chairman of the Board	Origin Healthcare Company Limited
2021 - 2022	Chairman of the Board	Origin Bunpha Bangna Company Limited
2019 - 2022	Director	Park Origin Rama 4 Company Limited
2018 - 2022	Director	Park Origin Ratchathewi Company Limited
2018 - 2022	Director	Origin Park T1 Company Limited
2017 - 2022	Director	Park Luxury Company Limited
2017 - 2022	Director	Origin Prime 2 Company Limited
2017 - 2022	Director	Origin Vertical Company Limited
2017 - 2021	Director	Origin Sphere Company Limited
2017 - 2021	Director	Origin Ramkhamhaeng Company Limited
2019 - 2020	Director	Park Pillar R4 Company Limited

Position in other company Listed:

Listed: 1 Company

Non-Listed: 13 Companies

Illegal record in the last 10 years: None

* 1st re-appointed at the AGM 2015 of April 30, 2015
* 2nd re-appointed at the AGM 2018 of April 30, 2018
* 3rd re-appointed at the AGM 2021 of April 29, 2021
* 4th re-appointed at the AGM 2024 of April 25, 2024

Mrs. Arada Jaroon - ek (Age: 49 years)

Appointed Date:

December 16, 2009

Current Position:

Director / Executive Director / President / Corporate Governance and Sustainability Committee / Risk Management Committee

Shareholding:

Director	262,036,456 shares (10.68%)
Spouse / Cohabiting couple	728,260,954 shares (29.68 %)
Minor Children	None
Peerada Capital Company Limited	618,779,918 shares (25.21%)

Family Relationship among Directors and Executives: She is Mr. Peerapong Jaroon - ek's wife

Academic Degree:

- Master of Business and Administration, Major in Banking and Finance, Thammasat University
- Master of Commerce, Commerce and Accountancy Faculty, Sydney University, Australia
- Bachelor of Business Administration, Major in Banking and Finance, Chulalongkorn University

Training Program:

- Director Accreditation Program (DAP) 111/2014 Thai Institute of Director
- Risk Management Program for Corporate Leaders (RCL) 4/2016 Thai Institute of Director
- IFRS Standards, Risk Management, and Modern Business Ethics (by Mr. Chinapat Visuttipat)
- The Listed Company Value Enhancement Promotion Project (JUMP+) by the Stock Exchange of Thailand

Work Experience:

2021 - Present	Corporate Governance Committee, Risk Management Committee	Origin Property Public Company Limited
2017 - Present	President	Origin Property Public Company Limited
2014 - Present	Executive Committee	Origin Property Public Company Limited
2009 - Present	Director	Origin Property Public Company Limited
2024 - Present	Director	Origin Hotel Public Company Limited
2023 - Present	Director	Britania Public Company Limited
2022 - Present	Director	Peerada Asset Company Limited
2018 - Present	Director	Origin Global (Hong Kong) Company Limited
2014 - Present	Director	Peerada Capital Company Limited
2017 - 2022	Director	Park Luxury Company Limited
2011 - 2021	Director	One Origin Company Limited

Position in other company Listed:

Listed: 1 Company

Non-Listed: 3 Companies

Illegal record in the last 10 years: None

* 1st re-appointed at the AGM 2015 of April 30, 2015
* 2nd re-appointed at the AGM 2018 of April 30, 2018
* 3rd re-appointed at the AGM 2021 of April 29, 2021
* 4th re-appointed at the AGM 2024 of April 25, 2024

Ms. Kanokpailin Wilaikaew (Age: 43 years)

Appointed Date:

August 3, 2015

Current Position:

Director / Executive Director / Chief Financial Officer

Shareholding:

Director / Executive	141,258 shares (0.006%)
Spouse / Cohabiting couple	None
Minor Children	None

Family Relationship among Directors and Executives: None

Academic Degree:

- Master of Business and Administration, Khon Kaen University
- Bachelor of Business Administration, Major in Finance, Khon Kaen University

Training Program:

- RFP Class 11/2023, Thai Institute of Directors Association
- TLCA CFO CPD Session 3/2025: Topic: Update! Accounting Standards to be Effective in the Future (IFRS 18, IFRS 19)
- IFRS Standards, Risk Management, and Modern Business Ethics (by Mr. Chinapat Visuttipat)
- The Listed Company Value Enhancement Promotion Project (JUMP+) by the Stock Exchange of Thailand

Work Experience:

2025 - Present	Director	Origin Property Public Company Limited
2016 - Present	Executive Committee	Origin Property Public Company Limited
2016 - Present	Chief Financial Officer	Origin Property Public Company Limited
2025 - Present	Director	Park Pillar R4 Company Limited
2025 - Present	Director	Origin Ladprao Company Limited
2025 - Present	Director	Origin Ramintra Company Limited
2025 - Present	Director	Origin Plug and Play Samutprakan Company Limited
2025 - Present	Director	So Origin Phahol 69 Station Company Limited
2025 - Present	Director	Origin Play Sri Udom Station Company Limited
2025 - Present	Director	Origin Plug and Play Phetkasem Company Limited
2025 - Present	Director	Origin Play Bangkhunnon Company Limited
2025 - Present	Director	Origin Bang Bamru Station Company Limited
2025 - Present	Director	Origin Phahon 57 Company Limited
2025 - Present	Director	Origin Sriracha Company Limited
2025 - Present	Director	Hampton Suites Rayong Company Limited
2025 - Present	Chairman of the Board	Origin Condo Center Phuket 2 Company Limited
2025 - Present	Director	Hampton Sriracha 2 Company Limited
2025 - Present	Director	SPV So Bangtao Company Limited
2025 - Present	Director	Alpha Industrial Asset 2 Company Limited
2025 - Present	Director	Digital Butler Company Limited
2025 - Present	Director	Origin Global (Hong Kong) Company Limited

Work Experience (continue):

2025 - Present	Director	Origin Condominium SPV 1 Company Limited
2025 - Present	Director	Hampton Place Bangna Company Limited
2025 - Present	Director	Hampton Play Bangsaen Company Limited
2025 - Present	Director	Hampton Kathu Phuket Company Limited
2024 - Present	Director	Origin Vertical Corporation Company Limited
2024 - Present	Director	V Construction And Supply Company Limited
2024 - Present	Director	Origin Ramkhamhaeng Interchange Company Limited
2024 - Present	Director	One Origin Hua Hin Company Limited
2024 - Present	Director	Park Origin Rama 4 Company Limited
2024 - Present	Director	Park Ratchada Company Limited
2024 - Present	Director	Park Origin Ratchathewi Company Limited
2024 - Present	Director	Origin Sphere Company Limited
2024 - Present	Director	Origin Park T1 Company Limited
2024 - Present	Director	Origin Sukhumvit Sailuad Company Limited
2024 - Present	Director	Knightsbridge Sukhumvit Punnawithi Company Limited
2024 - Present	Director	Knightsbridge Kaset Interchange Company Limited
2024 - Present	Director	Origin Plug & Play Charan Ratchawithi Company Limited
2024 - Present	Director	Origin Plug & Play E22 Station Company Limited
2024 - Present	Director	Origin Plug & Play Sri Lasalle Station Company Limited
2024 - Present	Director	So Origin Siriraj Company Limited
2024 - Present	Director	So Origin Sukhumvit Company Limited
2024 - Present	Director	Origin Place Lasalle Company Limited
2024 - Present	Director	The Origin Phetkasem Bangkae Company Limited
2024 - Present	Director	The Origin Ramkhamhaeng 142 Station Company Limited
2024 - Present	Director	Origin Place Ramkhamhaeng 153 Company Limited
2024 - Present	Director	Origin Suwinthawong Company Limited
2024 - Present	Director	Origin Setthabut Station Company Limited
2024 - Present	Director	The Origin Bangna Bang Phli Company Limited
2024 - Present	Director	Origin Chaengwattana Company Limited
2024 - Present	Director	Origin Taopoon Company Limited
2024 - Present	Director	Origin Ramintra 87 Company Limited
2024 - Present	Director	One Hampton Brixton Rayong Company Limited
2024 - Present	Director	One Hampton Brixton Bangsaen Company Limited
2024 - Present	Director	One Hampton Brixton Kaset Sriracha Company Limited
2024 - Present	Director	Origin Condominium SPV 4 Company Limited
2024 - Present	Director	V Home Company Limited
2024 - Present	Director	Origin Ratchayothin Company Limited
2024 - Present	Director	Origin Prime 2 Company Limited
2023 - Present	Director	Origin Chiva Healthcare Company Limited
2023 - Present	Director	Origin Condominium SPV 2 Company Limited
2023 - Present	Director	Wide Furniture Company Limited
2023 - Present	Chairman of the Board	The Origin Campus Khon Kaen Nonmuang Company Limited
2023 - Present	Chairman of the Board	Origin Phuket Villa Company Limited
2023 - Present	Chairman of the Board	Origin EEC SPV 1 Company Limited
2023 - Present	Director	Origin Nationwide Asian Company Limited

Work Experience (continue):

2023 - Present	Chairman of the Board	Origin EEC SPV 3 Company Limited
2023 - Present	Chairman of the Board	Origin EEC SPV 4 Company Limited
2023 - Present	Chairman of the Board	Origin Condo Bangtao 1 Company Limited
2023 - Present	Chairman of the Board	Origin Condo Bangtao 2 Company Limited
2023 - Present	Chairman of the Board	Origin Condo Center Phuket 1 Company Limited
2023 - Present	Chairman of the Board	Origin Condo Center Phuket 3 Company Limited
2023 - Present	Director	Origin Play Bangsaen Company Limited
2023 - Present	Director	Origin Place Bangsaen Company Limited
2023 - Present	Chairman of the Board	Origin Kata Phuket Company Limited
2023 - Present	Director	Origin Place Khon Kaen Company Limited
2023 - Present	Chairman of the Board	Origin Pattaya Sukhumvit 1 Company Limited
2023 - Present	Chairman of the Board	Origin Pattaya Sukhumvit 2 Company Limited
2023 - Present	Chairman of the Board	Origin Pattaya Sukhumvit 3 Company Limited
2023 - Present	Chairman of the Board	Origin EEC SPV 5 Company Limited
2023 - Present	Director	Origin BE8 Company Limited
2023 - Present	Director	One Origin Cherngtalay Phuket Company Limited
2023 - Present	Director	The Origin Sriracha 1 Company Limited
2023 - Present	Director	The Origin Sriracha 2 Company Limited
2023 - Present	Director	Park Luxury SPV 1 Company Limited
2023 - Present	Director	Park Luxury SPV 2 Company Limited
2023 - Present	Director	Park Luxury SPV 3 Company Limited
2023 - Present	Director	Origin Bangwa Company Limited
2023 - Present	Director	Origin REIT Management Company Limited
2023 - Present	Director	Origin Condominium SPV 8 Company Limited
2023 - Present	Director	Origin Condominium SPV 9 Company Limited
2022 - Present	Director	Origin Music Company Limited
2022 - Present	Director	Origin Nationwide Company Limited
2022 - Present	Director	Origin Chachoengsao Company Limited
2022 - Present	Director	One Hampton Phayathai Company Limited
2022 - Present	Director	One Hampton Thonglor Company Limited
2022 - Present	Director	One Hampton Sriracha Company Limited
2022 - Present	Director	One Hampton Rayong Company Limited
2022 - Present	Chairman of the Board	Ori Saute Company Limited
2022 - Present	Director	Alpha Industrial Solutions Company Limited
2022 - Present	Director	Origin Bunpha Bangna Company Limited
2022 - Present	Director	Origin Healthcare Company Limited
2022 - Present	Director	Prominent Asset Management Company Limited
2022 - Present	Director	Origin Energy Company Limited
2022 - Present	Director	One Hampton Deluxe Ocean Sriracha Company Limited
2022 - Present	Director	One Hampton Knightsbridge Samutprakan City Company Limited
2022 - Present	Director	One Hampton Next to Emporium Company Limited
2022 - Present	Director	Origin Sathorn Company Limited
2022 - Present	Director	Origin Grand Company Limited
2022 - Present	Director	Prominent Capital Company Limited
2021 - Present	Director	Origin Capital Collage 107 Company Limited

Work Experience (continue):

2021 - Present	Director	Origin Capital Rama 9 Company Limited
2021 - Present	Director	Park Origin Phayathai Company Limited
2021 - Present	Director	Park Origin T2 Company Limited
2021 - Present	Director	Origin Knightsbridge Thepharak Company Limited
2020 - Present	Director	Park Luxury Company Limited
2020 - Present	Director	Origin Kaset Society Company Limited
2020 - Present	Director	Origin Prime Company Limited
2024 - 2025	Director	Origin EEC SPV 6 Company Limited
2024 - 2025	Director	Origin Play Phahol N Nineteen Station Company Limited
2024 - 2025	Director	Origin Condominium SPV 5 Company Limited
2023 - 2025	Director	Origin Condominium SPV 6 Company Limited
2023 - 2025	Director	Origin Condominium SPV 7 Company Limited
2023 - 2025	Director	Origin Nationwide SPV 1 Company Limited
2019 - 2025	Chairman of the Board	The Origin Dusit Company Limited
2023 - 2024	Director	One Origin Rungsina Company Limited
2023 - 2024	Director	Origin Condo Centre Phuket 2 Company Limited
2023 - 2024	Director	Origin Condominium Company Limited
2019 - 2022	Director	Origin Gunkul Energy Company Limited
2019 - 2022	Director	Whale Energy Move Company Limited
2020 - 2021	Director	Origin Property Public Company Limited
2019 - 2021	Director	Origin Ramintra Company Limited
2019 - 2020	Director	Park Pillar R4 Company Limited

Position in other company Listed:

Listed: None

Non-Listed: 114 Companies

Illegal record in the last 10 years: None

Mr. Pitipong Trinurak (Age: 46 years)

Appointed Date:

November 13, 2014

Current Position:

Executive Director / Co-Chief Executive Officer / Chief Business Development Officer

Shareholding:

Director / Executive	None
Spouse / Cohabiting couple	863,759 shares (0.035%)
Minor Children	None

Family Relationship among Directors and Executives: None

Academic Degree:

- Master of Real Estate Business, Faculty of Commerce and Accountancy, Thammasat University
- Bachelor of Engineering, Thammasat University

Training Program:

- Executive Integrated Medical Management Program (4/2020), Chulabhorn International College of Medicine, Thammasat University
- Director Accreditation Program (DAP) 191/2022 Thai Institute of Directors
- RFP Class 11/2023, Thai Institute of Directors Association
- The Listed Company Value Enhancement Promotion Project (JUMP+) by the Stock Exchange of Thailand

Work Experience:

2015 - Present	Executive Committee	Origin Property Public Company Limited
2022 - Present	Co-Chief Executive Officer	Origin Property Public Company Limited
2017 - Present	Chief Business Development Officer	Origin Property Public Company Limited
2017 - Present	Executive Vice President of New Business Development	Origin Property Public Company Limited
2014 - Present	Executive Vice President of Business Development	Origin Property Public Company Limited
2025 - Present	Director	Primo Service Solutions Public Company Limited.
2024 - Present	Chairman of the Board	Origin Vertical Corporation Company Limited
2024 - Present	Director	Origin Hotel Public Company Limited
2025 - Present	Director	Origin Chaengwattana Company Limited
2025 - Present	Director	Hampton Sriracha 2 Company Limited
2025 - Present	Director	One Hampton Sriracha Company Limited
2025 - Present	Director	SPV So Bangtao Company Limited
2025 - Present	Director	One Origin SPV 3 Company Limited
2025 - Present	Director	Uno Facility Management and Cleaning Company Limited
2025 - Present	Director	Hampton Place Bangna Company Limited
2025 - Present	Director	Hampton Kathu Phuket Company Limited
2024 - Present	Chairman of the Board	Origin Food Company Limited
2024 - Present	Chairman of the Board	One Origin Rangsina Company Limited
2024 - Present	Chairman of the Board	Origin Hotel Pruksa Sukhumvit Company Limited
2024 - Present	Chairman of the Board	One Origin On Nut Company Limited

Work Experience (continue):

2024 - Present	Chairman of the Board	One Origin Sukhumvit 49 Company Limited
2024 - Present	Chairman of the Board	One Origin SPV 4 Company Limited
2024 - Present	Chairman of the Board	One Origin SPV 5 Company Limited
2024 - Present	Director	V Home Company Limited
2024 - Present	Chairman of the Board	Origin Hotel SPV 6 Company Limited
2024 - Present	Director	Alpha Industrial Asset 4 Company Limited
2023 - Present	Director	Alpha Industrial Phanthong Company Limited
2023 - Present	Chairman of the Board	One Origin Chiang Mai Company Limited
2023 - Present	Director	Park Luxury Company Limited
2023 - Present	Chairman of the Board	Origin Chiva Healthcare Company Limited
2023 - Present	Chairman of the Board	One Origin Bangtao Beach Company Limited
2023 - Present	Chairman of the Board	One Origin North Pattaya Company Limited
2023 - Present	Chairman of the Board	One Origin SPV 1 Company Limited
2023 - Present	Chairman of the Board	One Asian Sriracha Company Limited
2023 - Present	Chairman of the Board	One Origin Beachfront Bangtao Company Limited
2023 - Present	Director	One Origin Amata Nakorn Company Limited
2023 - Present	Chairman of the Board	One Origin Sriracha Company Limited
2023 - Present	Chairman of the Board	One Origin Sukhumvit 68 Company Limited
2023 - Present	Chairman of the Board	One Origin Kata Phuket Company Limited
2023 - Present	Chairman of the Board	One Origin Chiang Mai Nimman Company Limited
2023 - Present	Chairman of the Board	One Origin Khao Yai Thanarat Company Limited
2023 - Present	Chairman of the Board	One Origin Chaengwattana Company Limited
2023 - Present	Chairman of the Board	One Origin Pattaya Sukhumvit Company Limited
2023 - Present	Chairman of the Board	Alpha Industrial Asset Company Limited
2023 - Present	Director	Alpha Eastern Seaboard Company Limited
2023 - Present	Chairman of the Board	Hair Restore Company Limited
2023 - Present	Chairman of the Board	Origin BE8 Company Limited
2023 - Present	Chairman of the Board	One Origin Bangna Hotel Company Limited
2023 - Present	Chairman of the Board	One Origin Vichit Phuket Company Limited
2023 - Present	Chairman of the Board	One Origin Cherngtalay Phuket Company Limited
2023 - Present	Director	Alpha Industrial Asset 2 Company Limited
2023 - Present	Director	Alpha Industrial Asset 3 Company Limited
2023 - Present	Director	Park Luxury SPV 2 Company Limited
2023 - Present	Director	Park Luxury SPV 3 Company Limited
2023 - Present	Chairman of the Board	Origin Condominium SPV 3 Company Limited
2023 - Present	Chairman of the Board	Origin Condominium SPV 4 Company Limited
2023 - Present	Director	Origin Condominium SPV 8 Company Limited
2023 - Present	Chairman of the Board	Origin Condominium SPV 9 Company Limited
2023 - Present	Chairman of the Board	Projects Asia Company Limited
2023 - Present	Chairman of the Board	Origin Reit Management Company Limited
2023 - Present	Chairman of the Board	One Origin Enco Company Limited
2022 - Present	Chairman of the Board	Origin Music Company Limited
2022 - Present	Director	Alpha Industrial KM.19 Company Limited
2022 - Present	Director	Alpha Industrial Suwinthawong Company Limited
2022 - Present	Chairman of the Board	Alpha Industrial Laem Chabang Company Limited

Work Experience (continue):

2022 - Present	Director	Alpha Industrial Rungsit Company Limited
2022 - Present	Chairman of the Board	One Origin Hospitality Company Limited
2022 - Present	Chairman of the Board	Origin Chachoengsao Company Limited
2022 - Present	Director	One Hampton Phayathai Company Limited
2022 - Present	Director	One Hampton Thonglor Company Limited
2022 - Present	Director	One Hampton Rayong Company Limited
2022 - Present	Chairman of the Board	One Asset Bloom Company Limited
2022 - Present	Director	One Origin Hua Hin Company Limited
2021 - Present	Director	Origin Place Samutprakan Company Limited
2021 - Present	Director	Alpha Industrial Solutions Company Limited
2021 - Present	Chairman of the Board	Kin Origin Healthcare Company Limited
2021 - Present	Director	Prominent Asset Management Company Limited
2021 - Present	Chairman of the Board	Prominent Capital Company Limited
2021 - Present	Chairman of the Board	Origin Bunpha Bangna Company Limited
2021 - Present	Director	Origin Energy Company Limited
2021 - Present	Director	Origin Gunkul Energy Company Limited
2021 - Present	Director	Origin Healthcare Company Limited
2021 - Present	Director	Origin Play Phahol N Nineteen Station Company Limited
2021 - Present	Chairman of the Board	One Hampton Deluxe Ocean Sriracha Company Limited
2021 - Present	Chairman of the Board	One Hampton Knightsbridge Samutprakan City Company Limited
2021 - Present	Chairman of the Board	One Hampton Next to Emporium Company Limited
2021 - Present	Chairman of the Board	One Wellness Sukhumvit 107 Company Limited
2020 - Present	Director	One Sanampao Company Limited
2019 - Present	Chairman of the Board	Origin Sathorn Company Limited
2018 - Present	Director	One Phayathai Company Limited
2018 - Present	Chairman of the Board	One District Rayong Company Limited
2018 - Present	Chairman of the Board	Park Origin Phayathai Company Limited
2018 - Present	Chairman of the Board	Park Origin T2 Company Limited
2018 - Present	Director	Origin One Promprong Company Limited
2018 - Present	Chairman of the Board	Origin Capital Rama 9 Company Limited
2018 - Present	Chairman of the Board	Origin Capital Collage 107 Company Limited
2018 - Present	Chairman of the Board	Origin Knightsbridge Theparak Company Limited
2017 - Present	Director	Origin Nationwide Company Limited
2017 - Present	Director	Origin One Sukhumvit 24 Company Limited
2017 - Present	Chairman of the Board	Origin Kaset Society Company Limited
2017 - Present	Chairman of the Board	Origin Grand Company Limited
2017 - Present	Director	Origin Prime Company Limited
2024 - 2025	Chief Executive Officer	Origin Hotel Public Company Limited
2024 - 2025	Director	One Hampton Sriracha Company Limited
2023 - 2025	Director	Origin Nationwide SPV 1 Company Limited
2023 - 2025	Director	Origin Condominium SPV 5 Company Limited
2023 - 2025	Director	Origin Condominium SPV 6 Company Limited
2023 - 2025	Director	Origin Condominium SPV 7 Company Limited
2023 - 2025	Director	Origin EEC SPV 6 Company Limited
2023 - 2025	Director	One Origin Planet 1 Company Limited

Work Experience (continue):

2017 - 2025	Director	Origin One Thonglor Company Limited
2020 - 2025	Director	One Sukhumvit 59 Company Limited
2023 - 2024	Director	One Origin Samui Chaweng Beach 1 Company Limited
2023 - 2024	Director	Origin Condominium Company Limited
2023 - 2024	Director	Origin Condominium SPV1 Company Limited
2023 - 2024	Director	Jetjin Origin Center Company Limited
2023 - 2024	Director	Park Luxury SPV1 Company Limited
2022 - 2024	Director	Origin Place Ramkhamhaeng 153 Company Limited
2022 - 2024	Chairman of the Board	One Dee Kitchen Company Limited
2021 - 2024	Chairman of the Board	Origin Plug & Play E22 Station Company Limited
2019 - 2024	Director	One Origin Public Company Limited
2023	Director	Park Luxury SPV3 Company Limited
2023	Director	One Origin SPV 3 Company Limited
2023	Director	One Origin Samui Chaweng Beach 2 Company Limited
2023	Director	Origin Condominium SPV 2 Company Limited
2019 - 2023	Director	Origin Plug & Play Phetkasem Company Limited
2018 - 2023	Director	One District Rayong 2 Company Limited
2018 - 2023	Director	Origin Food Company Limited
2021 - 2022	Chairman of the Board	Origin Plug & Play Samutprakan Company Limited
2021 - 2022	Chairman of the Board	Origin Plug & Play Charan Ratchawithi Company Limited
2021 - 2022	Director	So Origin Phahol 69 Station Company Limited
2021 - 2022	Director	Whale Energy Move Company Limited
2020 - 2022	Director	Park Pillar R4 Company Limited
2019 - 2022	Chief Executive Officer	One Origin Company Limited
2018 - 2022	Director	Origin Collage 107 Company Limited
2018 - 2022	Director	Origin Latprao Company Limited
2017 - 2022	Director	Origin Capital 1 Company Limited
2017 - 2022	Chairman of the Board	Origin One Rayong Company Limited
2017 - 2022	Director	Park Luxury Company Limited
2016 - 2022	Director	Origin Condominium Company Limited
2019 - 2021	Director	Origin Ramintra Company Limited
2019 - 2021	Director	Origin Sukhumvit Sailuat Company Limited
2018 - 2021	Director	Origin Ramkhamhaeng Interchange Company Limited
2017 - 2021	Director	Crown Residence Company Limited

Position in other company Listed:

Listed: 1 Companie

Non-Listed: 97 Companies

Illegal record in the last 10 years: None

Mr. Kreingkrai Kreebongkan (Age: 53 years)

Appointed Date:

August 10, 2018

Current Position:

Executive Director / Co-Chief Executive Officer / Chief Construction Management Officer / Chief Operating Officer / Chief Business Development Officer

Shareholding:

Director / Executive	100,000 shares (0.004%)
Spouse / Cohabiting couple	None
Minor Children	None

Family Relationship among Directors and Executives: None

Academic Degree:

- Master of Public and Private Management (M.P.P.M), National Institute of Development Administration (NIDA)
- Bachelor of Civil Engineering, Chiang-Mai University

Training Program:

- The Listed Company Value Enhancement Promotion Project (JUMP+) by the Stock Exchange of Thailand

Work Experience:

2025 - Present	Co-Chief Executive Officer	Origin Property Public Company Limited
2021 - Present	Executive Committee	Origin Property Public Company Limited
2021 - Present	Chief Operating Officer	Origin Property Public Company Limited
2018 - Present	Chief Construction Management Officer	Origin Property Public Company Limited
2023 - Present	Director	Primo Service Solutions Public Company Limited
2025 - Present	Director	Park Origin Rama 4 Company Limited
2025 - Present	Chairman of the Board	Park Ratchada Company Limited
2025 - Present	Director	Park Origin Ratchathewi Company Limited
2025 - Present	Chairman of the Board	Park Pillar R4 Company Limited
2025 - Present	Chairman of the Board	Origin Ratchayothin Company Limited
2025 - Present	Chairman of the Board	Origin Sphere Company Limited
2025 - Present	Chairman of the Board	Origin Prime 2 Company Limited
2025 - Present	Chairman of the Board	Knightsbridge Sukhumvit Punnawithi Company Limited
2025 - Present	Director	Origin Park T1 Company Limited
2025 - Present	Chairman of the Board	So Origin Siriraj Company Limited
2025 - Present	Chairman of the Board	So Origin Sukhumvit Company Limited
2025 - Present	Director	Park Luxury SPV 2 Company Limited
2025 - Present	Chairman of the Board	Origin Ramkhamhaeng Company Limited
2025 - Present	Director	Origin Ramkhamhaeng Interchange Company Limited
2025 - Present	Director	Origin Sukhumvit Sailuat Company Limited
2025 - Present	Director	Origin Place Lasalle Company Limited
2025 - Present	Director	Origin Taopoon Company Limited
2025 - Present	Director	Origin Bangwa Company Limited

Work Experience (continue):

2025 - Present	Director	Origin Chachoengsao Company Limited
2025 - Present	Director	Origin Nationwide Asian Company Limited
2025 - Present	Director	Hampton Suites Rayong Company Limited
2025 - Present	Director	Origin Play Bangsaen Company Limited
2025 - Present	Director	One Hampton Deluxe Ocean Sriracha Company Limited
2025 - Present	Director	One Hampton Knightsbridge Samut Prakan Company Limited
2025 - Present	Director	One Hampton Rayong Company Limited
2025 - Present	Director	One Hampton Next Two Emporium Company Limited
2025 - Present	Director	One Hampton Phayathai Company Limited
2025 - Present	Director	One Hampton Thonglor Company Limited
2025 - Present	Director	One Hampton Sriracha Company Limited
2025 - Present	Director	One Hampton Brixton Bangsaen Company Limited
2025 - Present	Director	One Hampton Brixton Kaset Sriracha Company Limited
2025 - Present	Director	One Origin Hua Hin Company Limited
2025 - Present	Director	SPV So Bangtao Company Limited
2025 - Present	Director	One Origin Enco Company Limited
2025 - Present	Director	One Origin Hospitality Company Limited
2025 - Present	Director	One Asian Sriracha Company Limited
2025 - Present	Director	One Origin Sukhumvit 68 Company Limited
2025 - Present	Director	One Origin Chiang Mai Nimman Company Limited
2025 - Present	Director	One Origin Khao Yai Thanarat Company Limited
2025 - Present	Director	One Origin Chaengwattana Company Limited
2025 - Present	Director	Origin Hotel Pruksa Sukhumvit Company Limited
2025 - Present	Director	One Origin On Nut Company Limited
2025 - Present	Director	One Origin SPV 4 Company Limited
2025 - Present	Director	Prime Insurance Broke Company Limited
2025 - Present	Director	Origin Hotel SPV 6 Company Limited
2025 - Present	Director	Origin Condominium SPV 1 Company Limited
2025 - Present	Director	Hampton Place Bangna Company Limited
2025 - Present	Director	Hampton Play Bangsaen Company Limited
2024 - Present	Director	Origin Vertical Corporation Company Limited
2024 - Present	Director	Knightsbridge Kaset Interchange Company Limited
2024 - Present	Chairman of the Board	Origin Plug & Play Phetkasem Company Limited
2024 - Present	Director	Origin Play Bangkhunnon Company Limited
2024 - Present	Chairman of the Board	Origin Bang Bamru Station Company Limited
2024 - Present	Chairman of the Board	V Home Company Limited
2023 - Present	Director	Wide Furniture Company Limited
2023 - Present	Director	Origin Suwinthawong Company Limited
2023 - Present	Director	Origin Setthabut Station Company Limited
2023 - Present	Director	The Origin Bangna Bang Phli Company Limited
2023 - Present	Director	Origin Phahon 57 Company Limited
2023 - Present	Director	Origin Ramintra 87 Company Limited
2023 - Present	Director	Park Luxury Company Limited
2023 - Present	Director	Origin Nationwide Company Limited
2022 - Present	Director	The Origin Ramkhamhaeng 142 Company Limited

Work Experience (continue):

2022 - Present	Chairman of the Board	The Origin Phetkasem Bangkae Company Limited
2022 - Present	Director	Origin Place Ramkhamhaeng 153 Company Limited
2022 - Present	Chairman of the Board	Origin Plug & Play Sri Lasalle Station Company Limited
2022 - Present	Chairman of the Board	Origin Play Sri Udom Station Company Limited
2022 - Present	Director	Origin Gunkul Energy Company Limited
2022 - Present	Chairman of the Board	V Construction and Supply Company Limited
2021 - Present	Director	Origin Place Samutprakarn Company Limited
2021 - Present	Director	Origin Bunpha Bangna Company Limited
2021 - Present	Chairman of the Board	Origin Play Phahol N Nineteen Station Company Limited
2021 - Present	Chairman of the Board	Origin Plug & Play Samutprakarn Company Limited
2021 - Present	Chairman of the Board	Origin Plug & Play Charan Ratchawithi Company Limited
2021 - Present	Director	Origin Plug & Play E22 Station Company Limited
2021 - Present	Chairman of the Board	So Origin Phahol 69 Station Company Limited
2021 - Present	Director	Origin Ramintra Company Limited
2019 - Present	Director	Origin Kaset Society Company Limited
2019 - Present	Chairman of the Board	Origin Ladprao Company Limited
2019 - Present	Director	Origin Prime Company Limited
2018 - Present	Chairman of the Board	Digital Butler Company Limited
2024 - 2025	Director	Park Luxury SPV 3 Company Limited
2023 - 2025	Director	Origin EEC SPV 5 Company Limited
2023 - 2025	Director	Origin Chaengwattana Company Limited
2023 - 2025	Director	Origin Condominium SPV 2 Company Limited
2023 - 2025	Director	Origin Condominium SPV 3 Company Limited
2023 - 2024	Director	Origin Taopoon Company Limited
2023 - 2024	Director	Origin Bangwa Company Limited
2021 - 2024	Chairman of the Board	Origin Ramkhamhaeng Interchange Company Limited
2021 - 2024	Director	Origin Sukhumvit Sailuad Company Limited
2016 - 2024	Director	Origin Comdominium Company Limited
2021 - 2022	Director	The Origin Dusit Company Limited
2018 - 2022	Director	Origin Collage 107 Company Limited
2018 - 2022	Director	Origin EEC Company Limited
2017 - 2022	Director	Origin Capital 1 Company Limited
2021	Director	Prominent Capital Company Limited
2017 - 2021	Director	Crown Residence Company Limited
2019 - 2020	Director	Primo Service Solutions Company Limited

Position in other company Listed:

Listed:	1 Company
Non-Listed:	81 Companies

Illegal record in the last 10 years: None

Mr. Apisit Soonthronchukiat (Age: 46 years)

Appointed Date:

February 29, 2024

Current Position

Chief of Marketing and Sales Officer

Shareholding:

Director / Executive	115,297 shares (0.005%)
Spouse / Cohabiting couple	None
Minor Children	None

Family Relationship among Directors and Executives: None

Academic Degree:

- Bachelor of Business Administration, Marketing, Ramkhamhaeng University

Training Program:

- The Next Real, 15th Edition (Real Estate Program)
- The Listed Company Value Enhancement Promotion Project (JUMP+) by the Stock Exchange of Thailand

Work Experience:

2024 - Present	Chief of Marketing and Sales Officer	Origin Property Public Company Limited
2025 - Present	Director	So Origin Sukhumvit Company Limited
2025 - Present	Director	Park Luxury SPV 3 Company Limited
2025 - Present	Director	Origin Place Samutprakan Company Limited
2025 - Present	Director	Origin Plug and Play E22 Station Company Limited
2025 - Present	Director	Origin Place Lasalle Company Limited
2025 - Present	Director	Origin Sriracha Company Limited
2025 - Present	Director	Hampton Sriracha 2 Company Limited
2025 - Present	Director	Hampton Place Bangna Company Limited
2024 - Present	Director	Origin Pattaya Sukhumvit 1 Company Limited
2024 - Present	Director	Origin Pattaya Sukhumvit 2 Company Limited
2024 - Present	Director	Origin Pattaya Sukhumvit 3 Company Limited
2024 - Present	Director	Origin Play Bangkhunnon Company Limited
2024 - Present	Director	The Origin Sriracha 1 Company Limited
2024 - Present	Director	The Origin Sriracha 2 Company Limited
2024 - Present	Director	Prop2morow Company Limited
2024 - Present	Director	Origin Condominium SPV 1 Company Limited
2023 - Present	Director	Origin Nationwide Company Limited
2023 - Present	Director	Park Luxury Company Limited
2023 - Present	Director	Origin Suwinthawong Company Limited
2023 - Present	Director	Origin Setthabut Station Company Limited
2023 - Present	Director	The Origin Bangna Bang Phli Company Limited
2023 - Present	Director	Origin Chaengwatthana Company Limited
2023 - Present	Director	Origin Taopoon Company Limited

Work Experience (continue):

2023 - Present	Director	Origin EEC SPV 5 Company Limited
2023 - Present	Director	Origin Ramintra 87 Company Limited
2023 - Present	Director	Origin Bangwa Company Limited
2023 - Present	Director	Origin Condominium SPV2 Company Limited
2022 - Present	Director	The Origin Phetkasem Bangkae Company Limited
2022 - Present	Director	Orign Ramkhamhaeng 142 Station Company Limited
2022 - Present	Director	Origin Place Ramkhamhaeng 153 Company Limited
2022 - Present	Director	Origin Bang Bamru Station Company Limited Company
2022 - Present	Director	Origin Play Sri Udom Station Company Limited
2022 - Present	Director	Origin Plug & Play Phetkasem Company Limited
2022 - Present	Director	Origin Plug & Play Sri Lasalle Station Company Limited
2022 - Present	Director	Origin Latphrao Company Limited
2022 - Present	Director	Origin Plug&Play Samutprakan Company Limited
2022 - Present	Director	So Origin Phahol 69 Station Company Limited
2021 - Present	Director	Origin Vertical Corporation Company Limited
2021 - Present	Director	Origin Ramkhamhaeng Interchange Company Limited
2021 - Present	Director	Origin Ramintra Company Limited
2021 - Present	Director	Origin Sukhumvit Sailuad Company Limited
2021 - Present	Director	Origin Play Phahol N Nineteen Station Company Limited
2021 - Present	Chairman of the Board	Origin Plug & Play Charan Ratchawithi Company Limited
2024-2025	Director	The Origin Dusit Company Limited
2022-2025	Director	Origin Music Company Limited
2021-2024	Director	Origin Condominium Company Limited
2023	Chief Executive Officer	Origin Condominium Company Limited
2018-2023	Managing Director of the Origin Brand	Origin Property Public Company Limited
2014-2015	Marketing Director	Ananda Development Public Company Limited
2008-2014	Head of Marketing Strategic	AP (Thailand) Public Company Limited

Position in other company Listed:

Listed: None

Non-Listed: 43 Companies

Illegal record in the last 10 years: None

Ms. Jarunee Kunasit (Age: 44 years)

Appointed Date:

January 4, 2017

Current Position:

Senior Vice President of Accounting

Shareholding:

Director / Executive	None
Spouse / Cohabiting couple	None
Minor Children	None

Family Relationship among Directors and Executives: None

Academic Degree:

- Bachelor Degree of Business and Administration, Major in Accountancy, Thammasat University

Training Program:

- Overview of Financial Reporting Standards, Version 1/68
- Establishing a Holding Company: Accounting Principles, Procedures, and Related Tax Management
- In-depth look at the principles of corrective adjustments and annual closing of accounts
- Risk management and designing accounting systems for business development
- The Listed Company Value Enhancement Promotion Project (JUMP+) by the Stock Exchange of Thailand

Work Experience:

2017 - Present	Senior Vice President of Accounting	Origin Property Public Company Limited
2023 - Present	Director	Hair Restore Company Limited
2023 - Present	Director	Origin Chiva Healthcare Company Limited
2023 - Present	Director	Kin Origin Healthcare Company Limited
2022 - Present	Director	Origin Healthcare Company Limited
2023 - 2024	Director	Jetjin Origin Center Company Limited
2016 - 2017	Assistant Accounting Manager	Wema Environmental Technology Company Limited
2012 - 2016	Accounting Department Manager	E85 Company Limited
2009 - 2011	Assistant Costing Manager	Bangkok Ranch Public Company Limited
2004 - 2009	Assistant Costing Manager	Double A 1991 Public Company Limited

Position in other company Listed:

Listed:	None
Non-Listed:	4 Company

Illegal record in the last 10 years: None

Miss Karima Jaroonsakunwong (Age: 39 years)

Appointed Date:

August 14, 2025

Current Position:

Company Secretary

Shareholding:

Director / Executive	None
Spouse / Cohabiting couple	None
Minor Children	None

Family Relationship among Directors and Executives: None

Academic Degree:

- Master's degree in Economics, Ramkhamhaeng University
- Bachelor's degree in Law, Bangkok Thonburi University

Training Program:

- Company Secretary Program (CSP) Batch 119/2564, organized by the Thai Institute of Directors Association (IOD).
- Advocacy Course 2010 (Lawyer's License), organized by the Thai Bar Association.
- Guidelines for disclosure of information by listed companies, including disclosure by timeframe, disclosure by event, acquisition/ disposal criteria, related party transaction criteria, AGM Checklist, CGR Checklist, use of the Setlink system, and JUMP+, organized by the Stock Exchange of Thailand, the Securities and Exchange Commission, and the Thai Listed Companies Association.

Work Experience:

2025 - Present	Company Secretary	Origin Property Public Company Limited
2024 - 2025	Company Secretary, Investor Relations	Clover Power Public Company Limited
2019 - 2023	Company Secretary, Investor Relations	Health Empire Corporation Public Company Limited
2016 - 2018	Assistant Company Secretary	Eastern Commercial Leasing Public Company Limited
2015	Legal Officer, Lawyer	The Klinique Medical Clinic Company Limited

Position in other company Listed:

Listed:	None
Non-Listed:	None

Illegal record in the last 10 years: None

Attachment 2

Details about the directors and executives of the Subsidiary Companies

List of Diractors \ List of Subsidiary Companies	Origin Hote PCL.	Primo Service Solution PCL.	Britanai PCL.	Origin Vertical Corporation Co.,Ltd	Origin Prime Co.,Ltd
1. Mr. Peerapong Jaroon-ek	X		/		
2. Mr. Chanchai Phansopha	/				
3. Mr. Niwat Lamunpandh		/	/		
4. Mr. Pitipong Trinurak	/	/		X	/
5. Ms. Khajita Wuttikarnkoson	/				
6. Ms. Kanokpailin Wilaikaew				/	/
7. Mr. Apisit Soonthronchukiat				/	
8. Mrs. Arada Jaroon-ek	/		/		
9. Mr. Atipong Amandtayakul	/				
10. Mr. Maroj Wananan		X			
11. Mr. Kreingkrai Kreebongkan		/		/	/
12. Ms. Supattana Himhuang		/			
13. Mr. Khachit Chatchawanit		/			
14. Mr. Surin Sahachatpocanun		/	/		
15. Mr. Wijarn Simachaya			X		
16. Mr. Suphaphong Sukhasapha			/		
17. Dr. Supalak Chanpitak					
18. Pol.Lt.Gen. Sukhun Prommayon			/		
19. Ms. Panitaporn Wongprakop			/		
20. Mr. Prasertkul Charoentaweemongkol				/	

Note: X = Chairman, / = Director, // = Executive

List of Directors \ List of Subsidiary Companies	Park Luxury Co.,Ltd	Park Origin Phayathai Co.,Ltd	Park Origin Rama 4 Co.,Ltd	Park Ratchada Co.,Ltd	Park Origin Ratcha-thewi Co.,Ltd	Park Origin T2 Co.,Ltd	Park Pillar R4 Co.,Ltd	Origin Ratcha-yothin Co.,Ltd
1. Mr. Pitipong Trinurak	/	X				X		
2. Ms. Kanokpailin Wilaikaew	/	/	/	/	/	/	/	/
3. Mr. Joompol Prawitthana		/				/		
4. Mr. Kittichai Assavakatmorakot				/			/	
5. Mr. Jin Su Yang							/	
6. Mr. Krit Techasumma			/		/			
7. Mr. Yeon Gyu Kim							/	
8. Mr. Kreingkrai Kreebongkan	/		/	X	/		X	X
9. Mr. Tomoyasu Udagawa			/	/	/			
10. Mr. Naomi Aenao			/	/	/			
11. Mr. Apisit Soonthronchukiat	/							
12. Mr. Prasertkul Charoentaweemongkol	/							
13. Mr. Siripong Srisawangeong								/

Note: X = Chairman, / = Director, // = Executive

List of Directors \ List of Subsidiary Companies	Origin Sphere Co.,Ltd	Origin Prime 2 Co.,Ltd	Ori Sauté Co.,Ltd	Origin Kaset Society Co.,Ltd	Origin Capital Rama 9 Co.,Ltd	Knightsbridge Sukhumvit Punnawithi Co.,Ltd	Origin Park T1 Co.,Ltd	Origin Sathorn Co.,Ltd
1. Mr. Pitipong Trinurak				X	X			X
2. Ms. Kanokpailin Wilaikaew	/	/	/	/	/	/	/	/
3. Mr. Joompol Prawitthana					/			
4. Mr. Kittichai Assavakatmorakot	/							
5. Mr. Krit Techasumma							/	
6. Mr. Yeon Gyu Kim								
7. Mr. Kreingkrai Kreebongkan	X	X		/		X	/	
8. Mr. Tomoyasu Udagawa							/	
9. Mr. Naomi Aenao							/	
10. Mr. Siripong Srisawangeong		/	/					

Note: X = Chairman, / = Director, // = Executive

List of Diractors / List of Subsidiary Companies	Knights-bridge Kaset Inter-change Co.,Ltd	So Origin Siriraj Co.,Ltd	So Origin Sukhumvit Co.,Ltd	Park Luxury SPV 1 Co.,Ltd	Park Luxury SPV 2 Co.,Ltd ***	Park Luxury SPV 3 Co.,Ltd ***	Origin Grand Co.,Ltd	Origin Ramkham haeng Co.,Ltd
1. Mr. Pitipong Trinurak					/	/	X	
2. Ms. Kanokpailin Wilaikaew	/	/	/	/	/	/	/	
3. Mr. Joompol Prawitthana							/	
4. Mr. Kittichai Assavakatmorakot	/	/						
5. Mr. Krit Techasumma				/				
6. Mr. Kreingkrai Kreebongkan	/	X	X		/			X
7. Mr. Tomoyasu Udagawa	/	/						
8. Mr. Naomi Aenao	/	/						
9. Mr. Apisit Soonthronchukiat			/			/		
10. Mr. Pharadon Thanapaisankit								/
11. Mr. Siripong Srisawangeong								/
12. Mr. Piti Jarukanjorn				/				
13. Mr. Dhira Thongwilai				/				
14. Mr. Phakarin Tattiphong				/				
15. Ms. Jintana Insee				/				

Note: X = Chairman, / = Director, // = Executive

List of Diractors / List of Subsidiary Companies	Origin Capital Collage 107 Co.,Ltd	V Con-struction and Supply Co.,Ltd	Origin Ramkham haeng In-terchange Co.,Ltd	Origin Knights-bridge Theparak Co.,Ltd	Origin Ladprao Co.,Ltd	Origin Ramintra Co.,Ltd	Origin Sukhum vit Sailuat Co.,Ltd	Origin Place Samut-prakan Co.,Ltd
1. Mr. Pitipong Trinurak	X			/				/
2. Ms. Kanokpailin Wilaikaew	/	/	/	/	/	/	/	
3. Mr. Joompol Prawitthana	/			/				
4. Mr. Kittichai Assavakatmorakot		/						
5. Mr. Pharadon Thanapaisankit		/						
6. Mr. Jin Su Yang					/			
7. Mr. Yeon Gyu Kim					/			
8. Mr. Kreingkrai Kreebongkan		X	/		X	/	/	/

List of Directors / List of Subsidiary Companies	Origin Capital Collage 107 Co.,Ltd	V Construction and Supply Co.,Ltd	Origin Ramkhamhaeng Interchange Co.,Ltd	Origin Knightsbridge Theparak Co.,Ltd	Origin Ladprao Co.,Ltd	Origin Ramintra Co.,Ltd	Origin Sukhumvit Sailuat Co.,Ltd	Origin Place Samutprakan Co.,Ltd
9. Mr. Tomoyasu Udagawa			/				/	
10. Mr. Naomi Aenao			/				/	
11. Mr. Apisit Soonthronchukiat			/		/	/	/	/

Note: X = Chairman, / = Director, // = Executive

List of Directors / List of Subsidiary Companies	Origin Boonpha Bangna Co.,Ltd	Origin Play Phahon N Nineteen Station Co.,Ltd	Origin Plug and Play Samutprakan Co.,Ltd	So Origin Phahol 69 Station Co.,Ltd	Origin Plug & Play Charan Ratchawithi Co.,Ltd	Origin Plug and Play E22 Station Co.,Ltd	Origin Play Sri Udom Station Co.,Ltd	Origin Plug and Play Phetkasem Co.,Ltd
1. Mr. Pitipong Trinurak	X	/						
2. Ms. Kanokpailin Wilaikaew	/		/	/	/	/	/	/
3. Mr. Kreingkrai Kreebongkan	/	X	X	X	/	/	X	X
4. Mr. Tomoyasu Udagawa			/	/			/	/
5. Mr. Naomi Aenao			/	/			/	/
6. Mr. Apisit Soonthronchukiat		/	/	/	X	/	/	/
7. Mr. Pisitpong Worasettakarnkit	/							
8. Mr. Pongsak Sawatyanon	/							
9. Ms. Wareerat Sawatyanon	/							
10. Mr. Chen Shan Jeir					/			
11. Mr. Jao Dakun					/			

Note: X = Chairman, / = Director, // = Executive

List of Directors / List of Subsidiary Companies	Origin Plug & Play Sri Lasalle Station Co.,Ltd	Origin Play Bangkhunnon Co.,Ltd	Origin Place Lasalle Co.,Ltd	The Origin Phetkasem Bang Khae Co.,Ltd	The Origin Ramkhamhaeng 142 Station Co.,Ltd	Origin Place Ramkhamhaeng 153 Co.,Ltd	Origin Bang Bamru Station Co.,Ltd	Origin Phahon 57 Co.,Ltd
1. Ms. Kanokpailin Wilaikaew	/	/	/	/	/	/	/	/
2. Mr. Kreingkrai Kreebongkan	X	/	/	X	/	/	X	/
3. Mr. Tomoyasu Udagawa		/						
4. Mr. Naomi Aenao		/						
5. Mr. Apisit Soonthronchukiat	/	/	/	/	/	/	/	
6. Mr. Masayuki Hirano								/

Note: X = Chairman, / = Director, // = Executive

List of Directors / List of Subsidiary Companies	Origin Condominium SPV 1 Co.,Ltd	Origin Condominium SPV 2 Co.,Ltd	Origin Condominium SPV 3 Co.,Ltd	Origin Condominium SPV 4 Co.,Ltd	Hampton Place Bangna Co.,Ltd	Hampton Play Bangsaen Co.,Ltd	Hampton Kathu Phuket Co.,Ltd	Origin Condominium SPV 8 Co.,Ltd
1. Mr. Pitipong Trinurak			X	X	/		/	X
2. Ms. Kanokpailin Wilaikaew	/	/		/	/	/	/	/
3. Mr. Kreingkrai Kreebongkan	/				/	/		
4. Mr. Apisit Soonthronchukiat	/	/				/		
5. Mr. Itthipol Kumsumbat			/					
6. Mr. Piti Jarukanjorn		/						
7. Ms. Sirilak Sawanapridi	/							
8. Ms. Wanthana Suebsuwong	/							
9. Mr. Naphat Phattharayasakul		/						
10. Mr. Sirichai Wirunchaichot		/						
11. Mr. Suchart Ruangpanyawut			/					
12. Ms. Sarinya Ruangpanyawut			/					

Note: X = Chairman, / = Director, // = Executive

List of Directors / List of Subsidiary Companies	Origin Condo-minium SPV 9 Co.,Ltd	Origin Suwin-thawong Co.,Ltd	Origin Setthabut Station Co.,Ltd	The Origin Bangna Bangphli Co.,Ltd	Origin Chaeng-wattana Co.,Ltd	Origin Taopoon Co.,Ltd	Origin Bangwa Co.,Ltd
1. Mr. Pitipong Trinurak	X				X		
2. Ms. Kanokpailin Wilaikaew	/	/	/	/	/	/	/
3. Mr. Kreingkrai Kreebongkan		/	/	/		/	/
4. Mr. Naomi Aenao						/	/
5. Mr. Tomoyasu Udagawa						/	/
6. Mr. Toru Kumaki					/		
7. Ms. Mako Hanai					/		
8. Mr. Apisit Soonthronchukiat		/	/	/	/	/	/
9. Mr. Prasertkul Charoentaweemongkol							
10. Mr. Songsak Chanratanapreeda							
11. Mr. Thanet Lohweera							

Note: X = Chairman, / = Director, // = Executive

List of Directors / List of Subsidiary Companies	Origin Nation-wide Co.,Ltd	Origin Sriracha Co.,Ltd	Origin Cha-choeng-sao Co.,Ltd	The Origin Campus Khon Kaen Non Muang Co.,Ltd	Origin Phuket Villa Co.,Ltd	Origin EEC SPV 1 Co.,Ltd	Origin Nation-wide Asian Co.,Ltd	Origin Ramin-tra 87 Co.,Ltd
1. Mr. Pitipong Trinurak	/		/					
2. Ms. Kanokpailin Wilaikaew	/	/	/	X	X	X	/	/
3. Mr. Joompol Prawitthana		/						
4. Mr. Methapong Upatitsarung					/			
5. Mr. Phongsaphak Upatisaring					/			
6. Mr. Krit Techasumma				/	/		/	
7. Mr. Kreingkrai Kreebongkan	/		/				/	/
8. Mr. Apisit Soonthronchukiat	/	/						/
9. Mr. Prasertkul Charoentaweemongkol	/			/		/		
10. Mr. Siripong Srisawangeong								
11. Mr. Thanakorn Wuttiphong						/		
12. Mr. Paichit Manasin						/		

List of Directors / List of Subsidiary Companies	Origin Nation-wide Co.,Ltd	Origin Sriracha Co.,Ltd	Origin Cha-choeng-sao Co.,Ltd	The Origin Campus Khon Kaen Non Muang Co.,Ltd	Origin Phuket Villa Co.,Ltd	Origin EEC SPV 1 Co.,Ltd	Origin Nation-wide Asian Co.,Ltd	Origin Ramin-tra 87 Co.,Ltd
13. Mr. Sudrak Pansaichuea						/		
14. Mr. Veeramin Kasemwiratiphong							/	
15. Ms. Waranrat Assanuphong							/	

Note: X = Chairman, / = Director, // = Executive

List of Directors / List of Subsidiary Companies	Origin EEC SPV 3 Co.,Ltd	Origin EEC SPV 4 Co.,Ltd	Origin EEC SPV 5 Co.,Ltd	Hampton Suites Rayong Co.,Ltd	Origin Condo Bang Tao 1 Co.,Ltd	Origin Condo Bang Tao 2 Co.,Ltd	Origin Condo Center Phuket 1 Co.,Ltd	Origin Condo Center Phuket 2 Co.,Ltd
1. Ms. Kanokpailin Wilaikaew	X	X	X	/	X	X	X	X
2. Mr. Krit Techasumma					/	/	/	/
3. Mr. Thanakorn Wuttiphong		/			/	/	/	
4. Ms. Kiranuch Sukhasvasti Na Ayudhya								/
5. Mr. Songsak Chanratanapreeda	/							
6. Mr. Thanet Lohweera	/							
7. Mr. Kiattiphong Jintanakul		/						
8. Mr. Ratthawit Angkhasakulkiat		/						
9. Mr. Kreingkrai Kreebongkan				/				
10. Mr. Naphat Phattharayasakul			/					
11. Mrs. Naree Piyarojnanukul			/					
12. Mr. Apisit Soonthronchukiat			/					
13. Mr. Prasertkul Charoentaweemongkol	/	/		/				
14. Mr. Piti Jarukanjorn			/					

Note: X = Chairman, / = Director, // = Executive

List of Directors \ List of Subsidiary Companies	Origin Condo Center Phuket 3 Co.,Ltd	Origin Play Bang-saen Co.,Ltd	Origin Place Bang-saen Co.,Ltd	Origin Kata Phuket Co.,Ltd	Origin Place Khon Kaen Co.,Ltd	Origin Pattaya Sukhum-vit 1 Co.,Ltd	Origin Pattaya Sukhum-vit 2 Co.,Ltd	Origin Pattaya Sukhum-vit 3 Co.,Ltd
1. Ms. Kanokpailin Wilaikaew	X	/	/	X	/	X	X	X
2. Mr. Krit Techasumma	/	/	/	/	/	/		/
3. Mr. Thanakorn Wuttiphong	/			/				
4. Mr. Natthakorn Sittimahachaikul						/		
5. Mr. Chetchaiphat Dilokchanit						/		
6. Mr. Atisitt Yutthawaraphorn							/	
7. Mr. Kreingkrai Kreebongkan		/	/					
8. Mr. Tomoyasu Udagawa		/	/					
9. Mr. Naomi Aenao		/	/					
10. Mr. Apisit Soonthronchukiat						/	/	/
11. Mr. Prasertkul Charoentaweemongkol					/			

Note: X = Chairman, / = Director, // = Executive

List of Directors \ List of Subsidiary Companies	Origin Cherng-talay Phuket Co.,Ltd	The Origin Sriracha 1 Co.,Ltd	The Origin Sriracha 2 Co.,Ltd	Hampton Sriracha Co.,Ltd	One Hampton Deluxe Ocean Sriracha Co.,Ltd	One Hampton Knights-bridge Samut Prakan City Co.,Ltd	One Hampton Rayong Co.,Ltd	One Hampton Next Two Emporium Co.,Ltd
1. Mr. Pitipong Trinurak				/	/	/	/	/
2. Ms. Kanokpailin Wilaikaew	/	/	/	/	/	/	/	/
3. Mr. Krit Techasumma	/	/	/					
4. Mr. Thanakorn Wuttiphong	/							
5. Mr. Kreingkrai Kreebongkan					/	/	/	/
6. Mr. Apisit Soonthronchukiat		/	/	/				

Note: X = Chairman, / = Director, // = Executive

List of Directors / List of Subsidiary Companies	One Hampton Phayathai Co.,Ltd	One Hampton Thonglor Co.,Ltd	One Hampton Sriracha Co.,Ltd	One Hampton Brixton Bangsaen Co.,Ltd	One Hampton Brixton Kaset Sriracha Co.,Ltd	One Origin Hua Hin Co.,Ltd	One Origin Amata Nakorn Co.,Ltd	SPV So Bangtao Co.,Ltd
1. Mr. Pitipong Trinurak	/	/	/			/	/	/
2. Ms. Kanokpailin Wilaikaew	/	/	/	/	/	/		/
3. Mr. Kreingkrai Kreebongkan	/	/	/	/	/	/		/
4. Ms. Khajita Wuttikarnkoson				/	/		/	

Note: X = Chairman, / = Director, // = Executive

List of Directors / List of Subsidiary Companies	Stable Home Property Co.,Ltd	District Grand Real Estate Co.,Ltd	Belgravia Bangna Co.,Ltd	Belgravia Ratcha-phruek Co.,Ltd	Britania Wong-waen Ramintra Co.,Ltd	Britania Bangna Km.17 Co.,Ltd	Britania Bangna Km.35 Co.,Ltd	Stable Town Co.,Ltd
1. Mr. Siripong Srisawangeong	/		/	/	/	/	/	/
2. Mr. Parama Hemathulin	/		/	/				
3. Ms. Panitaporn Wongprakop	/	/	/	/		/	/	/
4. Mr. Nawin Laknawa		/			/	/		/
5. Mr. Jiroj Sutthiapha		X			/			
6. Mr. Naomi Aenao						/		/
7. Mr. Tomoyasu Udagawa						/		/
8. Mr. Teerayut Lakdee							/	
9. Mr. Chen Shan Jeir							/	
10. Mr. Jao Dakun							/	

Note: X = Chairman, / = Director, // = Executive

List of Diractors / List of Subsidiary Companies	Britania Amata Phan-thong Co.,Ltd	Grand Britania Khu Khot Station Co.,Ltd	Grand Britania Pracha Uthit 76 Co.,Ltd	Britania Bangna Km.39 Co.,Ltd	Grand Britania Thawi Watthana Co.,Ltd	Britania Chai-yaphruek – Chaeng-wattana Co.,Ltd	Britania Bangna - Theparak Co.,Ltd	Britania Sukhu-mvit 76 Co.,Ltd
1. Mr. Siripong Srisawangeong	/	/	/	/	/	/	/	/
2. Mr. Parama Hemathulin			/		/			
3. Ms. Panitaporn Wongprakop	/	/	/	/	/	/	/	/
4. Mr. Nawin Laknawa				/		/	/	/
5. Mr. Pisitpong Worasettakarnkit					/			
6. Mr. Preecha Sawatyanon					/			
7. Ms. Wareerat Sawatyanon					/			
8. Mr. Teerayut Lakdee	/	/						
9. Mr. Chen Shan Jeir	/	/						
10. Mr. Jao Dakun	/	/						
11. Mr. Suwat Suwandee						/		
12. Mr. Senee Suwandee						/		
13. Mr. Kittipong Sumanon								/
14. Ms.Thitima Ngernmeesri								/

Note: X = Chairman, / = Director, // = Executive

List of Diractors / List of Subsidiary Companies	Britania Rayong Co.,Ltd	Britania Pracha Uthit 90 Co.,Ltd	Belgravia Ratcha-phruek Nakhon In Co.,Ltd	Britania SPV 1 Co.,Ltd	Britania SPV 2 Co.,Ltd	Britania SPV 3 Co.,Ltd	Britania SPV 4 Co.,Ltd	Britania SPV 5 Co.,Ltd
1. Mr. Siripong Srisawangeong	X	/	/	/	X	X		X
2. Mr. Parama Hemathulin		/						
3. Ms. Panitaporn Wongprakop	/	/	/	X	/	/	/	/
4. Mr. Nawin Laknawa				/		/		/
5. Mr. Surin Sahachatpocanun							X	
6. Mr. Warut Samalapha	/							
7. Mr. Masayuki Hirano			/					
8. Ms. Thanya Thansubutr				/				
9. Mr. Wirawat Thansubutr				/				

List of Directors / List of Subsidiary Companies	Britania Rayong Co.,Ltd	Britania Pracha Uthit 90 Co.,Ltd	Belgravia Ratcha-phruek Nakhon In Co.,Ltd	Britania SPV 1 Co.,Ltd	Britania SPV 2 Co.,Ltd	Britania SPV 3 Co.,Ltd	Britania SPV 4 Co.,Ltd	Britania SPV 5 Co.,Ltd
10. Mr. Songsak Chanratanapreeda					/			
11. Mr. Thanet Lohweera					/			
12. Ms. Phattita Charoenkit						/		
13. Mr. Niphon Charoenkit						/		
14. Mr. Anek Chiarawongsakul							/	
15. Mr. Suwat Suwandee								/
16. Mr. Senee Suwandee								/

Note: X = Chairman, / = Director, // = Executive

List of Directors / List of Subsidiary Companies	Britania SPV 6 Co.,Ltd	Britania Rangsina Co.,Ltd	Britania C.S.I. Asset Co.,Ltd	Belgravia Sai 3 Co.,Ltd	Britania Asian Khao Yai Co.,Ltd	Britania SPV 9 Co.,Ltd	Britania SPV 10 Co.,Ltd	Britania SPV 11 Co.,Ltd	Birming-ham Asset Manage-ment Co., Ltd
1. Mr. Siripong Srisawangeong	X	X	X	/	X	X	/	/	
2. Mr. Parama Hemathulin				/	/	/			
3. Ms. Panitaporn Wongprakop	/	/	/	/	/	/	X	X	
4. Mr. Nawin Laknawa	/	/	/						
5. Mr. Wisit Rangsinaporn		/							
6. Mr. Wichit Rangsinaporn		/							
7. Ms. Hathairat Rattanasiriwilai			/						
8. Ms. Monpat Rattanasiriwilai			/						
9. Mr. Warat Rattanasiriwilai			/						
10. Mr. Kittisak Chaiwikrai							/	/	
11. Mr. Natthakorn Sittimahachaikul						/			
12. Mr. Chetchaiphat Dilokchanit						/			
13. Mr. Atchariya In-ngam									/
14. Mrs. Pakwarin Praditsitthikorn									/
15. Ms. Prapaporn Vidhyanukorn									/

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List of Diractors / List of Subsidiary Companies	Britania SPV 12 Co.,Ltd	Britania Amata Phan-thong Co.,Ltd	Britania SPV 14 Co.,Ltd	Britania SPV 15 Co.,Ltd	Britania SPV 16 Co.,Ltd	Britania SPV 18 Co.,Ltd	Britania SPV 19 Co.,Ltd	Britania SPV 20 Co.,Ltd
1. Mr. Siripong Srisawangeong	X	/	X	X	X	X	X	X
2. Mr. Parama Hemathulin			/	/	/	/	/	/
3. Ms. Panitaporn Wongprakop	/	/	/	/	/	/	/	/
4. Mr. Nawin Laknawa		/						
5. Mr. Kittisak Chaiwikrai	/							
6. Mr. Naphat Phattharayasakul		/						
7. Mrs. Naree Piyarojnanukul		/						
8. Mr. Kiattiphong Jintanakul			/					
9. Mr. Ratthawit Angkhasakulkiat			/					
10. Mr. Natthakorn Sittimahachaikul				/				
11. Mr. Chetchaiphat Dilokchanit				/				
12. Mr. Viroj Sereesirikajorn					/			
13. Ms. Jintana Insee					/			
14. Ms. Natthanan Ung Suwanpanich							/	
15. Ms. Dolphon Wangka							/	
16. Mr. Prasit Wongnitjasil								/
17. Mrs. Pinsuda Luevisadpaiboon								/

Note: X = Chairman, / = Director, // = Executive

List of Directors \ List of Subsidiary Companies	Britania SPV 21 Co.,Ltd	Britania SPV 22 Co.,Ltd	Britania SPV 23 Co.,Ltd	Britania SPV 24 Co.,Ltd	Britania SPV 25 Co.,Ltd	Britania SPV 26 Co.,Ltd	Britania SPV 27 Co.,Ltd	Britania SPV 28 Co.,Ltd	Britania SPV 29 Co.,Ltd	Britania SPV 30 Co.,Ltd
1. Mr. Siripong Srisawangeong	X	X	X	X	X	X	X	X	X	X
2. Mr. Parama Hemathulin			/	/	/					
3. Ms. Panitaporn Wongprakop	/	/	/	/	/	/	/	/	/	/
4. Mr. Nawin Laknawa	/	/					/	/	/	/
5. Mr. Suchart Ruangpanyawut		/	/		/					
6. Ms. Sarinya Ruangpanyawut		/	/		/					
7. Mr. Naphat Phattharayasakul										
8. Mr. Sirichai Wirunchaichot										
9. Ms. Sopida Jirasathit										
10. Ms. Sirilak Sawanapridi							/			
11. Ms. Wanthana Suebsuwong							/			

Note: X = Chairman, / = Director, // = Executive

List of Directors \ List of Subsidiary Companies	Origin One Sukhumvit 24 Co.,Ltd	Origin One Phrom Phong Co.,Ltd	One Pha-yathai Co.,Ltd	Origin Food Co.,Ltd	One Dristrict Rayong Co.,Ltd	One Ramintra Co.,Ltd	One Origin Enco Co.,Ltd	One Sanam Pao Co.,Ltd
1. Mr. Peerapong Jaroon-ek	X	X	X					X
2. Mr. Pitipong Trinurak	/	/	/	X	X	X	X	/
3. Ms. Khajita Wuttikarnkoson	/	/	/	/	/	/	/	/
4. Mr. Kreingkrai Kreebongkan							/	
5. Mr. Naomi Aenao	/	/						
6. Mr. Tomoyasu Udagawa	/	/						
7. Mr. Shoji Aono			/					/
8. Mr. Tsubasa Sakai			/					/
9. Ms. Wiranphat Wansaengkaew							/	
10. Mrs. Kittiya Bantadchan							/	
11. Mr. Teerapat Sawaengkij							/	

Note: X = Chairman, / = Director, // = Executive

List of Diractors \ List of Subsidiary Companies	One Wellness Sukhum vit 107 Co.,Ltd	One Origin Hospitality Co.,Ltd	One Asset Bloom Co.,Ltd	One Origin Chiang Mai Co.,Ltd	One Origin Rangsina Co.,Ltd	One Origin Bangtao Beach Co.,Ltd	One Origin North Pattaya Co.,Ltd	One Origin SPV 1 Co.,Ltd
1. Mr. Pitipong Trinurak	X	X	X	X	X	X	X	X
2. Ms. Khajita Wuttikarnkoson	/	/	/	/	/	/	/	/
3. Mr. Kreingkrai Kreebongkan		/						
4. Mr. Shoji Aono		/						
5. Mr. Tsubasa Sakai		/						
6. Mr. Jakkarin Konnual			/		/			
7. Mr. Channarong Setthaphruek			/					
8. Mr. Korawit Koonvisal			/					
9. Mr. Kawin Koonvisal			/					
10. Mr. Wisit Rangsinaporn					/			
11. Mr. Wichit Rangsinaporn					/			
12. Mr. Piti Jarukanjorn								/
13. Mr. Paichit Manasin								/
14. Mr. Sudrak Pansaichuea								/

Note: X = Chairman, / = Director, // = Executive

List of Diractors \ List of Subsidiary Companies	One Asian Sriracha Co.,Ltd	One Origin Beach-front Bangtao Co.,Ltd	One Origin Sriracha Co.,Ltd	One Origin Sukhum vit 68 Co.,Ltd	One Origin Kata Phuket Co.,Ltd	One Origin Chiang Mai Nimman Co.,Ltd	One Origin Khao Yai Thanarat Co.,Ltd	One Origin Chaeng-wattana Co.,Ltd	One Origin Pattaya Sukhum vit Co.,Ltd
1. Mr. Pitipong Trinurak	X	X	X	X	X	X	X	X	X
2. Ms. Khajita Wuttikarnkoson	/	/	/	/	/	/	/	/	/
3. Mr. Kreingkrai Kreebongkan	/			/		/	/	/	
4. Mr. Veeramin Kasemwiratiphong	/						/		
5. Ms. Waranrat Assanuphong	/						/		
6. Mr. Shoji Aono				/					
7. Mr. Tsubasa Sakai				/					
8. Mr. Phornudom Chotmanotham						/			
9. Ms. Chananuch Chotmanotum						/			

List of Diractors / List of Subsidiary Companies	One Asian Sriracha Co.,Ltd	One Origin Beach-front Bangtao Co.,Ltd	One Origin Sriracha Co.,Ltd	One Origin Sukhum vit 68 Co.,Ltd	One Origin Kata Phuket Co.,Ltd	One Origin Chiang Mai Nimman Co.,Ltd	One Origin Khao Yai Thanarat Co.,Ltd	One Origin Chaeng-wattana Co.,Ltd	One Origin Pattaya Sukhum vit Co.,Ltd
10. Mr. Pornsit Chotmanotum						/			
11. Mr. Veeramin Kasemwiratiphong							/		
12. Ms. Waranrat Assanuphong							/		

Note: X = Chairman, / = Director, // = Executive

List of Diractors / List of Subsidiary Companies	One Origin SPV 3 Co.,Ltd	One Origin Bangna Hotel Co.,Ltd	One Origin Wichit Phuket Co.,Ltd	One Origin Cherng-talay Phuket Co.,Ltd	Origin Hotel Pruksa Sukhum vit Co.,Ltd	One Origin On Nut Co.,Ltd	One Origin Sukhum vit 49 Co.,Ltd	One Origin SPV 4 Co.,Ltd	One Origin SPV 5 Co.,Ltd	Projects Asia Co.,Ltd
1. Mr. Pitipong Trinurak	X	X	X	X	X	X	X	X	X	X
2. Ms. Khajita Wuttikarnkoson	/	/	/	/	/	/	/	/	/	/
3. Mr. Kreingkrai Kreebongkan	/			/		/	/	/	/	
4. Mr. Shoji Aono	/									
5. Mr. Tsubasa Sakai	/									
6. Mr. Thiti Sihanathakathakul				/						
7. Mr. Thosaporn Sihanathakathakul				/						
8. Mr. Teerawit Wikyanon						/				
9. Mr. Dhira Thongwilai				/						
10. Ms. Jintana Insee						/				
11. Mr. Phakarin Tattiphong						/				
12. Ms. Nucharee Jitardhun						/				
13. Mr. Brian John Simmonds							/			
14. Mr. Niyom Chukorn							/			

Note: X = Chairman, / = Director, // = Executive

List of Diractors / List of Subsidiary Companies	Pmm Property Manage-ment Co., Ltd.	Passion Realtor Co.,Ltd	Passion Asset 360 Co.,Ltd	Just Co On Co.,Ltd	Wide Interior Co.,Ltd	Wide Furniture Co.,Ltd	Crown Resi-dence Co.,Ltd	Prop-2morow Co.,Ltd	Uno Service Co.,Ltd
1. Mr. Surin Sahachatpocanun	X	X	X	X	X	X	X	X	X
2. Mr. Prasit Charushwichakorn	/	/			/		/		/
3. Mr. Apisit Soonthronchukiat								/	
4. Ms. Nucharee Jitardhun	/	/	/		/		/	/	/
5. Mr. Kreingkrai Kreebongkan						/			
6. Ms. Kanokpailin Wilaikaew						/			
7. Mr. Teerayut Lakdee						/			
8. Mr. Kittiphan Phothiwangtrakul						/			
9. Ms. Wiradee Jiwanon						/			
10. Mr. Salikorn Rattanachot				/					
11. Mr. Supasermphon Patcharatuporn				/					
12. Ms. Onuma Suwannakut				/					
13. Mr. Inthanon Jiravanichanan				/					
14. Mr. Piyaphan Wongyara								/	
15. Mr. Opas Thirapanyalert								/	
16. Mr. Suthathorn Sutthisan								/	
17. Mr. Salikorn Rattanachot								/	

Note: X = Chairman, / = Director, // = Executive

List of Directors \ List of Subsidiary Companies	United Project Management Co.,Ltd	UPM Design Studio Co.,Ltd	Hampton Hotel & Residence Management Co.,Ltd	Lift Tech Lab Co.,Ltd	Prime Insurance Broke Co.,Ltd	Uno Facility Management And Cleaning Co., Ltd	Nomadic Butler Co.,Ltd ***	Origin Hotel SPV 6 Co.,Ltd
1. Mr. Surin Sahachatpocanun	X	X	X	X	X	X	X	
2. Mr. Pitipong Trinurak						/		X
3. Mr. Kreingkrai Kreebongkan					/			/
4. Ms. Nucharee Jitardhun	/		/	/		/	/	
5. Ms. Khajita Wuttikarnkoson								/
6. Ms. Maliwan Butrachat	/							
7. Mr. Kongkun Tochaiwat	/							
8. Mr. Komol Detchkawinlert	/							
9. Mr. Ratchaphon Santiwarakorn	/							
10. Mr. Suriya Tuntiwiwut	/							
11. Mr. Teerayut Lakdee	/							
12. Mr. Polchompunoot Thongtaem Na Ayudhya				/				
13. Mr. Sittichai Sirikachorn				/				
14. Ms. Pornphan Munthawithee				/				
15. Mr.Bordin Thumcheewonskul					/			
16. Mr. Olarn Jarungthamchote					/			

Note: X = Chairman, / = Director, // = Executive

List of Diractors \ List of Subsidiary Companies	Origin Health-care Co.,Ltd	Kin Origin Health-care Co.,Ltd	Origin Chiva Health-care Co.,Ltd	Hair Restore Co.,Ltd	Alpha Eastern Seaboard Co.,Ltd	Alpha Industrial Asset 3 Co.,Ltd	Alpha Industrial Asset 4 Co.,Ltd	Origin REIT Manage-ment Co.,Ltd	Origin Music Co.,Ltd
1. Mr. Trirat Jarutat	X								
2. Mr. Pitipong Trinurak	/	X	X	X	/	/	/	X	X
3. Ms. Kanokpailin Wilaikaew	/		/					/	/
4. Ms. Jarunee Kannasit	/	/	/	/					
5. Mr. Chavakij Bhoomibunchoo	/	/	/	/					
6. Mr. Patan Somburanasin					X	X	X		
7. Mr. Apichon Sutthiphongkait								/	/
8. Ms. Oranun Udompap			/						
9. Mr. Minoru Momota					/				
10. Mr.Thongchai Chockthanormsub		/							
11. Mr.Saksit Chenkulprasutr		/							
12. Mr. Worapon Prutanopajai		/							
13. Mr. Paul Pathomwanit				/					
14. Ms. Chomwadee Phumhiran				/					
15. Dr. Eakapong Tungsrisanguan						/			
16. Mr. Jin Su Yang						/			
17. Mr. Yeon Gyu Kim						/			

Note: X = Chairman, / = Director, // = Executive

List of Diractors \ List of Subsidiary Companies	Jetjin Origin Center Co.,Ltd	Alpha Industrial Solutions Co.,Ltd	Alpha Industrial Rangsit Co.,Ltd	Alpha Industrial Km.19 Co.,Ltd	Alpha Industrial Laem Chabang Co.,Ltd	Alpha Industrial Suwin-thawong Co.,Ltd	Alpha Industrial Phan-thong Co.,Ltd	Alpha Industrial Asset Co.,Ltd	Alpha Industrial Asset 2 Co.,Ltd
1. Mr. Peerapong Jaroon-ek		X							
2. Mr. Patan Somburanasin			X	X	/	X	X	/	X
3. Mr. Pitipong Trinurak		/	/	/	X	/	/	X	/
4. Ms. Kanokpailin Wilaikaew		/							/
5. Mr. Chavakij Bhoomibunchoo	X								
6. Mr. Saengsoon Mankongphonpaiboon	/								
7. Mr. Patiphan Koprasuk	/								

List of Directors / List of Subsidiary Companies	Jetjin Origin Center Co.,Ltd	Alpha Industrial Solutions Co.,Ltd	Alpha Industrial Rangsit Co.,Ltd	Alpha Industrial Km.19 Co.,Ltd	Alpha Industrial Laem Chabang Co.,Ltd	Alpha Industrial Suwin-thawong Co.,Ltd	Alpha Industrial Phan-thong Co.,Ltd	Alpha Industrial Asset Co.,Ltd	Alpha Industrial Asset 2 Co.,Ltd
8. Mr. Navaphan Vawklang	/								
9. Mr. Charvanin Bunditkitsada		/						/	/
10. Dr. Eakapong Tungsrisanguan		/	/	/	/	/	/	/	/
11. Mr. Jitchai Nimitpunya		/							
12. Mr. Shoji Aono			/	/	/	/	/		
13. Mr. Tsubasa Sakai			/	/	/	/	/		
14. Ms. Amornpan Bunditkitsada								/	

Note: X = Chairman, / = Director, // = Executive

List of Directors / List of Subsidiary Companies	Origin Energy Co.,Ltd	Origin Gunkul Energy Co.,Ltd	Prominent Capital Co.,Ltd	Prominent Asset Management Co.,Ltd ***	Digital Butler Co.,Ltd	Origin BE8 Co.,Ltd	V Home Co.,Ltd	Origin Global (Hong Kong)
1. Mr. Peerapong Jaroon-ek	X	X		X				X
2. Mrs. Arada Jaroon-ek								/
3. Mr. Kreingkrai Kreebongkan		/			X		X	
4. Mr. Pitipong Trinurak	/	/	X	/		X	/	
5. Ms. Kanokpailin Wilaikaew	/		/	/	/	/	/	/
6. Ms.Naruechon Dhumrongpiyawut		/						
7. Ms. Warinthip Rosharpithak		/						
8. Mr. Pairoj Panukan		/						
9. Mr. Joompol Prawitthana			/	/				
10. Mr.Chaowarat Caochavanil				/				
11. Mr. Mayta Chanchamcharat				/				
12. Mr. Wittaya Thanyasrisang					/			
13. Mr. Warakorn Weraphat					/			
14. Mr. Ronnachat Mahantanaphueng					/			
15. Mr. Polchompunoot Thongtaem Na Ayudhya						/		
16. Mr. Abhisek Thevintharapakti						/		
17. Mr. Wasin Srisukri						/		

Note: X = Chairman, / = Director, // = Executive

Attachment 3

Details of the Head of Internal Audit

Name - Surname	:	Ms. Pheerapa Piamudom
Position	:	Senior Internal Audit Manager
Educational Background	:	Bachelor's Degree in Business Administration, Accounting Major from Thaksin University and Bachelor's Degree in Law from Thammasat University.
Work Experiences	:	- Senior Internal Audit Manager of Origin Property Public Company Limited - Executive Officer 4 companies of SCB Life Assurance Public Company Limited - Assistant Internal Auditor of Lease It Public Company Limited - Internal Audit Supervisor of AEON Thana Sinsap (Thailand) Public Company Limited - Internal Audit Manager of Charoen Pokphand Foods Public Company Limited. - Senior Auditor of Bunchikij Co., Ltd. - Senior Assistant Consultant of PriceWaterhouseCoopers Company Limited
Training History in 2025:	:	- Participated in the workshop "First Launch SET Carbon: Digital Solution for Sustainable Business", organized by the Stock Exchange of Thailand. - Participated in the workshop "Webinar: SET Sustainability Assessment 2025", organized by the Stock Exchange of Thailand. - Participated in the workshop "The Next Step of SET ESG Ratings: Preparing for Assessment by FTSE Russell", organized by the Stock Exchange of Thailand. - Attended the seminar "FTSE Russell ESG Score Assessment", organized by KPMG Phoomchai Business Advisory Ltd.

Attachment 4

Details of Operating Assets

Property Leases for Business Operations

The property leases of the Corporation are land to develop hotels, serviced apartments, and commercial retail spaces. The details of the leases are as follows:

Company	Contract Date	Start	End	Contract Period	Value according to the Lease Agreement (Baht)
Origin One Sukhumvit 24 Company Limited	30 November 2017	1 January 2018	31 December 2020	3 years	45,000,000.0
Origin One Sukhumvit 24 Company Limited	30 November 2017	1 January 2021	31 December 2050	30 years	1,034,206,200.0
Origin One Phromphong Company Limited	1 June 2018	1 June 2018	31 December 2020	2 years 7 months	18,120,275.0
Origin One Phromphong Company Limited	1 June 2018	1 January 2021	31 December 2050	30 years	482,914,072.0
One Phayathai Company Limited	21 August 2018	1 October 2018	30 September 2022	4 years	Granting the right to use the land at no cost
One Phayathai Company Limited	21 August 2018	1 October 2022	30 September 2052	30 years	557,804,131.3
One Phayathai Company Limited	21 August 2018	1 October 2052	1 October 2082	30 years	950,608,262.6
One Sanampao Company Limited	25 March 2020	1 January 2022	31 December 2025	4 years	260,000,000.0
One Sanampao Company Limited	25 March 2020	1 January 2026	31 December 2055	30 years	1,606,492,400.0
Alpha Industrial Solutions Company Limited	31 March 2021	1 April 2021	31 March 2023	2 years	78,000,000.0
Alpha Industrial Solutions Company Limited	31 March 2021	1 April 2023	31 March 2053	30 years	118,574,439.0
Alpha Industrial Solutions Company Limited KM.19	8 March 2022	9 March 2022	8 March 2024	2 years	14,228,311.7
Alpha Industrial Solutions Company Limited KM.19	8 March 2022	9 March 2024	8 March 2053	30 years	54,738,333.7
Alpha Industrial Solutions Company Limited KM.19	8 March 2022	9 March 2022	8 March 2024	2 years	76,360,669.6
Alpha Industrial Solutions Company Limited KM.19	8 March 2022	9 March 2024	8 March 2053	30 years	297,627,321.1
Alpha Industrial Solutions Company Limited KM.19	1 June 2022	1 June 2022	8 March 2024	2 years	125,760,000.0
Alpha Industrial Solutions Company Limited KM.19	1 June 2022	9 March 2024	8 March 2054	30 years	248,992,792.0
Alpha Industrial Solutions Rangsit Company Limited	11 March 2022	1 March 2022	29 February 2024	2 years	210,000,000.0
Alpha Industrial Solutions Rangsit Company Limited	11 March 2022	1 March 2024	28 February 2054	30 years	331,144,336.7
One Asset Bloom Company Limited	29 March 2022	1 April 2022	30 September 2023	1 years 5 months	Granting the right to use the land at no cost

Company	Contract Date	Start	End	Contract Period	Value according to the Lease Agreement (Baht)
One Asset Bloom Company Limited	29 March 2022	1 October 2023	30 September 2036	13 years	92,322,600.0
One Origin Hospitality Company Limited	25 April 2022	1 May 2022	31 March 2043	21 years	21,120,339.8
Alpha Industrial Solutions Laemchabang	25 October 2022	25 October 2022	24 October 2023	1 years	39,025,990.0
Alpha Industrial Solutions Laemchabang	25 October 2022	25 October 2023	24 October 2053	30 years	148,009,778.6
Alpha Industrial Solutions Laemchabang	25 October 2022	25 October 2022	24 October 2023	1 years	23,974,010.0
Alpha Industrial Solutions Laemchabang	25 October 2022	25 October 2023	24 October 2053	30 years	90,923,709.4
One Origin Company Limited	28 December 2022	1 July 2023	30 June 2025	2 years	61,600,000.0
One Origin Company Limited	28 December 2022	1 July 2025	30 June 2055	30 years	180,730,395.0
One Origin Company Limited	28 December 2022	1 July 2023	30 June 2025	2 years	26,400,000.0
One Origin Company Limited	28 December 2022	1 July 2025	30 June 2055	30 years	77,455,884.0
One Origin Chiang Mai Company Limited	27 March 2023	30 March 2023	11 July 2046	23 years 3 months	267,054,093.7
One Origin Kata Phuket Company Limited	29 March 2023	25 May 2023	24 May 2024	1 years	Granting the right to use the land at no cost
One Origin Kata Phuket Company Limited	29 March 2023	25 May 2024	24 May 2032	8 years	13,897,920.0
One Origin Kata Phuket Company Limited	29 March 2023	25 May 2023	24 May 2026	3 years	Granting the right to use the land at no cost
One Origin Kata Phuket Company Limited	29 March 2023	25 May 2025	24 May 2032	8 years	11,220,000.0
Alpha Industrial Phanthong Company Limited	11 May 2023	1 June 2023	31 May 2025	2 years	23,000,000.0
Alpha Industrial Phanthong Company Limited	11 May 2023	1 June 2025	31 May 2055	30 years	124,846,655.0
One Origin Beachfront Bangtao Company Limited	24 May 2023	1 June 2023	31 May 2024	1 years	Granting the right to use the land at no cost
One Origin Beachfront Bangtao Company Limited	24 May 2023	1 June 2024	31 May 2035	11 years	Gross income before expenses: 10% Minimum guaranteed return: THB 67,996,800
One Origin Beachfront Bangtao Company Limited	24 May 2023	1 June 2023	31 May 2024	1 years	Granting the right to use the land at no cost
One Origin Beachfront Bangtao Company Limited	24 May 2023	1 June 2024	31 May 2035	11 years	30,220,800.0
One Origin Sukhumvit 68 Company Limited	1 June 2023	1 June 2023	29 February 2024	9 months	40,000,000.0
One Origin Sukhumvit 68 Company Limited	1 June 2023	1 March 2024	31 August 2028	4 years 6 months	120,000,000.0

Company	Contract Date	Start	End	Contract Period	Value according to the Lease Agreement (Baht)
One Origin Sukhumvit 68 Company Limited	1 June 2023	1 September 2028	28 August 2058	30 years	631,122,015.0
Alpha Eastern Seaboard Company Limited	31 August 2023	31 August 2023	30 August 2025	30 years	128,581,619.4
Alpha Industrial Suwinthawong Company Limited	25 October 2023	25 October 2023	24 October 2053	30 years	13,825,832.0
Alpha Industrial Suwinthawong Company Limited	25 October 2023	25 October 2023	24 October 2053	30 years	13,679,688.7
Alpha Industrial Suwinthawong Company Limited	25 October 2023	25 October 2023	24 October 2053	30 years	13,679,688.7
Alpha Industrial Suwinthawong Company Limited	25 October 2023	25 October 2023	24 October 2053	30 years	13,679,688.7
Alpha Industrial Suwinthawong Company Limited	13 December 2023	13 December 2023	24 October 2053	29 years 10 months	136,072,445.6
One Origin SPV 4 Company Limited	28 December 2023	28 December 2023	30 June 2027	4 years	100,000,000.0
One Origin SPV 4 Company Limited	28 December 2023	1 July 2027	30 June 2057	30 years	344,248,371.0
One Origin Onnut Company Limited	15 September 2023	28 February 2024	27 February 2028	4 years	550,000,000.0
One Origin Onnut Company Limited	15 September 2023	28 February 2028	27 February 2058	30 years	2,294,989,143.0
Alpha Industrial Asset Company Limited	20 November 2024	30 December 2024	29 December 2026	2 years	105,336,743.6
Alpha Industrial Asset Company Limited	20 November 2024	30 December 2026	29 December 2056	30 years	216,236,228.5

Attachment 5

Corporate Governance Policy and Code of Conduct

Policy Overview-Company's Policies

https://origin.co.th/corporate/about-origin-property/corporate-governance/cg-policy/companys-policies/

Corporate Governance Policy

https://origin.co.th/corporate/about-origin-property/corporate-governance/cg-policy/

https://origin.co.th/wp-content/uploads/2024/05/20210531-ori-policies-cg-policy-2021-th.pdf

Code of Conduct

https://origin.co.th/corporate/about-origin-property/corporate-governance/code-of-conduct/

https://origin.co.th/wp-content/uploads/2024/05/20210531-ori-code-of-conduct.pdf

https://origin.co.th/wp-content/uploads/2024/05/20230118-ori-suppliers-code-of-conduct-th.pdf

Company Committee Charters

https://origin.co.th/wp-content/uploads/2024/05/ori-board-charter-th.pdf

https://origin.co.th/wp-content/uploads/2026/02/Origin-Audit-5.pdf

https://origin.co.th/wp-content/uploads/2024/05/ori-nomination-remuneration-committee-charter-th.pdf

https://origin.co.th/wp-content/uploads/2024/05/20200128-ori-corporate-governance-committee-th.pdf

https://origin.co.th/wp-content/uploads/2026/02/Origin-Audit-7.pdf

https://origin.co.th/wp-content/uploads/2024/05/ori-executive-committee-charter-th.pdf

The Company's Articles of Association

https://origin.co.th/wp-content/uploads/2024/05/20230619-ori-policies-article-of-association-th.pdf

Work Rules and Regulations

https://origin.co.th/wp-content/uploads/2025/09/%E0%B8%82%E0%B9%89%E0%B8%AD%E0%B8%9A%E0%B8%B1%E0%B8%87%E0%B8%84%E0%B8%B1%E0%B8%9A%E0%B9%80%E0%B8%81%E0%B8%B5%E0%B9%88%E0%B8%A2%E0%B8%A7%E0%B8%81%E0%B8%B1%E0%B8%9A%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%97%E0%B8%B3%E0%B8%87%E0%B8%B2%E0%B8%99.pdf

Insider Trading Policy

https://origin.co.th/wp-content/uploads/2024/05/20170511-ori-policies-insider-trading-policy-th.pdf

Internal Control

https://origin.co.th/wp-content/uploads/2024/05/20170511-ori-policies-internal-controls-th.pdf

Risk Factors

https://origin.co.th/wp-content/uploads/2024/05/20170511-ori-policies-risk-factors-th.pdf

Anti-Corruption's Policies and Measures

https://origin.co.th/wp-content/uploads/2024/05/20221115-ori-policies-anti-corruption-policy-th.pdf

Business structure and classification management policy

https://origin.co.th/wp-content/uploads/2024/05/ori-business-org-structure-policy-th.pdf

Human rights policy

https://origin.co.th/wp-content/uploads/2024/05/20230526-ori-human-rights-policy-th.pdf

https://origin.co.th/wp-content/uploads/2025/05/Origin-hrdd-policy-th-2024.pdf

Personal Data Protection Policy

https://origin.co.th/wp-content/uploads/2024/05/20231009-ori-data-privacy-policy-th.pdf

Privacy Policy

https://origin.co.th/wp-content/uploads/2024/05/20200527-ori-privacy-policy-th.pdf

https://origin.co.th/wp-content/uploads/2024/05/20231009-ori-employee-privacy-policy-th.pdf

Customer Privacy Policy

https://origin.co.th/wp-content/uploads/2024/05/20231009-ori-customer-privacy-policy-th.pdf

Enterprise Risk Management (ERM) Policy and Manual

https://origin.co.th/wp-content/uploads/2024/05/20230531-ori-policies-enterprise-risk-factors-policy-th.pdf

Information Policy

https://origin.co.th/wp-content/uploads/2024/05/20160211-ori-policies-information-th.pdf

Information Technology Security Policy

https://origin.co.th/wp-content/uploads/2024/05/ori-information-technology-and-cyber-security-policy-th.pdf

Whistleblowing Policy

https://origin.co.th/wp-content/uploads/2024/05/ori-policies-whistle-blowing-th-02.pdf

Measures and Guidelines for Energy Conservation and Resource Reduction

https://origin.co.th/wp-content/uploads/2024/05/20230531-ori-energy-saving-measures-and-guidelines-th.pdf

Sustainability Manual for Supply Chain Management

https://origin.co.th/wp-content/uploads/2025/06/Sustainable-Supply-Chain-Management.pdf

Sustainable Procurement Policy

https://origin.co.th/wp-content/uploads/2026/03/Sustainable-Procurement-Policy-Mar26.pdf

Attachment 6

Audit Committee Report

Dear Shareholders of Origin Property Public Company Limited.

The Origin Property Public Company Limited's Audit Committee appointed by the Board of Directors comprises of 3 Independent Directors with characteristics as per The Stock Exchange of Thailand's requirements. The Audit Committee must additionally be qualified with adequate experience to perform their duties within the scope and responsibilities as assigned by the Board of Directors and provided in the Audit Committee Charter, in accordance with the Securities and Exchange Commission's best practices. The following is the list of Audit Committee and their meeting attendance:

List of Audit Committee Members	Position	Meeting attendance/Total meetings (times)
Mr. Sahas Treetipbut	Chairman of the Audit Committee	5/5
Air Chief Marshal Bureerat Ratanavanich	Audit Committee	5/5
Mr. Chinapat Visuttipat	Audit Committee	5/5

In 2025, the Audit Committee held 5 meetings to discuss and consider important matters under responsibilities of the Audit Committee with independence and transparency according to the principles of good governance, which in every meeting the Audit Committee has invited executive directors, senior executives and related parties to attend the meeting in order to provide additional information on important matters for the audit and review to be more effective and efficient and has reported the meeting results to the Board of Directors for every meeting conducted.

In addition, for the Audit Committee meeting on the agenda to consider and give opinions on the financial statements in each quarter, the Company's auditor will be invited to attend the meeting to answer questions on the matter/give recommendations and organize 1 meeting with the auditors without management to independently discuss important work for the preparation of financial statements, opinions, scope, plans, and guidelines for annual auditing of the auditor. For internal audit supervision, the Audit Committee has given internal auditors the opportunity to meet, talk, express their opinions, and discuss various matters independently. The internal audit department will report directly to the Audit Committee.

All audit committee members have performed duties as assigned by the Board of Directors and has complied with the regulations of the Securities Commission (SEC) and the Stock Exchange of Thailand (SET), giving importance to establishing a systematic structure and work process. The Audit Committee has reviewed the Company to comply with the principles of good governance, has an appropriate risk management system, has an efficient and effective internal control and internal audit system. The performance results for the year can be summarized as follows:

1. Financial Report Review

The Audit Committee has conducted the Company's quarterly and annual financial statement review for the year 2025, which has already been audited and reviewed by the auditors before proposing to the Board of Directors to consider an approval. The Audit Committee held a meeting with the auditors, Management, and Internal Audit to review important matters such as accuracy and completeness of financial reports, important adjusting entries, accounting estimates, appropriateness of accounting policies, scope of audit, and key audit matters, as well as considering connected transactions or transactions that may be subject to conflicts of interest, to ensure that the Company's financial reports are reliable, punctual, and compliant with Thai financial reporting

regulations and standards, and with sufficient information disclosure and usefulness to financial report users and all stakeholders. In addition, independence of auditors has also been considered to ensure the standard and Generally Accepted Accounting Principal compliance of the Company's financial statements, as well as their reliability, punctuality, and usefulness to investors and financial statement users.

2. Good Corporate Governance Structure Review

The audit committee examined and audited the good governance structure/process to ensure that the company had good corporate governance in accordance with the guidelines of the Securities and Exchange Commission of Thailand and the Stock Exchange of Thailand. The company has established a management structure consisting of the board of directors and subcommittees, including the audit committee, risk management committee, nomination and compensation committee, sustainability committee, and executive committee. Each subcommittee had clear authority and responsibility outlined in their respective charters, and had independent members serving on each committee. The company has also established a code of conduct, announced policies, and manuals for various practices, such as anti-corruption, whistleblowing, conflict of interest, risk management, and communication through the company's website, which were all clearly written.

In addition, the audit committee considered and provided recommendations on the governance structure and management of corporate governance for subsidiary groups in accordance with the plan to register the subsidiaries on the Stock Exchange of Thailand. This was to ensure that the subsidiaries that intended to register on the Stock Exchange of Thailand had good governance projects in place.

3. Risk Management and Internal Control System Effectiveness Review

To ensure that the Company's operations are efficient, effective, and achieve with the set goals, the Audit Committee has emphasised the importance of systematic risk management in accordance with international standards, specifically COSO-ERM (the Committee of Sponsoring Organisations of the Treadway Commission — Enterprise Risk Management) and the Stock Exchange of Thailand. The Audit Committee has reviewed the risk management process, including the Company's risk management policy and internal control system, to ensure that the Company has an internal control and risk management system that is suitable and effective in managing risks that may arise both now and, in the future, covering environmental, social, and governance (ESG) risks to ensure preparedness for unexpected situations. The Board of Directors has appointed a Risk Management Committee to oversee and ensure that risk management is continuous and systematic, making risk management a key mechanism in driving operations towards achieving the set goals.

The Audit Committee discussed with Administrative Department on key risk issues, and with the auditors and the Internal Audit to review sufficiency of the internal control system by taking into consideration the COSO framework that covers 5 aspects: (1) control environment (2) risk assessment (3) operation control (4) information and communication and (5) follow-up system To ensure that the Company has internal control system and measures to manage the risk to an acceptable level (see the internal control assessment details in Section 7) in terms of operations, asset protection, error prevention and reduction, leaks or corruption, financial report reliability, compliance with laws and regulations, in order to ensure the Company's efficient, effective and goal-achieving performance.

Furthermore, in the previous year, the Company has made an improvement and development for the internal control system to be more appropriate and efficient in order to align with management structure and business changes.

In addition, in the past year, the Audit Committee has carried out important matters as follows:

- Monitor improvements, auditor's suggestions, and internal audit reports to ensure that the Company has taken appropriate and timely action.

- Consider/discuss with the Risk Management Committee and the management to review the identification of significant corporate risks to align with business operations, considering both internal and external changing factors, for presentation to the Board of Directors for consideration.
- Review and monitor whistleblower complaints received through the "Whistle Blower" channel to ensure compliance with the Company's established processes and to maintain transparency and fairness.

4. Supervision of Internal Audit

The Audit Committee reviewed the scope of work, roles and responsibilities, and the independence of the internal audit function and the Internal Audit Department. The Committee also reviewed and approved the annual internal audit plan, which was developed based on a Risk-Based Audit approach and covers the Company's key business activities and significant operational systems. During the year, the Audit Committee approved the engagement of an external internal audit service provider, KPMG Phoomchai Business Advisory Ltd., to perform internal audit activities in accordance with the approved 2025 annual internal audit plan. The engagement also included the evaluation of internal control systems relating to the procurement and payment process, accounting and finance processes, human resource management and payroll/compensation processes, and after-sales service (Homecare) and Call Center operations, in order to assess and provide recommendations on the adequacy and effectiveness of the internal control systems. In addition, the Audit Committee supervised and supported the internal audit function to ensure its independence. The internal audit team was able to consult with or seek advice from the Audit Committee conveniently. In line with best practices, on 14 November 2025, the Audit Committee held a private meeting with the outsourced internal audit team (IA Outsource) and the Head of Internal Audit of the Company without the presence of management to discuss relevant matters and to receive feedback on any issues or obstacles encountered in performing internal audit activities. This was to ensure that internal audit activities were conducted effectively and addressed the Company's significant risks.

5. Review the Compliance with Laws Regarding Securities and the Stock Exchange, the Stock Exchange of Thailand and the Office of the Securities and Exchange Commission Regulations and Relevant Laws Regarding the Company's Business

The Audit Committee emphasized the importance of the compliance with laws, regulations and regulations of the public sector and regulatory agency by supporting and encouraging the Management Team to collect and follow up on the legal requirements related to the business operations of the Company. This included laws related to real estate development business, the Labor Protection Act, the Personal Information Protection Act, credit control measures of the Bank of Thailand, anti-corruption measures of the Thai Institute of Directors Association, etc This was done to ensure that the Company had proper operations and procedures to prevent and control business activities related to the aforementioned laws. In addition, the Audit Committee reviewed the processes related to litigation and legal proceedings on a quarterly basis to ensure that the Company's actions were conducted reasonably and in alignment with good corporate governance principles and the Company's business philosophy.

6. Governance of Anti-Corruption Policy and Compliance Framework

Reviewed the implementation results of the Company's anti-corruption policy and measures, including the whistleblowing and complaint-handling processes. The Committee also oversaw the transparent disclosure of related-party transactions to prevent conflicts of interest, in accordance with the guidelines of the Thai Private Sector Collective Action Against Corruption (CAC). The Company has continuously been certified by the CAC and, in 2025, successfully obtained its second renewal of CAC certification.

7. Review Connected Transactions or Potential Conflicts transactions

In order to follow the regulations of the Stock Exchange of Thailand and the Office of the Securities and Exchange Commission, the Audit Committee considered and reviewed connected transactions or transactions that may have conflicts of interest to ensure that the Company operated reasonably and in accordance with business conditions. This was done with transparency, for the benefit of the Company and sufficient information was disclosed.

In addition, in 2025, the Audit Committee has reviewed compliance with the non-competition agreement with Britania (BRI), Primo (PRI), which did not find any items that are considered business competition according to the said contract.

8. Consider the Selection, Appointment and Remuneration of the Auditors for the year 2025

The Audit Committee considered, selected, and proposed EY Office Company Limited to be the Company's auditor and determined the audit fee for 2025. After consideration, the Audit Committee was of the opinion that the auditors from EY Office Company Limited have a good understanding of the Company's business, are independent in performing duties, and also provide useful advice. The Audit Committee considered the Company's best interests and proposed it to the Board of Directors for consideration and requested approval from the Shareholders' Meeting.

In addition, to ensure that the auditors' work was performed independently, the Audit Committee held regular meetings with the auditors without management at least once a year. They also had discussions with the auditor on issues of concern and observations of the auditor every quarter. The Audit Committee also monitored the actions of management to ensure that improvements were made in accordance with the established guidelines.

9. Review the Charter of the Audit Committee

The Audit Committee reviewed the Audit Committee Charter in order to consider the revision of the content regarding the authority, duties and responsibilities of the Audit Committee so that they are clear, up to date, appropriate, and consistent with the good corporate governance principles. In 2025, the Audit Committee reviewed various aspects of the performance of the Audit Committee by using the Audit Committee self-assessment form of the Stock Exchange of Thailand, the good practice of the Audit Committee and the Good Corporate Governance Code (CG Code) as an approach to review the performance of the Audit Committee in order to enhance the Audit Committee's performance, reviewed and revised the Audit Committee Charter so that it would cover all duties or responsibilities of the Audit Committee as stipulated in the non-competitive contract between Origin and Britannia. which has been approved by the Board of Directors.As well as reviewing and improving the charter to make it clearer, in accordance with the missions assigned by the Board of Directors, regulations of the Stock Exchange of Thailand and the SEC, and related laws.

In summary, the Audit Committee performed its duties and responsibilities as specified in the Audit Committee Charter by using their knowledge and capabilities, caution, prudence, and sufficient independence. The Audit Committee also provided constructive comments and suggestions for the benefit of all stakeholders by considering and giving opinions on the matter of correctness and reliability of financial reports, reviewing the internal control system, risk management system, and good corporate governance. The Audit Committee attended every meeting with the Board of Directors and organized meetings with the management. At the meeting, the Audit Committee was given an opportunity to express opinions freely. The Company has taken various suggestions from the Audit Committee to improve and develop the work to be more efficient.

The Audit Committee is of the opinion that the Company's financial reports are accurate, reliable, and in line with the generally accepted accounting standards. The Company has a risk management system, an internal control system, and an internal audit that are appropriate and effective. The operations were carried out in accordance with the laws related to the business operations of the Company. In addition, the Audit Committee made a self-assessment in accordance with the self-assessment form of the Audit Committee as required by the Stock Exchange of Thailand. The evaluation results were used to improve the Audit Committee's operations and to ensure that the Audit Committee had the qualifications and performed its duties in accordance with the requirements of the SET, the SEC, and the Audit Committee Charter.

(Mr. Sahas Treetipbut)

Chairman of the Audit Committee

Attachment 7

Assessment Form of Internal Control System Adequacy

Concept and Objectives

Good internal control is essential for a listed company or a public company as it can help prevent, manage, and mitigate risks and damages that may occur to the Company and the stakeholders. It is, therefore, a duty of the company's board of directors to ensure that the company has in place an appropriate and adequate internal control system for goals and objectives achievement, compliance with applicable laws and regulations, safeguarding of the assets from frauds and damage, and preparing reliable accounts and reports.

The Securities and Exchange Commission (the "SEC"), in cooperation with the PricewaterhouseCoopers Thailand ("PwC Thailand"), has developed this internal control sufficiency evaluation form ("evaluation form") as a guide for companies to evaluate their internal control adequacy.

This evaluation form is based on COSO[1]'s framework (The Committee of Sponsoring Organizations of the Treadway Commission) revised in May 2013. It was simplified for users to easily understand and was adjusted to be applicable for Thai listed companies. The main questionnaires in the evaluation form are classified into 5 components similar to the original COSO framework and elucidated into 17 principles to clarify the concept.

Application

The companies are recommended to use this evaluation form as a guide for evaluating and reviewing the adequacy of the internal control at least once a year. Extra revision may be necessary in case of any incidents which have significant impacts on the companies' operations. Such assessment should be considered by the audit committee and the board of directors so that they can exchange their views, align their understandings and decide on appropriate practical guidelines for the companies.

The answers to each questionnaire should be based on actual practices. If the assessment results in deficiencies in any internal control components (whether it is the reason for neither system existence nor the appropriateness of the existing one), the companies should provide explanations and solutions from such findings.

[1]COSO is a joint committee of 5 professional associations including the American Institute of Certified Public Accountants (AICPA), Financial Executives International (FEI), the American Accounting Association (AAA), The Institute of Internal Auditors (IIA), and the Institute of Management Accountants (IMA)

Control Environment

1. The organization demonstrates a commitment to the values of integrity and ethics.

Questions	Yes	No	More Details
1.1 The Board of Directors and the management set up principles and guidelines based on integrity and the Codes of Conduct in the following areas: 1.1.1 Daily routine operation and decision making. 1.1.2 Treatment of trade partners, clients and other parties	✓		- The Company adheres to principles of integrity in its operations and upholds ethical conduct toward the organization, business partners, customers, and all stakeholders. The Company has established written policies and guidelines, including a Code of Conduct, Anti-Corruption Policy and Measures, and a Whistleblowing Policy for reporting fraud or unethical behavior. These policies outline clear practices as well as disciplinary actions for employees and executives who violate the Company's rules and regulations. The policies are communicated to employees at all levels through the Company's website. In addition, the Company provides a system for employees at all levels to acknowledge and comply with the Code of Conduct and anti-corruption policies, along with annual knowledge assessments conducted online through the MyOrigin platform. For new employees, training on Good Corporate Governance, the Code of Conduct, and Anti-Corruption Practices is provided during the orientation program. - The Company's Business Code of Conduct sets out policies, operational guidelines, and roles and responsibilities related to good corporate governance. It also covers related governance policies such as the Anti-Corruption Policy, Subsidiary and Associate Company Governance Policy, Insider Information Management Policy, Conflict of Interest Policy, Whistleblower Protection and Fair Treatment Policy for employees reporting fraud, legal violations, or breaches of company regulations and ethical standards, and the Environmental Policy. These policies serve as operational guidelines for all members of the organization, including the Board of Directors, executives, and employees. - In addition, the Company has announced a Suppliers' Code of Conduct to promote operational standards in the areas of Business Ethics, Human Rights and Labor Standards, Occupational Health and Safety, and Environmental Responsibility. This initiative aims to establish common standards and guidelines for responsible business practices throughout the value chain. The Company is committed to collaborating with its suppliers through oversight, information sharing, and appropriate operational guidance to enable suppliers to improve their practices in line with the standards established by the Company. - The Company publicly discloses its Corporate Governance Policy, Code of Conduct, and other relevant policies on the Company's website to ensure that employees and external stakeholders are informed. - The Company reviews its policies at least once a year, or whenever there are significant changes, to ensure that they remain up-to-date and aligned with the Company's operations.
1.2 Following written rules are provided to ensure that executives and employees perform the duties with integrity and ethics: 1.2.1 Appropriate code of conduct for executives and employees; 1.2.2 Prohibitions on any actions by the executives and employees that could cause conflicts of interest with the business; and prohibitions on corruptions which will cause damages to the organization. 1.2.3 Appropriate penalties in the case of violation of the aforementioned rules. 1.2.4 Communication of the aforementioned rules and penalties to the executives and the employees. For example: they are included in the orientation session for new employees; employees annually sign for acknowledgment of the rules and penalties; the code of conduct is publicized for employees and outsiders.	✓		

Questions	Yes	No	More Details
1.3 There are procedures to monitor and assess whether the Code of Conduct is complied with: 1.3.1 Monitoring and assessment by an internal audit unit or a compliance unit; 1.3.2 Self-assessment by executives and employees; 1.3.3 Assessment by independent professionals, outsiders of the organization.	✓		- The Company has established an organizational structure in which the Internal Audit Department reports directly to the Audit Committee. The Internal Audit Department is responsible for monitoring and evaluating the operations of various departments to ensure compliance with the Company's regulations and established practices. It also monitors the progress of legal cases and whistleblowing complaints, and reports audit results directly to the Audit Committee on a quarterly basis. - The Company has established whistleblowing and complaint channels to provide a mechanism for reporting fraud or unethical conduct. Policies and procedures have been defined for investigation and fact-finding, as well as measures for the protection of whistleblowers. - The Company has established criteria and methods for the annual performance evaluation of employees. The evaluation criteria consist of two components: performance assessment and assessment of employee behavior and ethics. - The Company conducts annual self-assessments of the Board of Directors and its sub-committees. Such self-assessments are also stipulated in the Board Charter. The self-assessment process consists of two types: individual assessment and collective (board-level) assessment. However, the Company does not utilize external independent experts for such evaluations.
1.4 There is timely management upon detection of non-compliance with rules on integrity and code of conduct. 1.4.1 There are procedures for timely detection of the violations; 1.4.2 There are procedures for suitable and timely punishment or management of the violations; 1.4.3 There are timely and suitable corrections for the violations of rules for integrity and code of conduct	✓		- The Company has established a Whistleblowing Policy covering misconduct such as violations of laws, ethical breaches, violations of regulations or company policies, or suspected fraudulent activities. The policy specifies measures and procedures for handling whistleblowing reports, including receipt of complaints, fact-gathering, and investigation processes, which must be completed within 30 days. It also defines procedures for reporting investigation results to the Audit Committee and/or the Board of Directors, measures to protect whistleblowers, and the communication of investigation outcomes to the reporting employee and relevant parties, ensuring fairness and protection for whistleblowers. - Individuals who identify potential misconduct may submit reports through the Company's whistleblowing channels via mail, email, or the Company's website. Complaints are reported directly to the Audit Committee and the Chief Operating Officer. If a complaint is found to have sufficient grounds indicating fraud or unethical conduct, an investigation committee will be established comprising representatives from the Human Resources Department, Legal Department, Internal Audit Department, the supervisor of the accused (who must not be involved in the matter), and the Accounting Department. The committee will conduct investigations, collect evidence, and conclude the facts to ensure transparency and fairness to all parties, as well as propose appropriate disciplinary actions and preventive measures to avoid recurrence.

2. The Board of Directors demonstrates independence from the management and exercises oversight of the development and performance of Internal Control.

Questions	Yes	No	More Details
2.1 The roles and duties of the Board of Directors are set separately from those of the management. The authorities of the Board of Directors are clearly defined.	✓		- The Company clearly defines and separates the roles and responsibilities of the Board of Directors from those of management. The Board of Directors is appointed by the shareholders' meeting, and its roles and responsibilities are clearly specified in writing in the Company's Articles of Association and the Board Charter, as well as in the charters of all sub-committees. Each charter covers key matters such as qualifications, composition and appointment, term of office, authority, duties and responsibilities, meetings and reporting, and performance evaluation. In addition, the positions of Chairman of the Board (Mr. Chartchai Phayuhanaveechai) and Chief Executive Officer (Mr. Peerapong Jaroon-ek) are held by different individuals.
2.2 The Board of Directors oversees whether the Company goals are clear and measurable to be used as guidelines for executives' and employees' operation.	✓		- The Company has clearly defined business objectives at both the corporate level and for each business unit. Progress and operating results are monitored and reported to the Board of Directors on a quarterly basis.
2.3 The Board of Directors oversees that the Company follows the laws and charters in specifying roles and duties of the Board of Directors, the executives, the Audit Committee, auditors, internal auditors, and the personnel who are responsible for financial statements.	✓		- The Company has established written charters for all sub-committees, clearly specifying their objectives, composition, qualifications, authority, and responsibilities, in accordance with the guidelines of the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC). These charters cover key roles relating to the Audit Committee, external auditors, internal auditors, and persons responsible for financial reporting. The sub-committees comprise qualified individuals with knowledge, expertise, and experience relevant to the Company's business, such as real estate development, accounting and finance, and legal and regulatory matters. The Board of Directors has appointed several sub-committees to oversee key aspects of the Company's operations, as follows: 1) Audit Committee: Comprising three independent directors responsible for reviewing financial reports, internal control systems and processes, and internal audit activities. All independent directors possess qualifications in accordance with the requirements of the SET and the SEC, and have no business relationships with the Company or other relationships that could influence their independent judgment. 2) Risk Management Committee: Responsible for overseeing risk management to ensure it is conducted systematically and continuously. 3) Corporate Governance and Sustainability Committee: Responsible for establishing policies and monitoring the Company's corporate governance and sustainability practices. 4) Nomination and Remuneration Committee: Responsible for nominating directors and senior executives, and determining remuneration and compensation structures. 5) Executive Committee: Responsible for determining policies, strategic direction, and investment strategies, as well as monitoring the Company's business operations. All sub-committees report directly to the Board of Directors.
2.4 The Board of Directors is knowledgeable for the Company business and has expertise beneficial to the Company or can seek advice from experts in a particular area.	✓		
2.5 The Board of Directors is composed of independent directors who are knowledgeable, reliable, and truly independent in performing their duties. For example, the independent directors should have no business relationship with the Company or any relationship that could influence their judgment and independent performance.	✓		

Questions	Yes	No	More Details
			- The Company conducts its business in accordance with the principles of good corporate governance and has therefore established a Corporate Governance Policy specifying the roles and responsibilities of the Board of Directors and senior management. The policy also outlines key governance practices, including risk management and appropriate internal control systems, the reliability of financial information and disclosure, and shareholder engagement and communication.
2.6 The Board of Directors oversees the development and implementation of the internal control in the organization. This includes creating a control environment, risk assessment, control activities, information and communication, and monitoring activities.	✓		- The Company has implemented an effective internal control system covering five key components: control environment, risk assessment, control activities, information and communication, and monitoring. These are supported by corporate policies and operational manuals, including the Corporate Governance Policy, the Code of Business Ethics, the Risk Management Manual, and the Internal Audit Manual. - The Company has established an organizational structure and organizational chart that clearly segregate duties and responsibilities to ensure appropriate internal controls. An approval authority matrix (Delegation of Authority Manual) has also been established to guide operational decision-making. - The Board of Directors has appointed a Risk Management Committee to oversee and monitor risk management activities to ensure that risk management is systematic, continuous, and integrated into the Company's business operations. Risk management results are presented to the Risk Management Committee at least once per quarter, or when significant events affecting the Company's business operations occur, before being reported to the Board of Directors. - The Company has established an Internal Audit Department that reports directly to the Audit Committee. - The Company provides whistleblowing and complaint channels and has announced policies and procedures for handling complaints. - The Company communicates its policies and manuals to employees, business partners, and investors through the Company's internal network (Intranet) and the Company's website to ensure broad awareness and accessibility.

3. Management establishes, with Board oversight, structures, reporting line, appropriate authorities, and responsibilities in the pursuit of objectives

Questions	Yes	No	More Details
3.1 Top management set up the organizational structure which supports the pursuit of the Company's objectives by considering the appropriateness of business functions and legal requirements. Also, there is an effective internal control function. For example, there is a separation of duties in important business units which would result in checks and balances; there is an internal audit unit that reports directly to the Audit Committee; there is a clear line of reporting.	✓		- The Company has established an organizational structure and regularly reviews and adjusts it to ensure alignment with its business operations, relevant laws, and internal control requirements. Roles and responsibilities for each position are clearly defined to ensure transparency and accountability in operations. - The Company has an Internal Audit function and engages an outsourced Internal Audit service provider (IA Outsource) who has been assessed and deemed appropriate in terms of qualifications, knowledge, and expertise by the Audit Committee and approved by the Board of Directors. The service provider is responsible for auditing operational processes and reviewing the Company's internal control systems, and reports directly to the Audit Committee. - The Company communicates its organizational structure through the internal network (Intranet) to ensure that all employees are informed and aware of the Company's organizational structure.
3.2 Top management establishes a reporting line by considering the appropriateness of authorities, responsibilities, and communication.	✓		
3.3 Authorities and responsibilities among the Board of Directors, top management, management, and employees are appropriately defined and assigned.	✓		- The Company clearly defines the scope of authority, duties, and responsibilities of the Board of Directors and senior management in written form. In addition, an approval authority matrix has been established to serve as a guideline for determining levels of authority and responsibility. This matrix is periodically reviewed to ensure alignment with changes in the Company's operational structure. Job Descriptions are also defined to clearly specify the responsibilities of management and employees. - The Company has established a clear approval authority matrix for operational use to ensure that all parties understand the scope of their assigned authority and responsibilities. The matrix is regularly reviewed and updated to ensure it remains appropriate and consistent with changes in the Company's operational structure.

4. The organization demonstrates its commitment to attract, develop and retain competent individuals in alignment with objectives

Questions	Yes	No	More Details
4.1 The Company has policies and practices to recruit, develop and retain competent employees and regularly reviews such policies and practices.	✓		- The Company recruits personnel whose knowledge and capabilities match the requirements of each position, considering candidates' qualifications, experience, as well as their alignment with the Company's organizational culture and core values. - The Company provides continuous personnel development by establishing annual training plans, both internal and external, for employees. The objective is to enhance employees' knowledge and capabilities and enable them to effectively apply such knowledge in their work. The Company has also established guidelines for employee development and defined qualifications for each position along the career progression path (Career Path). These guidelines are communicated to employees to support their self-development planning and to motivate them to build long-term careers with the Company. In addition, the Company conducts annual performance evaluations based on Key Performance Indicators (KPIs), and considers promotions and salary adjustments as appropriate in order to encourage employees and retain capable personnel within the Company.

Questions	Yes	No	More Details
			- The Company has established written human resource management policies in the Employee Handbook and work regulations. These policies cover matters including recruitment, working days, normal working hours and rest periods, leave entitlements and conditions, holidays and related rules, overtime and holiday work criteria, payment of wages and overtime/holiday compensation, disciplinary rules and penalties, grievance procedures, termination of employment, employee separation and severance pay, employee benefits and welfare, and the Code of Business Ethics.
4.2 The Company has an evaluation process, incentives or rewards for employees with good performance, and management measures for employees who do not achieve the targets. Such processes are well informed to executives and employees.	✓		- The Company has established criteria and procedures for the annual performance evaluation of employees and communicates these to all employees. Each employee is assigned performance goals that align with the objectives of their department and their respective job positions, which serve as Key Performance Indicators (KPIs). The evaluation focuses on performance outcomes based on the defined goals and indicators. The results of the evaluation are used as a basis for considering salary adjustments, bonus payments, job transfers, and employee promotions.
4.3 The Company has a process of timely solutions and preparation when lacking competent employees.	✓		- The Company prepares a monthly manpower report indicating the number of employees required for recruitment and the proposed salary levels in order to fulfill the recruitment plan. The Company utilizes multiple recruitment channels for hiring employees. The selection of personnel in each department is based on suitability, knowledge, experience relevant to the field of work, and responsibilities of the position. - Employees who wish to resign are required to submit a written notice to their supervisor at least 30 days in advance. This requirement allows the Company sufficient time to recruit and select qualified personnel as replacements.
4.4 The Company has a process of recruitment, development, and retention for executives and employees such as providing a mentoring system and training.	✓		- The Company maintains a manpower plan and individual Training Records through the My Origin system. - In recruiting and selecting employees, the Company considers the manpower plan as well as additional personnel requirements from each department. Recruitment is then conducted for the relevant positions by selecting candidates whose qualifications meet the requirements specified in the Job Description. The selection process is carried out jointly by the requesting department and the Human Resources Department, through interviews, knowledge and skill assessments relevant to the position, and a probation period. This process ensures that the individuals appointed or hired possess the qualifications required by each department. - The Company conducts an annual survey of training needs and required training programs for employees in each department. It also analyzes employees' competencies and identifies the training necessary for future promotions. The results are used to develop the employee training plan and allocate the training budget for the following year.
4.5 The Company has a succession plan for important positions.	✓		- The Company has established a Succession Planning process to ensure continuity in key and critical positions within the organization. The process emphasizes the identification and development of high-potential employees from within the organization who demonstrate leadership capabilities and possess a vision aligned with the Company's mission. Succession planning also takes into consideration the risk of losing key personnel to other organizations due to competitive compensation and market demand for talent, as well as departments with high employee turnover, which are prioritized in the succession planning process.

5. The organization holds personnel accountable for their internal control responsibilities in the pursuit of objectives.

Questions	Yes	No	More Details
5.1 The Board of Directors and executives have procedures and communication tools to enforce all employees to take responsibility for internal control and to provide corrective measures for such procedures, if necessary.	✓		- The Company has established Standard Operating Procedures (SOPs) and Work Instructions (WIs) for key operational processes. These documents are approved and announced through the My Origin system. When there are changes in procedures or operational principles, the SOPs and WIs must be updated to ensure alignment with the actual operating processes. - The Company has defined disciplinary measures for employees who fail to comply with the Company's rules and regulations. These cover matters such as attendance, job performance, confidentiality of Company information, protection of the Company's interests, proper use and care of Company assets, honesty and integrity, conduct, and dress code, as specified in the employee work regulations. Disciplinary actions are determined according to the severity of the violation and may include verbal warnings, written warnings, formal written reprimands and suspension without pay, termination of employment, or immediate termination without severance pay.
5.2 The Board of Directors and executives set suitable indicators for performance appraisal, incentives, and rewards with regard to the Code of Conduct, and the Company's short-term and long-term objectives.	✓		- The Company fosters a culture of recognition by acknowledging employees who demonstrate good conduct and strong work performance through the organization's internal communication channels, such as corporate LINE groups. Employees may also receive reward points as incentives, encouraging them to maintain positive behavior and remain committed to their work. For individual employee performance evaluations, the Company requires that performance criteria be mutually agreed upon between the employee and their supervisor.
5.3 The Board of Directors and executives continuously assess the incentives and rewards by focusing on the connection between the success of the performance and the compliance with the internal control.	✓		
5.4 The Board of Directors and executives do not put excessive pressure on each personnel's duties.	✓		

Risk Assessment

6. The organization specifies the objectives with sufficient clarity to enable the identification and assessment of risks relating to objectives.

Questions	Yes	No	More Details
6.1 The Company is able to comply with the generally accepted accounting principles which are suitable to the business at that time by presenting that transactions in financial statements exist, are complete, correctly show the rights or obligations of the Company, have the right value as well as properly disclosed.	✓		- The Company's financial statements are audited by a Certified Public Accountant, who expresses an opinion that the financial statements present fairly, in all material respects, in accordance with the applicable financial reporting standards. The audit opinion and review results are presented to the Audit Committee and subsequently approved by the Board of Directors.
6.2 The Company determines the materiality of the financial statement by considering key factors including financial report users, transaction sizes, and business trends.	✓		- The Company has established materiality thresholds for financial reporting by considering the needs of financial statement users and the size of transactions, while also taking into account relevant regulatory requirements. These include requirements on the minimum line items to be presented in financial statements as prescribed by the Department of Business Development, which are implemented by the Accounting Department, as well as financial statement presentation requirements under accounting standards, which are reviewed by the external auditor.
6.3 Financial statements reflect the true business operation activities of the Company.	✓		- The Company's financial statements are audited by an external auditor and reviewed by the Audit Committee, which is of the opinion that the financial statements appropriately reflect the Company's operations before being submitted to the Board of Directors for approval.

Questions	Yes	No	More Details
6.4 The Board of Directors or Risk Management Committee approves and communicates risk management policy to executives and all employees. The policy is acknowledged and accepted for practices as a part of the organization's culture.	✓		- The Company communicates its Risk Management Policy and Risk Management Manual through the Company's internal network (Intranet) to ensure that executives and employees across the organization are informed and able to implement them consistently. The policy and manual are reviewed and updated at least once a year to ensure alignment with operational practices and changing circumstances, and are submitted to the Risk Management Committee and the Board of Directors for approval. - The Company identifies and analyzes risks that may affect its strategies and business objectives by considering both internal and external factors. These risks cover various categories, including strategic risk, operational risk, financial risk, compliance risk related to laws and regulations, technology and social media risk, marketing risk, and fraud and corruption risk. The Company has established processes for regularly monitoring and evaluating the implementation of risk management plans. Management responsible for each risk area reports risk assessment results and risk management outcomes to the management meeting, the risk management working team, the Risk Management Committee, and the Board of Directors for consideration.

7. The organization identifies risks to the achievement of the objectives across the entity and analyzes risks as a basis for determining how the risk should be managed.

Questions	Yes	No	More Details
7.1 The Company identifies all risks which may affect business operation at the levels of the organization, business unit, department, and working functions.	✓		- The Company identifies risks that may impact its business operations and establishes risk assessment criteria in accordance with the risk management framework set out in the Company's Risk Management Manual. Risk management performance is evaluated and monitored on an ongoing basis, and the results are reported to the Risk Management Committee, the Audit Committee, and the Board of Directors on a quarterly basis.
7.2 The Company analyzes all risks that could come from both internal and external factors. This includes risks from business strategies, operations, reporting, compliance with laws and regulations, and information technology.	✓		- The Company identifies and analyzes risks by considering both internal and external factors that may affect its business operations. These risks include strategic risk, operational risk, financial risk, compliance risk relating to laws, rules and regulations, technology and social media risk, marketing risk, and fraud and corruption risk. The Company has established processes to regularly monitor and evaluate the implementation of risk management plans. Management responsible for each risk area reports the results of risk assessments and risk management activities to the management meeting, the risk management working team, the Risk Management Committee, and the Board of Directors for consideration.
7.3 Executives at all levels participate in risk management.	✓		- The Company has established a written Risk Management Manual to define the framework, roles and responsibilities, and risk management processes. This manual serves as a guideline to enable employees throughout the organization to effectively implement risk management practices.
7.4 The Company assesses the significance of risks by considering the likelihood and the possible effects.	✓		- The Company has also defined a risk assessment framework within the Risk Management Manual, which requires consideration of both Likelihood and Impact, each classified into five levels. This framework is used for quarterly risk assessments. For risks assessed at very high levels, the responsible Risk Owner is required to implement appropriate risk management measures to reduce the risk to an acceptable level.
7.5 The Company has measures and operational plans to handle risk by either accepting, reducing, avoiding or sharing risks.	✓		

8. The organization considers the potential for fraud in assessing risks to the achievement of the organization's objectives.

Questions	Yes	No	More Details
8.1 The Company assesses the potential for fraud covering all types of fraud including fraudulent financial reporting, losses of assets, corruption, management override of internal controls, manipulations of important financial information, unauthorized acquisition or disposition of assets, etc.	✓		- The Company conducts risk assessments across various areas, including fraud and corruption risk, in order to establish appropriate risk management measures and guidelines. The criteria used for risk assessment are based on the Company's established risk management framework. Based on the results of such assessments, the Company has implemented various measures to prevent and mitigate fraud and corruption risks. These include establishing an Anti-Corruption Policy and Guidelines, implementing control measures and procedures for expenditures that carry corruption risk, strengthening controls over accounting records and financial closing processes, and maintaining proper documentation for accounting entries. In addition, the Company provides training to employees on the anti-corruption policy and guidelines and has implemented effective monitoring and oversight systems to regularly supervise and review operational practices.
8.2 The Company carefully reviews the operational objectives, considering the possibility of achieving the goals. Also, incentives and rewards granted to the employees should be reasonable and would not instigate wrongdoing. For example, the Company does not set expected sales much higher than its capabilities so that it will lead to sales manipulation	✓		- The Company reviews and establishes corporate-level objectives and communicates them to employees. These objectives are considered and approved at meetings of senior management and the Board of Directors. The Company also promotes that all employees perform their duties in accordance with the Code of Business Ethics and the principles of good corporate governance.
8.3 The Audit Committee considers and inquiries about executives in accordance with the potential for fraud and measures that the Company establishes to prevent or correct the frauds.	✓		- The Audit Committee considers and discusses with the management responsible for risk (Risk Owners) regarding risk issues that may lead to fraud. The Committee acknowledges the risk management measures and practices implemented by management and provides useful recommendations for improving risk management.
8.4 The Company communicates to all employees to understand and comply with the policies and guidelines.	✓		- The Company communicates its risk management policies and practices to all employees to ensure awareness and understanding through the My Origin system and the Company's website.

9. The organization can identify and assess changes that could have an impact on the system of internal control.

Questions	Yes	No	More Details
9.1 The Company assesses changes in external factors which could affect the business operations, internal control, and financial reporting. Moreover, the Company launches measures to deal with the changes sufficiently.	✓		- The Company identifies risk topics by considering external factors such as economic conditions, social environment, current market conditions, as well as changes in legal requirements or measures imposed by government authorities and financial institutions. The Internal Audit function also establishes its audit plan based on the assessed risk areas in order to ensure that appropriate internal control systems are implemented to address the identified risks.
9.2 The Company assesses changes in business models which could affect business operations, internal control, and financial reporting. Moreover, the Company launches measures to deal with the changes sufficiently.	✓		
9.3 The Company assesses changes in the organizational leaders which could affect the business operation, internal control, and financial reporting. Moreover, the Company launches measures to deal with the changes sufficiently.	✓		- The Company assesses potential changes in organizational leadership that may impact business operations, internal controls, and financial reporting. Measures have been established to respond to such changes. In addition, the Company has implemented a Succession Planning process to ensure continuity in key and critical positions within the organization. - In the event of changes in senior management, the Company has established the following measures: Communication: A communication plan is prepared to clearly inform employees and stakeholders of the change, ensuring awareness of the transition and the organization's future direction.

Questions	Yes	No	More Details
			Information Preparation: Key operational documents and information are prepared to enable the new executives to understand the organizational context and make informed decisions. Employee Engagement Management: Relationships with employees are reviewed and strengthened to ensure that the transition does not negatively affect the working environment. Review of Team Roles and Responsibilities: Roles and responsibilities of team members are assessed to ensure operational efficiency during the transition period. Performance Monitoring and Evaluation: Mechanisms are established to monitor and evaluate progress after the leadership transition, allowing strategies to be adjusted as appropriate to the situation.

Control Activities

10. The organization selects and develops control activities that contribute to the mitigation of risks to the achievement of the objectives to the acceptable levels

Questions	Yes	No	More Details
10.1 The Company's control measures are suitable to the risks and specific characteristics of the organization such as the environment; the work complexity, the characteristics of work, the scope of the operations, and other specific conditions.	✓		- The Company has established Standard Operating Procedures (SOPs) and Work Instructions (WIs), which include clearly defined key internal control points within the manuals for major operational processes. This ensures that operations are carried out systematically and efficiently.
10.2 The Company has written internal control measures covering all procedures appropriately. For example, the Company has policies and procedures in regard to financial transactions, procurement, and general administration. The Company also gives clear scope of authority and approval hierarchy of each management level to prevent fraudulence. For example, the Company establishes a chart of authority approval to each management level to limit amounts of expenditures; project/investment approval manual; procurement and vendors selection manual; decision making on procurement process manual; or equipment/tools disbursement manual. Therefore, the following procedures are provided: 10.2.1 Collection of information of major shareholders, directors, executives, and related persons, as well as connected person benefits for monitoring and reviewing related transactions or transactions with conflict of interests. The collection will be consistently up-to-date. 10.2.2 In the case that the Company has already approved transactions or entered into the contracts with long-term obligations, such as purchasing and selling contracts, lending, and guaranteeing, the Company monitors whether the conditions of the agreements are followed through the contract periods. For example, monitoring compliance with loan repayment agreements or the contracts is regularly reviewed for appropriateness.	✓		- The Company has announced policies, Standard Operating Procedures (SOPs), and Work Instructions (WIs) related to financial transactions, procurement, and expense reimbursements. The Company has also established an approval authority framework and standardized forms for internal approval processes covering accounting, finance, and procurement activities. - The Company Secretary maintains a complete register of directors, executives, and major shareholders, and regularly updates the information to ensure it remains current. This enables the Accounting Department to monitor and review related-party transactions and report them to the Audit Committee on a quarterly basis. In addition, for external parties, the Accounting and Finance Department monitors debt repayments on a monthly basis.
10.3 The Company sets up suitable varieties of internal control such as manual and automated controls or preventing and monitoring controls.	✓		- The Company has established Standard Operating Procedures (SOPs) and Work Instructions (WIs) covering key operational processes. In addition, the Company has developed a Milestone system to assist project owners in planning and monitoring the progress of each project. The Company also utilizes the OSSBACK system for sales management and ownership transfer processes, and an Electronic Document Management System (EDMS) for proper document storage, reducing physical storage space and minimizing the risk of document loss.
10.4 The Company builds internal control throughout all levels of the organization such as the group of companies, business unit, function, department, division, or process.	✓		

Questions	Yes	No	More Details
10.5 The Company conducts segregation of duties into the 3 parts as followed for check and balance purposes: (1) Authorization; (2) Recording accounting entries and information and; (3) Custody of assets.	✓		- The Company has implemented SOPs, WIs, and an approval authority framework, together with standardized forms for recording internal approval requests. These processes are designed with appropriate segregation of duties, clearly separating the responsibilities of the preparer, reviewer, and approver.

11. The organization selects and develops general control activities over technology to support the achievement of objectives

Questions	Yes	No	More Details
11.1 The Company should define the relationship between the uses of information technology in the operation process and the general control of the information technology system.	✓		- The Company stores Standard Operating Procedures (SOPs), Work Instructions (WIs), and internal forms in the My Origin system to enable relevant employees to access and use them in their work. - The Company's Information Technology function reviews and assigns access rights to the Company's information systems as appropriate. Access rights are revoked or suspended when employees resign from the Company.
11.2 The Company should define suitable control measures for the infrastructure of technology systems.	✓		
11.3 The Company should define suitable security control for the technology system.	✓		- The Company has established an Information Technology Security Policy (IT Security Policy) to ensure that users and relevant parties recognize the importance of information security. The key elements of this policy cover information security management, software development, procurement, system maintenance, data backup, data recovery, and contingency planning in the event of emergencies that may affect information systems. - The Company has announced regulations and guidelines for the use of computers and communication systems through the Company's website to ensure that all employees comply with these practices. - Users are required to change their computer passwords automatically every three months. These user passwords are linked to access to various internal systems of the Company according to each employee's access rights, such as the My Origin system and the OSSBACK system.
11.4 The Company should define suitable control measures on the process of procurement, development, and maintenance of the technology system.	✓		

12. The organization deploys control activities through policies that establish what is expected and procedures that put the policies into action.

Questions	Yes	No	More Details
12.1 The Company has strict policies to monitor that transactions made by major shareholders, directors, executives, or the related persons must be passed through approval procedures as defined in, for example, by the articles of corporation, the regulation of the Stock Exchange of Thailand and SEC, etc. This is to prevent the exploitation of company benefits against the use for personal gains.	✓		- The Company has established a Code of Conduct that clearly sets out guidelines for employees, directors, and executives. The Code prohibits any actions that seek improper personal or third-party benefits, misuse of inside information for personal gain, or actions that may cause damage to the Company. In addition, related-party transactions are reviewed and disclosed to the Audit Committee on a quarterly basis.
12.2 The Company has a policy that a transaction must be approved by the person who has no personal interests in such a transaction.	✓		- The Company has established a Corporate Governance Policy and a Related Party Transactions Policy, which specify the approval processes and disclosure requirements for related-party transactions.
12.3 The Company has a policy to approve transactions by considering the Company's best interests, and consider the transactions as at arm's length basis.	✓		
12.4 The Company has a monitoring process for operations of subsidiaries or associated companies. This includes setting guidelines for the person who is appointed as a director or an executive in the subsidiaries or associated companies. (The answer to this question is not required if the Company is not invested in the subsidiary or associated companies).	✓		- The Company's policies, operational manuals, and official announcements are applicable to subsidiaries and affiliated companies. The Company also regularly monitors the performance of its subsidiaries and affiliated companies on a weekly basis.

Questions	Yes	No	More Details
12.5 The Company assigns roles and responsibilities that executives and employees are to implement regarding the policies and procedures in their operation.	✓		- The Company has announced that all executives and employees are responsible for implementing the Company's policies. These policies are communicated to employees through email and the My Origin system.
12.6 The Company's policies and procedures are timely implemented by competent personnel including the process of operation correction.	✓		- The Company periodically reviews its Standard Operating Procedures (SOPs), Work Instructions (WIs), and policies. When changes occur, the documents are updated to reflect current circumstances and communicated to employees via email. Employees can also access and download these documents through the My Origin system.
12.7 The Company regularly reviews its policy and procedures.	✓		

Information & Communication

13. The organization obtains or generates and uses relevant and quality information to support the functioning of internal control as intended.

Questions	Yes	No	More Details
13.1 The Company specifies the information required for business operations. The information should be from both internal and external sources, which are quality and related to the Company's business.	✓		- The Company defines the information required for operations within its Standard Operating Procedures (SOPs) and Work Instructions (WIs). In addition, various systems are used to record information and manage documents, including the Milestone system, which assists project owners in planning and monitoring the progress of each project; the OSSBACK system for sales management and ownership transfer; and an Electronic Document Management System (EDMS) for comprehensive document storage. These systems help reduce physical storage space, prevent document loss, and support efficient and cost-effective business operations.
13.2 The Company reviewed cost and benefit to gain the information, including quality and accuracy of such information.	✓		
13.3 The Company provides the Board of Directors with essential and sufficient information for their decision-making. Examples of essential information include details of the proposed agenda, reasons and impacts on the Company, and alternatives available.	✓		
13.4 The Company provides the Board of Directors with the invitations to the Board of Directors' meetings and documentation for the meetings which contain necessary and sufficient information for consideration. The documents should be delivered before the meeting date at least a minimum requirement period by the regulations.	✓		- The Company requires that notices of Board of Directors' meetings and supporting documents be delivered at least seven days prior to the meeting date, in accordance with the requirements of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET).
13.5 The Company provides minutes of the Board of Directors meeting with sufficient details in order to be used for subsequent audits on the appropriateness of each director's responsibilities; such as records of directors' questions; directors' views and remarks on the issues; their opposing views and reasons against the proposed agenda, etc.	✓		- The Company prepares minutes of meetings for the Board of Directors and its sub-committees to record opinions, observations, and inquiries raised by the directors. The minutes include details such as the names of directors attending the meeting, meeting agendas, approval of the previous meeting minutes, as well as the discussions and resolutions of the meeting.
13.6 The Company has the following procedures: 13.6.1 Filling and classification with completeness on important documents. 13.6.2 In the case of a report of deficiency found by the external auditor or internal auditor on deficiencies in internal control, the Company fixes the deficiency thoroughly.	✓		Each department is responsible for preparing and maintaining its own key documents in an organized manner. In cases where the external auditor or internal auditor identifies deficiencies in internal controls, the relevant department will establish corrective actions in line with the recommendations provided, including clearly defined timelines for completion and designated responsible persons.

14. The organization internally communicates information, including objectives and responsibilities for internal control, necessary to support the functioning of internal control.

Questions	Yes	No	More Details
14.1 The Company has an effective process of internal communication and appropriate channels of communication to support internal control.	✓		- The Company communicates policies, announcements, and internal information through multiple channels, including email, digital media, LED display screens featuring company activities and employee benefits, the My Origin system, corporate LINE communication groups, and various social media platforms such as the Company's Facebook page. These channels enable employees to easily, broadly, and quickly access important information.
14.2 The Company regularly reports important information to the Board of Directors. The Board of Directors has access to information sources that are vital to the operations or to review any transactions as required. For example, the Company assigned contact personnel for providing other information except those received from the management; requesting information from external auditor and internal auditor; arranging meetings between the Board of Directors and executives as requested by the Board of Directors; conducting other meetings for the Board of Directors and executives except the regular Board of Directors' meetings, etc.	✓		- The Company holds meetings of the Board of Directors and its sub-committees regularly at least once per quarter. Additional meetings between the Board and management may be arranged upon the Board's request. The Company also organizes informal discussions and activities between directors and management outside of formal Board meetings. Directors have the right to access information necessary for the performance of their duties or to review relevant transactions as required. They may also engage or seek opinions from external experts at the Company's expense, such as legal or accounting and finance specialists. The Company has designated responsible personnel to coordinate and support the organization of such meetings to ensure they proceed smoothly.
14.3 The Company establishes a whistle-blower hotline in order that personnel could safely inform information or traces of fraud or corruption to the Company.	✓		- The Company provides whistleblowing channels as a special communication mechanism through which individuals may report concerns or complaints regarding violations of laws, ethical misconduct, fraud, or corruption directly to the Audit Committee. Reports may be submitted through the Company's website, email, or postal mail. The Company has established a whistleblowing policy that ensures the confidentiality of whistleblowers' identities in order to protect their safety and prevent any violation of their rights.

15. The organization communicates with external parties about matters affecting the functioning of internal control.

Questions	Yes	No	More Details
15.1 The Company has effective procedures of communication with external stakeholders and appropriate channels of communication to support internal control. For example, the Company sets up an investor relations officers/center or compliant center, etc.	✓		- The Company has an Investor Relations (IR) function responsible for providing information and communicating corporate updates to investors. For media relations, the Company has a Public Relations unit responsible for communicating with the public and mass media. In addition, the Company operates a complaint center through a Call Center and the Company's website to facilitate external stakeholders in submitting complaints.
15.2 The Company establishes a whistleblower hotline in order that external stakeholders can safely inform information or traces of fraud or corruption to the Company.	✓		- The Company provides whistleblowing channels through which the general public as well as employees can report concerns or complaints regarding violations of laws, ethical misconduct, fraud, or corruption. Reports can be submitted through the Company's website or by postal mail, and the messages are sent directly to the Chairman of the Audit Committee. - The Company has established a whistleblowing policy that ensures the confidentiality of whistleblowers' identities to protect their safety and prevent any violation of their rights.

Monitoring Activities

16. The organization monitors and evaluates to ascertain whether the components of internal control are completely present and suitably functioning.

Questions	Yes	No	More Details
16.1 The Company has a process to monitor compliance with the Code of Conduct and prohibit the executives and employees from conducting themselves in a manner that is likely to cause conflicts of interest. The Company, for example, assigns each individual unit to monitor operations and report to the respective supervisors. Alternatively, the Company assigns the internal auditor to monitor operations and report to the Audit Committee, etc.	✓		- The Company has an Internal Audit function that reports directly to the Audit Committee and operates independently from management. The Internal Audit function is responsible for reviewing and monitoring the operations of various departments to ensure compliance with the principles of good corporate governance and the Company's Code of Business Ethics. Supervisors in each department are responsible for overseeing and ensuring that their subordinates perform their duties in accordance with the Company's policies and regulations. To enhance the effectiveness of internal audit activities and ensure coverage of key risk areas, the Company has engaged an outsourced Internal Audit service provider (IA Outsource), which has been proposed to and approved by the Audit Committee. The IA Outsource and the Internal Audit function perform audits in accordance with the audit plan approved by the Audit Committee and the Board of Directors. They also follow up on corrective actions relating to findings from previous audit reports to ensure that appropriate improvements have been implemented within the specified timeframe. The results of internal audit activities are reported directly to the Audit Committee. - The Audit Committee Charter defines the duties and responsibilities of the Audit Committee, including reviewing the independence of the Internal Audit function, considering the appointment of the Audit Committee Secretary and the Head of Internal Audit, and evaluating their qualifications, knowledge, competencies, and relevant work experience, as well as reviewing the performance of the Internal Audit function.
16.2 The Company provides inspection on compliance with internal control procedures by self-assessment and/or by independent assessment of internal auditors.	✓		
16.3 The frequency of monitoring and assessment activities is suitable for the Company's change.	✓		
16.4 The monitoring and assessment activities on the internal control are carried out by knowledgeable and competent personnel.	✓		
16.5 The Company specifies that the internal control evaluation is directly reported to the Audit Committee.	✓		
16.6 The Company encourages the internal auditors to comply with International Standards for the Professional Practice of Internal Auditing (IIA).	✓		

17. The organization evaluates and communicates internal control deficiencies in a timely manner to those parties responsible for taking corrective action, including senior management and the Board of Directors, as appropriate.

Questions	Yes	No	More Details
17.1 The Company evaluates and communicates internal control deficiencies and monitors for correcting immediately, in case the results of the performance significantly deviate from the target.	✓		- Each business unit of the Company monitors operational performance through weekly meetings and holds quarterly Board meetings for each business unit to review operational progress and consider significant matters. In addition, the Company has an Internal Audit function responsible for auditing and evaluating the internal control systems of each department, with audit results reported to the Audit Committee for consideration and subsequently to the Board of Directors. - In the event of incidents or suspicions of fraud or irregular activities, management, the Internal Audit function, or the external auditor may immediately report such matters to the Board of Directors and/or the Audit Committee. - Progress reports on the remediation of significant deficiencies are presented to the Board of Directors and the Audit Committee on a quarterly basis, or more frequently if requested by the Audit Committee or the Board of Directors in urgent cases.
17.2 The Company has a reporting policy as follows: 17.2.1 Management must report to the Board of Directors immediately if there is an incident or a suspicion of serious fraudulence, law violation, or other unusual actions that could significantly affect the reputation and financial position of the Company. 17.2.2 Significant internal control deficiencies including solutions (although the problems may have already been managed) are timely reported to the Board of Directors/the Audit Committee for consideration. 17.2.3 The progress on remedies of the significant internal control deficiencies is reported to the Board of Directors/Audit Committee.	✓		

Attachment 8

Risk Management Committee Report

Dear the Shareholders of Origin Property Public Company Limited

The Risk Management Committee (RMC) of Origin Property Public Company Limited was appointed by the Board of Directors. The committee consists of one independent director, two non-executive directors, and one senior executive. All members possess the appropriate qualifications and experience to perform their duties in accordance with the scope of responsibilities assigned by the Board, which aligns with the best practices of the Securities and Exchange Commission (SEC) and the Risk Management Committee Charter.

The members of the Risk Management Committee and their meeting attendance for the year are summarized below:

Name	Position	Meeting Attendance / Total Meetings (Times)
Mr. Mayta Chanchamcharat	Chairman of the Risk Management Committee	3/4
Mr. Sahas Treetipbut	Member of the Risk Management Committee	4/4
Mr. Chatchai Payuhanaveechai	Member of the Risk Management Committee	4/4
Mrs. Arada Jaroon-ek	Member of the Risk Management Committee	4/4

In 2025, the Risk Management Committee performed its duties as assigned by the Board of Directors by overseeing and monitoring the company's risk management systematically and continuously. The Committee provided opinions to the Board and management on significant risk issues affecting business operations and reviewed risk management plans to maintain risks at an acceptable level. The Committee is committed to supporting a risk-aware organizational culture to ensure sustainable growth. We adhere to governance principles that balance growth with prudent risk management to ensure that:

1) Investors and Shareholders: Receive transparent information and long-term investment value protection.
2) Creditors and Business Partners: Are treated according to contractual obligations.
3) Customers: Receive high-quality, high-value housing even amidst economic volatility.

In the past year, the real estate business faced diverse challenges, including external factors such as earthquakes and U.S. "Trump Tariffs," which impacted consumer decision-making. A noticeable decline in purchasing power was observed due to a drop in Chinese tourists-a vital segment for the country's exports and tourism economy. Furthermore, geopolitical conflicts at both global and regional levels affected development costs, specifically construction materials and labor shortages. Other significant risks included high household debt, tightened lending criteria for retail loans by financial institutions, and intense price competition, which pressured industry-wide gross margins. Recognizing that effective risk management is a core mechanism for operating amidst such volatility, the Committee closely monitored and assessed key risks, summarized as follows:

1. Policy and Framework: Defined and reviewed corporate risk management guidelines to ensure organizational goals and objectives are met.
2. Supervision: Oversaw risk management to ensure alignment with established corporate policies.
3. Quarterly Monitoring: Reviewed risk management performance every quarter, analyzing internal and external factors, risk assessments, and Key Risk Indicators (KRIs). This ensures risk management is integrated with strategic planning to address changing situations such as economic shifts, market competition, regulatory compliance, cybersecurity, data privacy, and ESG risks.

Significant Risk Management Matters in 2025, The Committee focused on critical risks impacting the company's stability and stakeholder interests:

- Financial Liquidity Management: Recognizing that liquidity is the heart of real estate during market tightening, the Committee strictly oversaw cash flow projections and conducted Stress Tests for worst-case scenarios. We monitored the Debt-to-Equity (D/E) and Interest-Bearing Debt to Equity (IBD/E) ratios to meet financial institution covenants and ensured transparent communication to maintain the company's Credit Rating. Funding sources were diversified through debentures, project financing, and Joint Ventures (JV).
- Economic Downturn and Shrinking Purchasing Power: To mitigate risks from high household debt and interest rate uncertainty, the company focused on the Real Demand segment and expanded into areas less affected by the downturn, such as the Eastern Economic Corridor (EEC), while seeking new domestic and international customer bases.
- Tightened Credit Controls: To address rising Rejection Rates, proactive measures were implemented, including pre-screening customer qualifications at the booking stage, establishing financial advisory teams to help customers manage debt/documents, and partnering with banks to offer special conditions.

4. Sustainable Development and Risk Culture: The Committee continues to develop the risk management system according to good corporate governance principles, integrating Environmental, Social, and Governance (ESG) factors into business operations. We also emphasize strengthening a Risk Culture where risk management becomes an inherent part of every work process.

5. Performance Evaluation: The Risk Management Committee conducts annual Self-Assessments for both the committee as a whole and individual member to improve performance. In 2025, the results were as follows: Committee Evaluation (Average): "Excellent" Individual Evaluation (Average): "Outstanding"

The Committee reported its performance to the Board of Directors on a quarterly basis.

The Risk Management Committee has performed its duties with caution, prudence, and independence in full compliance with its Charter. We believe that in 2025, the company maintained an effective and appropriate risk management system suited to the changing environment, ensuring the maximum benefit and long-term confidence of shareholders and all stakeholders.

(Mr. Mayta Chanchamcharat)
Chairman of the Risk Management Committee
Origin Property Public Company Limited

Attachment 9

Nomination and Remuneration Committee Report

To: The Shareholders of Origin Property Public Company Limited

The Nomination and Remuneration Committee ("the Committee") of Origin Property Public Company Limited was established to perform the duties of recruiting and selecting qualified individuals to serve as Directors, Audit Committee members, Sub-committee members, and Senior Executives (from the rank of Chief Officer and above). Additionally, the Committee is responsible for formulating policies and criteria for the remuneration of Directors, Audit Committee members, Sub-committee members, and Senior Executives (from the rank of Chief Officer and above) to provide recommendations to the Board of Directors and/or for submission to the Shareholders' Meeting for further approval (as the case may be).

In the past year, the Nomination and Remuneration Committee was appointed by the Board of Directors, consisting of three (3) members, at least half of whom must be Independent Directors. Furthermore, the Chairman of the Board does not serve as a member of this Committee, in alignment with the best practices of the Securities and Exchange Commission (SEC) and as stipulated in the CG Committee Charter. The names of the CG Committee members and their respective meeting attendance are summarized as follows:

Name	Position	Meeting Attendance / Total Meetings (Times)
Air Chief Marshal Bureerat Rattanavanich	Chairman of the Nomination and Remuneration Committee	1/1
Mr. Sahas Treetipbut	Nomination and Remuneration Committee	1/1
Mr. Peerapong Jaroon-ek	Nomination and Remuneration Committee	1/1

In 2025, the Nomination and Remuneration Committee held one (1) meeting to monitor and consider several key matters, the summaries of which are as follows:

1. Nomination of Directors and Senior Executives

1.1 The Committee considered and recruited qualified individuals with the necessary knowledge, capabilities, and diverse expertise (Board Skill Matrix) to replace directors retiring by rotation. This selection process was conducted with careful consideration of alignment with the Company's business strategies.

The Nomination and Remuneration Committee has carefully screened and vetted individuals who possess full qualifications and do not have any prohibited characteristics under the Public Limited Companies Act and the Securities and Exchange Act. This evaluation was based on their knowledge, expertise, and experience, ensuring alignment with the Company's business strategies amidst a changing environment. Accordingly, the Committee has proposed the following for the consideration and approval of the Board of Directors and the Shareholders' Meeting:

- Re-election of Retiring Directors: The Committee proposed the re-election of two (2) directors for another term: (1) Air Chief Marshal Bureerat Rattanavanich and (2) Mr. Sahas Treetipbut. In its careful consideration, the Committee took into account their past performance, meeting attendance records, and previous tenures.
- Appointment of a New Director: The Committee proposed the appointment of Ms. Kanokpailin Wilaikaew as a director to enhance the potential and diversity of the Board of Directors.

1.2 To ensure efficient management and corporate governance, the Nomination and Remuneration Committee considered and proposed the appointment of additional directors to sub-committees as follows:

- Proposed the appointment of Mr. Niwat Lamunpandh as the Chairman of the Executive Committee.
- Proposed the appointment of Mr. Piti Jarukamjorn as a member of the Executive Committee.

1.3 The Nomination and Remuneration Committee screened and vetted individuals for the top four executive positions, taking into account the skills and competencies essential for driving the organization forward. These candidates were then proposed to the Board of Directors for further consideration, approval, and/or endorsement according to the established procedures.

1.4 To promote good corporate governance, the Company provided an opportunity for minority shareholders to nominate qualified individuals for election as directors in advance of the 2026 Annual General Meeting of Shareholders. This nomination period was open from November 14, 2025, to February 13, 2026, and was announced via the Company's website. It appeared that no shareholders nominated any individuals for consideration as Company directors.

2. Remuneration Consideration.

2.1 The Committee determined the remuneration for the Board of Directors and Sub-committees by benchmarking against the Company's operating performance and the scope of responsibilities, as well as comparing it with remuneration rates within the same industry. This includes both cash compensation and other benefits, which are proposed to the Shareholders' Meeting for approval.

2.2 Consideration of Senior Executive Remuneration; The Committee has established policies and performance evaluations to define a remuneration structure that is both fair and motivating, aimed at retaining high-potential personnel with the organization in the long term.

The Nomination and Remuneration Committee adheres to principles of fairness and transparency, with clearly categorized compensation types to ensure alignment with specific duties and responsibilities. For the 2025 remuneration review, the Committee resolved to maintain the same criteria and payment rates as in 2024, as these rates remain appropriate and consistent with the Nomination and Remuneration Committee Charter. These proposals have been endorsed by the Board of Directors and duly approved by the Shareholders' Meeting.

3. Promotion of Corporate Governance

- Performance Evaluation: The Committee conducted performance evaluations for the Board of Directors and Sub-committees (both as a group and on an individual basis), as well as a performance evaluation for the Chief Executive Officer (CEO). The results and feedback from these evaluations are used to further enhance operational efficiency.
- Succession Plan: The Committee monitored and reviewed the Succession Plan for senior executives to ensure management continuity and organizational stability.

Furthermore, the Nomination and Remuneration Committee emphasizes the continuous professional development of directors to ensure a deep understanding of their roles, duties, and significant developments in the economy, industry, and relevant rules and regulations. This is achieved by supporting participation in training courses and seminars organized by the Securities and Exchange Commission (SEC), the Stock Exchange of Thailand (SET), the Thai Listed Companies Association (TLCA), and the Thai Institute of Directors (IOD). Such initiatives are aimed at enhancing corporate governance efficiency and fostering sustainable growth for the Company.

The Nomination and Remuneration Committee reaffirms that it has performed its duties with due care, prudence, and independence, prioritizing the best interests of the Company and all shareholders.

(Air Chief Marshal Bureerat Rattanavanich)

Chairman of the Nomination and Remuneration Committee

Attachment 10

Corporate Governance and Sustainability Committee Report

Dear the Shareholders of Origin Property Public Company Limited

To ensure sustainable growth and build trust among all stakeholders, the Board of Directors has appointed the Corporate Governance and Sustainability Committee (the "CG Committee"). This appointment aims to promote management practices aligned with international Good Corporate Governance (CG) standards. The CG Committee is tasked with overseeing corporate governance and sustainability development. Its core responsibilities include defining policies and criteria for good governance and sustainable practices. These measures ensure that the execution of the Company's business strategies remains transparent, fair, reliable, and accountable. Furthermore, the Committee ensures that our operations foster long-term sustainability by balancing social responsibility, environmental stewardship, and long-term financial returns for the Company.

In 2025, the CG Committee comprised 3 members appointed by the Board of Directors, consisting of directors and/or qualified individuals as deemed appropriate. To align with the best practices of the Securities and Exchange Commission (SEC) and as stipulated in the Committee's Charter, the majority of the members, including the Chairperson, are Independent Directors. The names of the Committee members and their respective meeting attendance records are summarized as follows:

Name	Position	Meeting Attendance / Total Meetings (Times)
Mr. Chinapat Visuttipat	Chairman of the CG Committee	1/1
Mr. Chatchai Payuhanaveechai	CG Committee	1/1
Mrs. Arada Jaroon-ek	CG Committee	1/1

In 2025, the CG Committee held one meeting to monitor and consider several key matters. The significant highlights of the CG Committee's performance are summarized as follows:

1. The CG Committee monitored the Company's 2025 sustainability operations and activities, ensuring alignment with the sustainability roadmap across the entire value chain. Additionally, the CG Committee conducted a self-assessment for the year 2025 to evaluate its own performance and oversaw the promotion of board diversity to ensure a well-balanced board structure.

2. The CG Committee conducted an annual review for 2025 of the Code of Business Conduct, the Corporate Governance Policy, and the Charter of the CG Committee. This included reviewing and restructuring the Sustainability Working Group, as well as approving changes to the Human Rights Committee to enhance operational efficiency.

3. The CG Committee established a comprehensive Biodiversity Policy and revised the Net Zero targets for the Origin Group to better align with evolving environmental standards and the Company's long-term sustainability commitments.

Furthermore, the CG Committee remains dedicated to its duties in defining policies and targets concerning ESG and Anti-Corruption. The CG Committee actively provides the necessary resources and personnel to promote a corporate culture and strategy centered on governance and sustainability. These initiatives ensure a shared understanding among executives and employees at all levels, fostering practical implementation throughout the organization and its subsidiaries in a unified direction. The CG Committee also encourages directors to continuously enhance their ESG knowledge and has established transparent mechanisms for the 2026 Annual General Meeting of Shareholders (AGM). This includes allowing shareholders to propose meeting

agenda items from November 14, 2025, to February 13, 2026, via the Company's website; however, no shareholders proposed any additional agenda items during the specified period. And providing the opportunity to submit questions in advance. These practices are conducted annually to uphold high standards. Additionally, the CG Committee supports sustainability assessments and rankings by external agencies to reinforce awareness of effective corporate governance. These efforts aim to build lasting confidence among shareholders and all stakeholders.

(Mr. Chinapat Visuttipat)
Chairman of the Corporate Governance and Sustainability Committee

ORIGIN

ANNUAL REPORT 2025

FORM 56-1 ONE REPORT
ORIGIN PROPERTY COMPANY LIMITED